

UNVEILING THE ELEMENTS OF EMPLOYEE
MOTIVATION FOR THRIVING WORKPLACES IN KLANG
VALLEY

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DECEMBER 2024

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BY

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

BACHELOR OF INTERNATIONAL BUSINESS (HONOURS)

UNIVERSITI TUNKU ABDUL RAHMAN

FACULTY OF ACCOUNTANCY AND MANAGEMENT
DEPARTMENT OF INTERNATIONAL BUSINESS

DECEMBER 2024

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- (2) No portion of this FYP has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.
- (3) Sole contribution has been made by me in completing the FYP.
- (4) The word count of this research report is 14990.

ACKNOWLEDGEMENT

First and foremost, I would like to express my deepest gratitude to my research supervisor, Dr Kalaivani a/p Jayaraman for the invaluable guidance, constructive feedback, and unwavering support throughout the completion of this project. The insights and encouragement have been instrumental in shaping the direction and quality of my research.

I extend my heartfelt thanks to the respondents who participated in this study and shared their valuable time and input, which formed the foundation of this research. Without their cooperation, this project would not have been possible.

I am also grateful to my friends for their continuous encouragement and understanding during the challenging moments of this journey. Their unwavering belief in me has been a source of strength and motivation.

Finally, I would like to acknowledge Universiti Tunku Abdul Rahman for giving me the chance to conduct this project and providing the necessary resources and facilities to carry out this research successfully.

To all who have contributed to the success of this project, I sincerely thank you.

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PREFACE

This research aims to investigate the factors that drive employee motivation in the Klang Valley. The study identifies several key contributors to employee motivation, including company relationship, self-recognition, training program, salary and bonus, job characteristics, the working environment, and job security. Employees based in the Klang Valley serve as the target population for this research. Additionally, the Klang Valley encompasses various areas with a diverse population, making it convenient for the researcher to gather survey responses. The findings of this study aim to provide valuable insights into the factors influencing employee motivation in the Klang Valley.

ABSTRACT

This study examines the factors that affect employee motivation in Klang Valley, focusing on variables such as company relationship, self-recognition, training program, salary and bonus, job characteristics, working environment, and job security.

A quantitative research design will be adopted, utilizing a structured questionnaire to gather data from 200 employees across various industries in Klang Valley. The data will be analyzed using correlation and regression methods to evaluate the relationships between the independent and dependent variables. The results reveal that company relationship, self-recognition, and working environment have a significant impact on employee motivation. These findings highlight significant factors that influence employee motivation in Klang Valley, offering valuable insights for organizations aiming to create an engaging and productive working environment.

Keywords: Employee Motivation, Klang Valley, Motivational Factors, Company Relationship, Self-Recognition, Working Environment

CHAPTER 1: RESEARCH OVERVIEW

1.0 Introduction

This study aims to explore the primary factors that influence employee motivation within organizations in the Klang Valley that facilitates employee retention and fosters a thriving workplace, thereby driving organizational success.

1.1 Research Background

Conant (2017) states that “to win in the marketplace, you must first win in the workplace.” This implies that employee motivation and organizational success are deeply and fundamentally interconnected; an organization’s capacity to grow and succeed largely relies on its workforce, which serves as the driving force behind its progress. According to Phuong and Tu, motivation encompasses the drive, enthusiasm, and effort required to attain organizational objectives and enhance employee performance (Le et al., 2021). Employees’ productivity has been significantly impacted by motivation, and motivation-driven employees can perform beyond expectations toward organizational goals (Ali & Anwar, 2021). Also, Vo et al. (2022) stated that even skilled employees underperform without sufficient motivation. Hence, understanding the elements that contribute to employee motivation is essential, as motivated workers tend to be more involved, productive, and committed, which may boost overall performance and significantly contribute to the organization’s success. Although employee motivation is essential for enhancing organizational performance, a significant knowledge gap remains in

identifying the specific factors that influence motivation across diverse work environments. Although many studies have already been conducted to investigate the various factors that influence employee motivation, it is still lacking in Malaysia. Thus, this study intends to look at the elements of employee motivation for thriving in workplaces, especially in Klang Valley.

1.2 Research Problem

Motivation among employees has a direct impact on engagement, productivity, and retention. Despite its recognized significance, a lot of firms still struggle to identify and effectively leverage the specific elements that motivate employees. As technology advancement keeps on changing, such as the 4.0 technology revolution, it changes the dynamic nature of the workplace and employee expectations (Molino et al., 2020). So, it becomes more challenging for firms to adopt appropriate motivational strategies. Not only that, market competition and the economy are also being affected by the advancement of technology. For instance, part of the business will be forced to join globalization, and all of them must keep adapting to the trends that are changing faster to ensure they are still able to compete in the market (Le et al., 2021). Furthermore, Malaysia's employee turnover and attrition rate have increased from 16.5% in 2022 to 17.5% in 2023 (Mancini, 2024). It is always challenging for employers to retain talented employees, which may be due to a lack of understanding and responding to their needs (Chakravarti & Chakraborty, 2020).

“Not all motivation is created equal, different motivations drive different behaviors as well as result in different outcomes” (Ryan & Deci, 2000). Deng (2020) stated that managers need to understand the different needs of the employees not only to enhance their motivation but also their creativity and initiative, which can lead to long-term benefits for the company. Financial incentives might be the most obvious factor that influences employee motivation, but they are not the sole driver of

motivation (Deng, 2020). According to Mancini (2024), 87% of Malaysians find non-monetary benefits important instead of paying them higher wages. However, traditional motivational strategies often emphasize monetary benefits, such as bonuses and high salaries. While these may be effective in the short term, they do not sustain long-term motivation (Makasi, 2023). Non-monetary rewards have an innate tendency to motivate employees (Adeoye & Elegunde, 2020, pp. 417-418). Some other elements have a greater impact on sustaining employee motivation, such as work-life balance, organizational culture, and leadership style. Therefore, personalized approaches are crucial for an organization to not miss out on the chance to truly engage its workforce.

1.3 Research Questions

The core of this research is to investigate the relationship between specific organizational factors and motivation among employees in Klang Valley. The research questions will be:

1. How does company relationship impact employee motivation in Klang Valley?
2. How significantly does self-recognition influence employee motivation in Klang Valley?
3. Does the training program influence employee motivation in Klang Valley?
4. To what extent do salary and bonus contribute to sustained employee motivation in Klang Valley?
5. How do job characteristics affect employee motivation in the workplace in Klang Valley?
6. What is the impact of the working environment on employee motivation in Klang Valley?
7. How does job security influence employee motivation in Klang Valley?

1.4 Research Objectives

1.4.1 General Objective

The main objective is to investigate how the company relationship, self-recognition, training program, salary and bonus, job characteristics, working environment, and job security could impact employee motivation in Klang Valley.

1.4.2 Specific Objectives

1. To examine the influence of company relationship on employee motivation in Klang Valley.
2. To evaluate the impact of self-recognition on employee motivation in Klang Valley.
3. To explore the effect of training program on employee motivation in Klang Valley.
4. To assess the significance of salary and bonus in influencing employee motivation in Klang Valley.
5. To examine the influence of job characteristics in impacting employee motivation in Klang Valley.
6. To study the effect of working environment on employee motivation in Klang Valley.
7. To examine the role of job security in motivating employees in Klang Valley.

1.5 Research Significance

The significance of this research is that it explores the elements of employee motivation for retention and successful workplaces, which is very valuable to scholars and practitioners alike. The insights can enhance academic knowledge of certain requirements and preferences for employee motivation, and they might result in actionable strategies that support firms in implementing appropriate and personalized motivational strategies for different employees, especially in Klang Valley. Developing a suitable motivational strategy is critical for organization to boost employee motivation and lead to organizational success. With the right strategies, the development of policies and practices in organizations fosters a more supportive and inclusive culture and working environments that retain top talent and improve organizational performance.

1.6 Conclusion

In summary, this research focuses on investigating the factors that affect employee motivation in Klang Valley. This chapter includes the research topic, research background, research problems, research questions, research objectives, and research significance.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

This chapter of the literature review emphasizes the explanation of both the dependent and independent variables, while also presenting the theoretical framework and the formulation of hypothesis development. The dependent variable is employee motivation, with 7 independent variables, which are company relationship, self-recognition, training program, salary and bonus, job characteristics, working environment, and job security. Additionally, the conceptual framework is illustrated through a graphical diagram to clarify the research concept. Hypotheses are formulated following a thorough review of the literature.

2.1 Underlying Theories

This research will be conducted using Herzberg's Two-Factor Theory to explore factors that influence employee motivation in Klang Valley. This theory is a fundamental concept in understanding workplace motivation and satisfaction. There are two factors in this theory, which are hygiene and motivation that will influence the motivation and job satisfaction of employees at work (Abdulkhamidova, 2021). Sankaran et al., (2023) looked at motivators using Herzberg's Two-Factor Theory and concluded that students wanted to take on more challenging assignments for intrinsic reasons to improve their career prospects. Not only that, Iddrisu (2023) says that if workers perceive their work to be advantageous and challenging, they are more likely to feel motivated and perform effectively. It implies that job characteristics can be classified as motivators, saying that

employees were willing to take on jobs with more challenging tasks as they felt that doing so would improve their career prospects. Relevant work, a sense of achievement, and recognition of achievement are the motivators (Ibrahim et al., 2023). Moreover, growth and opportunities include offering training programs that help staff members improve their abilities, advance in careers, and pursue personal development, and it is defined as a motivator (Le et al., 2021). Therefore, self-recognition, training programs, and job characteristics are considered motivators for this research.

On the other hand, hygiene factors are extrinsic elements that do not always result in job satisfaction but are crucial in preventing job dissatisfaction and is contributing a significant role in meeting employees' basic needs (Haleem Shaikh et al., 2019). Hygiene variables like salary, relationship with colleagues, and working conditions are essential to prevent dissatisfaction at work (Alrawahi et al., 2020). Also, job security is classified as a hygiene factor (Le et al., 2021). The independent variables in this research such as company relationship, work environment, job security, as well as salary and bonus, are considered as hygiene factors. Different combinations of these elements can have an impact on how satisfied employees are with their jobs. Their presence or absence can have significant impacts on employee motivation (Macalinao, 2023). Therefore, managers need to focus on offering both adequate hygiene and sufficient motivators.

Applying Herzberg's Two-Factor Theory in this research may enable a direct emphasis on employee motivation where it can be easier to identify influential factors in motivating employees and how the organization can optimize these factors to develop a motivated, satisfied, and loyal workforce, supporting organizational success.

2.2 Review of Variables

2.2.1 Dependent Variable: Employee Motivation

Bukit et al. (2023) define motivation as driving individuals to pursue activities for optimal results, leading to better performance among highly motivated employees. Motivation is a behavioral and cognitive process that encourages workers to pursue their objectives and the goals of the company as a whole (Islam et al., 2024). Thapa (2024) said that employees are the heart of an organization, and their performance is crucial to the seamless and uninterrupted operation of any firm. Also, Evangeline and Ragavan (2016) said that employee motivation is one of the competitive advantages in many successful firms as motivation is human behavior that is enthusiastic, purposeful, and is a force inside a human being that causes people to act in a variety of ways. Several factors impact employee performance, but the only way to make them perform better is to motivate them (Thapa, 2024). Despite their competence, people who lack motivation perform poorly. A less motivated worker may complete their tasks but will likely do so without focusing on quality (Asaari et al., 2019). Hence, employers seek employees who are fully engaged and motivated, rather than merely showing up for work. (Vo et al., 2022).

Furthermore, motivation is a combination of internal and external factors that encourage workers to put forth their best effort and complete duties associated with their employment. Internal factors are the motivators that relate to the job itself, while external factors primarily focus on the work environment and exist outside the scope of the job itself. (Mutalib et al., 2019). It generally has to do with the feelings and mindsets that propel, maintain, and guide actions while performing one's duties (Amin, 2019). Every individual undertakes actions driven by specific motives, which typically emerge from the anticipation of achieving a desired outcome

(Nguyen, Yandi, & Mahaputra, 2020). Besides, Shah and Asad (2018) explain that the level of motivation among employees is a critical factor in determining the overall efficiency and effectiveness of the company as well as its success. Also, they differ not just in terms of the level of motivation but also in motivational types (Ryan & Deci, 2000). Hence, motivation is crucial in enhancing job performance as highly motivated employees are more likely to complete tasks efficiently (Amin, 2019).

2.2.2 Independent Variable: Company Relationship

Company Relationship refers to the working relationship between employees, colleagues, and superiors in the workplace. According to Bella (2023), the workplace is more than just a physical environment where people gather to complete their duties; it is where interpersonal connections and interactions with colleagues happen and will significantly influence the workers' experience. Company relationships encompass the interactions, connections, and dynamics that occur between colleagues, supervisors and subordinates, as well as individuals across different levels and departments within an organization. Employee relationships can be individual or group-based, serving as a source of motivation when there is a harmonious connection between the employee and their colleagues (Parashakti et al., 2019). A positive relationship between them involves trust, cooperation, communication, respect, and social support among colleagues.

On the other hand, negative relationships can lead to conflicts, poor collaboration, and lack of supportive interactions which may lead to worker dissatisfaction and demotivated (Bella, 2023). Workers claimed that having a good relationship with their employer motivated them to perform better in their work. An organization with a strong employee relations program ensures equitable and consistent treatment for all employees, fostering their

commitment to their roles and loyalty to the company (Md Sabri et al., 2019). According to Vo et al. (2022), developing intimate relationships with others is a key factor in fostering human motivation. Individuals are driven to put in more effort when they feel a sense of connection and genuine care from those around them. As a result, workers will be motivated to work harder when they have close relationships with colleagues (Vo et al., 2022).

2.2.3 Independent Variable: Self-Recognition

Garr (2012) describes recognition as the act of one individual showing appreciation for another's actions, behaviors, or contributions. This implies that when an employee contributes to the company, their efforts are acknowledged and valued by colleagues or superiors. According to Aruna (2018), one of the main objectives of recognition is to ensure that employees feel respected and valued for their contributions. Next, Masri and Suliman (2019) state that employee recognition boosts their willingness to assume more responsibility and promotes ethical behavior, contributing to a positive work environment. Employees can gain recognition in various ways within an organization. Non-monetary motivation includes improving work conditions, acknowledging excellent work with gifts or notes of appreciation, offering encouragement, organizing social activities, empowering employees with challenging tasks, and involving them in decision-making, fostering a sense of acceptance and commitment to organizational goals (Nkansah & Amoah, 2020).

Meanwhile, monetary incentives can also serve as a form of recognition. Positive recognition happens when employees are acknowledged or rewarded for reaching set objectives or delivering exceptional work quality, while negative recognition entails criticism or blame regarding their performance (Galanakis & Peramatzis, 2022). For instance, Haldorai et al.

(2019) indicate that employee turnover is significantly higher in poor work environments lacking recognition, as employees feel their efforts are neither acknowledged nor valued. Baqir et al. (2020) state that employees seek appreciation and encouragement to stay motivated and energized. Moreover, Nasina Mat Desa (2019) also mentioned that acknowledging employees' dedication makes them feel valued for their significant contributions to the organization. With that, verbal praise from supervisors and colleagues is the most effective form of recognition because it is both immediate and personal (R et al., 2024).

2.2.4 Independent Variable: Training Program

Employee training is the process of gaining or transferring the skills, competencies, and knowledge needed to carry out a specific task (Hammond & Churchill, 2018). Sugiarti (2021) says that training offers employees the chance to develop skills, enhance abilities, and gain knowledge, which improves their understanding of tasks and boosts their performance. Moreover, training refers to an activity designed to improve job performance in both the present and the future (Haryono et al., 2020). Training and development programs require financial investment, employee time commitment, careful planning, and the involvement of managers (Urbancová et al., 2021). Furthermore, training provides a systematic way to enhance employees' skills and quality, boosting motivation, confidence, and self-respect while improving job satisfaction, efficiency, and productivity, which in turn fosters loyalty, commitment, and organizational contribution (Jeni et al., 2021).

According to Noelle Fujii (2019), providing training is an effective method for motivating employees to stay with the organization. When employees have access to training and development opportunities, they tend to feel

more motivated and put in greater effort to achieve both personal and organizational goals (Hanaysha & Hussain, 2018). According to Usha et al. (2016), well-structured training programs have the potential to boost employee morale and foster loyalty. However, to ensure the effectiveness of training, it should be tailored to fit the employees, the type of organization, and its nature to ensure job satisfaction and maximize productivity from skilled employees (Usha et al., 2016).

2.2.5 Independent Variable: Salary and Bonus

Salary refers to a type of payment usually provided on a monthly or yearly basis, serving as remuneration even if not explicitly outlined in the employment contract (Asaari et al., 2019). According to Asaari et al. (2019), salary is viewed as compensation provided to employees in exchange for their contributions to the organization. Based on that, Naidu and Satyanarayana (2018) highlighted that salary and bonuses are forms of direct compensation provided to employees in return for their contributions to the organization. They emphasized that a well-structured compensation plan catering to employees' needs is more likely to encourage them to deliver the desired level of performance. According to Jam and Jamal (2020), salary, merit pay, and bonuses are key forms of compensation that play a significant role in attracting, retaining, and motivating employees to perform well within an organization. Employee motivation can be influenced by various factors, with salary being a key contributor (Nkansah & Amoah, 2020).

However, it does not only depend on salary but also other bonuses that may lead to employee motivation in carrying out the work (Asaari et al., 2019). It can retain, attract, and motivate employees within the organization, thereby improving their performance and boosting productivity (Oweyele,

2017). When considering why employees work, salary is often the first factor that comes to mind since most workers work because they need money to support their livelihoods (Amin, 2019). Akhtar et al. (2014) suggest that a well-structured and competitive salary plan significantly enhances employee motivation. Also, the study by Vu Minh Hung (2017) indicates that the amount employees are paid, their perceptions of pay fairness, and the methods used to distribute wages all influence employee motivation. Therefore, companies must recognize employees' needs and create a compensation and reward system that fulfills those needs (Oduntan, 2020).

2.2.6 Independent Variable: Job Characteristics

According to Porter (2015), job characteristics refer to the nature of the work itself, encompassing the scope of responsibilities and the range of tasks that employees are expected to perform. Job characteristics also pertain to the nature of an employee's duties, including the variety of tasks, responsibilities, and the degree of satisfaction derived from the inherent aspects of the work (Sandi et al., 2021). Based on Robbins and Judge (2017), the way a job or workplace is structured can significantly impact employee motivation, influencing their commitment, productivity, and ability to achieve organizational goals. According to Sultan and Sarwat (2012), a combination of the five core job characteristics which are skill variety, task identity, task significance, autonomy, and feedback can effectively motivate and satisfy employees.

These traits are closely associated with positive psychological outcomes, such as a sense of purpose and accountability. As a result, they contribute to increased job satisfaction, motivation, and overall work performance (Parker & Ohly, 2008). According to Tran (2015), employees are likely to

become more enthusiastic and engaged with their tasks when the work is more interesting, while less interesting jobs can lead to decreased motivation and productivity among employees. When individuals are given jobs that align with their skills, they tend to exhibit higher enthusiasm and motivation at work (Le et al., 2021). An ambiguous job description, a high-stress work environment, and unnecessary administrative duties can burden employees, resulting in dissatisfaction and decreased motivation (Rasheed et al., 2020).

2.2.7 Independent Variable: Working Environment

Rattu and Tielung (2018) emphasized that the work environment encompasses not just the physical workplace itself but also the surrounding areas, including construction sites and office buildings. The working environment includes the tools, materials, and surroundings that employees use, as well as their methods and arrangements for working both individually and in groups (Nguyen et al., 2020). Not only that, a friendly work environment is fundamental for boosting employee motivation by reducing psychological stress related to work overload, job strain, and relationship issues with supervisors, positively impacting employee performance and motivation to work more diligently (Amin, 2019).

According to Gamal et al. (2018), a friendly work environment is characterized by a clean and safe physical space, fulfillment of employees' basic needs, supportive relationships, fair treatment, promotion of a healthy lifestyle, and facilities for interaction and high employee engagement. Employees expect access to adequate work facilities that support them in fulfilling their duties and responsibilities (Simamora et al., 2024). When the work environment is limiting and inadequate, employees may experience

discomfort and reduced performance, which can lead to negative consequences like lower motivation, disengagement, stress, and burnout (Subramaniam et al., 2019). Overall, the work environment is considered good if it allows individuals to perform activities optimally while being healthy, safe, and comfortable, with its effectiveness evident over the long term (Afif et al., 2023).

2.2.8 Independent Variable: Job Security

Lucky et al. (2013) defined job security as the employees' ability to keep their positions, thereby lowering the risk of unemployment. It helps alleviate employees' worries about the potential of job termination (Dhanpat et al., 2019). Moreover, Karimer et al. (2005) define job security as employees' psychological state regarding their anticipated job continuity. Job security can act as a motivational tool, encouraging employees to work towards organizational goals and ensuring the company's overall success (Islam et al., 2024). Based on Pang and Lu (2018), job security is essential for organizational motivation, as it provides employees with assurance and stability, which encourages employees to stay motivated and dedicated to achieving the company's goals. Job security is a crucial factor influencing employee motivation, especially during times of high unemployment, economic downturns, or downsizing (Karodia et al., 2018). A lack of job security among employees leads to decreased motivation (Haile, 2015).

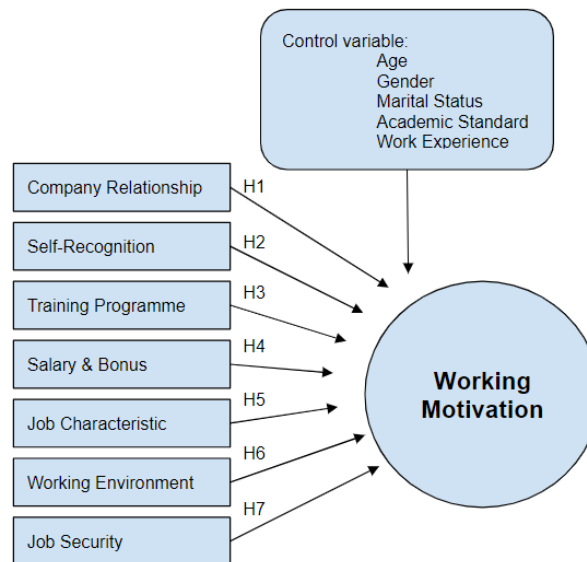
According to Şenol (2011), a key factor in employee motivation is the assurance of job security, where employees feel confident that they won't lose their positions and can remain with the organization as long as they wish. Job security is essential for employees as it relates to maintaining or finding new employment, however, it is equally important for employers as it helps them retain current workers or recruit new employees (Şenol, 2011).

This also implies that an employer cannot dismiss an employee without a valid reason, while the employee is obligated to fulfill their duties according to the employment contract (Kayar & Yeşilada, 2024).

2.3 Review of Relevant Theoretical Models

Figure 2.1: Theoretical Model

Title: Factors Affecting the Working Motivation of Employees at Accommodation Facilities in Danang



Source: Trinh et al. (2021)

The study by Trinh et al. (2021) identified seven independent variables that are related to the dependent variable, employee motivation, at accommodation facilities in Danang, Vietnam. These independent variables include company relationship, self-recognition, training programs, salary and bonuses, job characteristics, work environment, and job security.

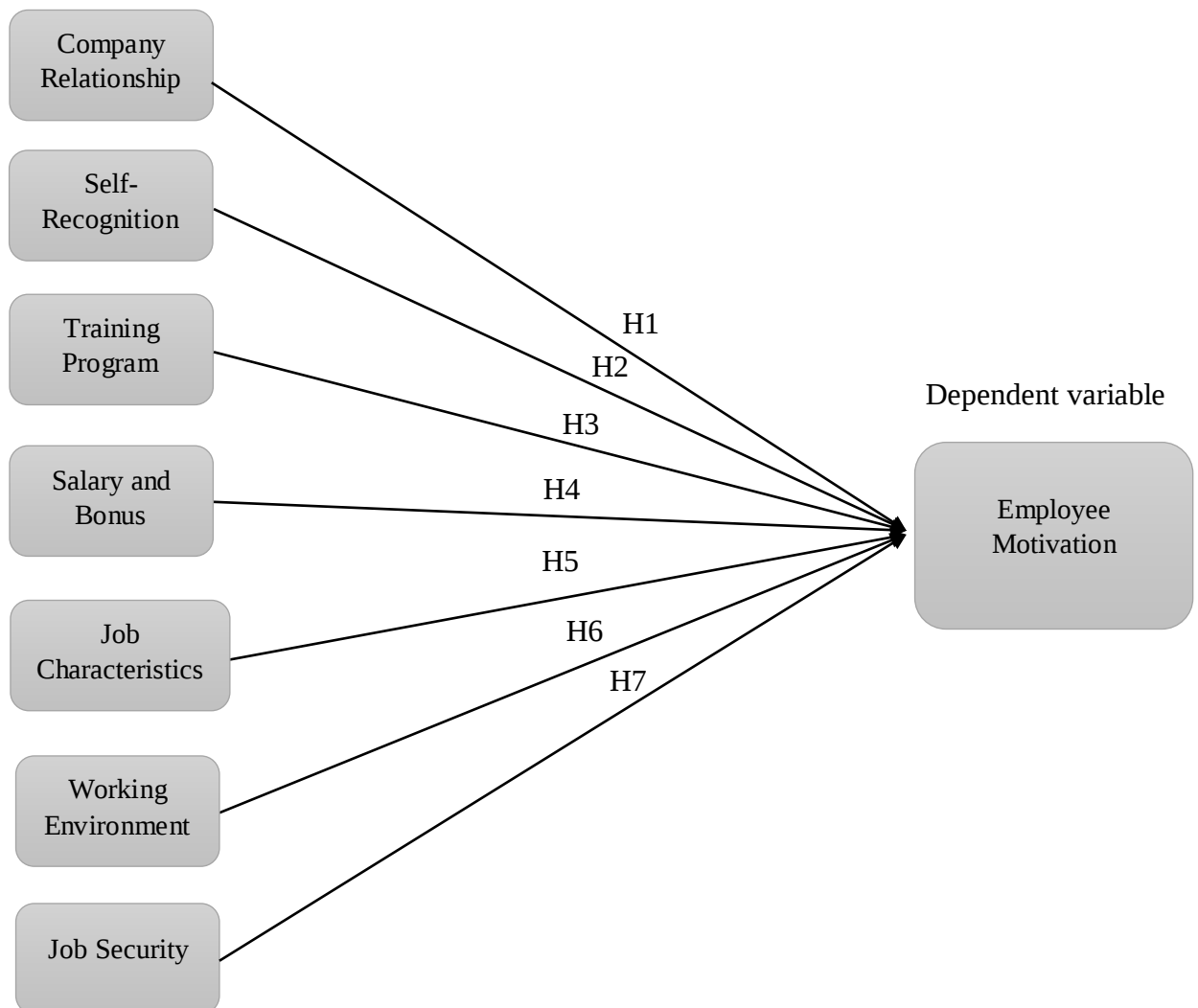
The researcher has adopted all seven factors from the research of Trinh et al. (2021) to explore their relevance in the context of Klang Valley.

2.4 Proposed Conceptual Framework

The proposed conceptual framework for this research study aims to examine the connections between employee motivation and various independent factors such as company relationship, self-recognition, training program, salary and bonus, job characteristics, work environment, and job security, specifically in the context of Klang Valley.

Figure 2.2: A model of Factors that Affect Employee Motivation in Klang Valley

Independent variables



Source: Developed from the research

2.5 Hypotheses Development

2.5.1 The relationship between company relationship and employee motivation

According to Stallard (2009), studies have shown that employees working in organizations with healthy and supportive employee relations tend to be more engaged, leading them to perform their tasks more effectively. These employees are also less inclined to leave the organization for other opportunities. The key finding of Nguyen (2021) was that workers who feel respected and have a good working relationship with their colleagues will feel more at ease. Pham (2017) has also concluded that most workers want to have open, sincere connections with their colleagues since it will improve their performance at work and contribute to the growth of the company. Furthermore, based on Nyoni (2020), 65% of respondents strongly think that having positive relationships with colleagues boosts employee motivation.

Therefore, I have proposed that company relationship has a positive relationship with factors contributing to employee motivation.

H1: There is a positive relationship between company relationship and factors contributing to employee motivation in Klang Valley.

2.5.2 The relationship between self-recognition and employee motivation

Asaari et al. (2019) state that employees view recognition as a crucial value that enhances morale and motivates them to boost productivity. Recognition

is essential for increasing motivation and driving workforce performance where when this need is met, serves as a powerful motivator (Asaari et al., 2019). Kerketta and Chauhan (2023) suggest that forms of recognition, including verbal praise, public recognition, and awards, are strongly linked to enhancing employee motivation. Baskar (2013) found a direct and positive relationship between recognition and motivation. Not only that, the research study by Gopinath et al. (2021) derived that there is a significant relationship between employee rewards, recognition, and various aspects of work motivation, showing that employees need appreciation, incentives, and tangible rewards to stay motivated. Haile (2015) and Jayasuriya et al. (2017) found that employee motivation is strongly influenced by recognition.

Therefore, I have proposed that self-recognition has a positive relationship with factors contributing to employee motivation.

H2: There is a positive relationship between self-recognition and factors contributing to employee motivation in Klang Valley.

2.5.3 The relationship between training program and employee motivation

Research by Anggraini (2024) highlights that employees who feel valued, supported, and have growth opportunities are more motivated to perform their jobs effectively. Similarly, Islam et al. (2024) found that job training significantly influences employee motivation in small and medium-sized enterprises. Tumi et al. (2021) also identified a strong link between training and employee motivation, with Sugiarti's (2021) study confirming the positive relationship between the two. Haryono et al. (2020) also reinforce these results, demonstrating that both training and promotion positively and

significantly influence motivation. Additionally, Jeni et al. (2021) discovered that training not only boosts employee performance but also has a positive impact on their motivation and job satisfaction within the private banking sector in Bangladesh. These studies collectively emphasize the strong connection between employee motivation and training.

Therefore, I have proposed that training program has a positive relationship with factors contributing to employee motivation.

H3: There is a positive relationship between training program and factors contributing to employee motivation in Klang Valley.

2.5.4 The relationship between salary and bonus and employee motivation

Nkansah & Amoah (2020) claimed that salaries, as part of monetary incentives, play a crucial role in influencing employee motivation. This shows there is a connection between salaries and employee motivation. Akhtar et al. (2014) established a strong and positive connection between salary and employee motivation. Similarly, Barzoki (2012) identified a significant positive relationship between salary and motivation, suggesting that management should prioritize salary to avoid employee demotivation. According to Assari et al. (2019), salaries and payments are crucial for employee satisfaction and motivation, with salary increases leading to improved work performance. This determined the positive relationship between salary and employee motivation. Other than that, Karodia et al. (2018) also identify a significant relationship between salary and motivation, noting that money is a highly influential factor in driving motivation and has a strong impact on employees.

Therefore, I have proposed that salary and bonus has a positive relationship with factors contributing to employee motivation.

H4: There is a positive relationship between salary and bonus and factors contributing to employee motivation in Klang Valley.

2.5.5 The relationship between job characteristics and employee motivation

Robbins and Judge (2017) emphasize that the structure of a job is closely linked to employee motivation. How a job is designed can significantly influence employees' commitment, productivity, and success in achieving organizational goals, highlighting the strong relationship between job characteristics and motivation. The research by Sever and Malbašić (2019) confirms that enhancing positive job characteristics like feedback, autonomy, as well as diverse and meaningful tasks can boost employee motivation and job satisfaction. Furthermore, research by Trinh et al. (2021) demonstrates that job characteristics significantly influence employee motivation, underscoring the strong connection between the two.

Therefore, I have proposed that job characteristics has a positive relationship with factors contributing to employee motivation.

H5: There is a positive relationship between job characteristics and factors contributing to employee motivation in Klang Valley.

2.5.6 The relationship between working environment and employee motivation

Hee and Rhung (2018) suggest that the work environment serves as an additional motivator for employees while they are at work. The study by Zainal et al. (2022) found that the work environment significantly influenced employee retention, indicating a link to employee motivation. Moreover, the research by Anggraini (2024) indicates that a positive work environment greatly influences employee performance by fostering high levels of motivation and engagement. More than that, the result from the research by Porter et al. (2016) indicates that, in addition to individual differences, the perceived work environment may play a crucial role in motivating individuals to become organizational leaders, suggesting a strong and meaningful connection between the work environment and employee motivation.

Therefore, I have proposed that working environment has a positive relationship with factors contributing to employee motivation.

H6: There is a positive relationship between working environment and factors contributing to employee motivation in Klang Valley.

2.5.7 The relationship between job security and employee motivation

Job security plays a vital role in shaping employee motivation, with numerous studies highlighting a strong link between the two. Research by Islam et al. (2024) suggests that job security significantly affects employee

motivation in small and medium-sized enterprises. Haile (2015) also identified job security as a critical determinant of overall employee motivation, showing its considerable influence. Additionally, Trinh et al. (2021) and Jayasuriya et al. (2017) both found that job security positively affects employee motivation, concluding that enhancing job security can lead to greater motivation. Similarly, Rahman et al. (2018) highlighted a significant connection between job security and employee motivation.

Therefore, I have proposed that job security has a positive relationship with factors contributing to employee motivation.

H7: There is a positive relationship between job security and factors contributing to employee motivation in Klang Valley.

2.6 Conclusion

This chapter outlines the independent and dependent variables, drawing on relevant prior research. It also identifies an appropriate theoretical model to examine the factors influencing employee motivation in Klang Valley. Additionally, the proposed conceptual framework is presented and discussed in this chapter.

CHAPTER 3: METHODOLOGY

3.0 Introduction

The approaches or research methods will be carried out in this chapter, including the research design, sampling design, data collection method, research instrument, measurement scales, data processing, and data analysis tool.

3.1 Research Design

A research design serves as a strategic framework that directs the process of data collection, measurement, and analysis, ensuring that the evidence gathered is appropriate for addressing the research question effectively (Akhtar, 2016). A research design prevents unfocused, aimless data collection and guides the researcher to proceed in a structured and purposeful direction (Khanday & Khanam, 2023). According to Khanday and Khanam (2023), research design can be categorized into qualitative and quantitative approaches, where qualitative research is used to explore theories and respondent views to understand phenomena, focusing on “why” a theory exists, and quantitative research uses statistical data to provide actionable insights and support business decisions. A research design outlines the procedures and logistics for starting a study while ensuring quality and cohesion among all project components. Therefore, this study adopts a descriptive research design, utilizing self-administered questionnaires as the primary data collection tool. Both descriptive and inferential statistical techniques are applied for analysis. A quantitative approach is employed to test the hypotheses and examine

the causal relationships between variables, aiming to understand how each independent variable influences employee motivation in the Klang Valley.

3.1.1 Descriptive Research

Descriptive research is a theory-based research design that involves gathering, analyzing, and presenting data to offer insight into the reasons and processes behind research findings (Khanday & Khanam, 2023). A descriptive research design is applied to provide a comprehensive overview of the factors influencing employee motivation in Klang Valley in this research. Surveys and questionnaires will be distributed to employees in the Klang Valley to gather demographic data from the respondents. The descriptive approach will facilitate a detailed understanding of how prevalent these factors are within the workforce in Klang Valley including company relationships, self-recognition, training program, salary and bonus, job characteristics, working environment, and job security. The data from the survey will be crucial in outlining the motivational landscape and laying the groundwork for subsequent examinations, which may involve investigating potential causal connections between the independent variables and the dependent variable.

3.1.2 Quantitative Research

A quantitative research approach is adopted in this research, using structured surveys and questionnaires to collect numerical data from employees across various industries in Klang Valley. Quantitative research is the organized and methodical examination of phenomena through the

collection of quantifiable data, followed by the use of statistical, mathematical, or computational techniques for analysis (Kandel, 2020). The questionnaires for the survey are designed with Likert scales, to capture data on the independent variables and employee motivation. Then, the descriptive statistics method will be used to summarize the data, and inferential statistics for exploring causal relationships. This approach will provide precise and numerical insights into the prevalence of various factors and their effects on employee motivation.

3.1.3 Causal Research

A causal research design is used to investigate the possibility of causation between variables (Pandiangan et al., 2021). Hence, this research uses a causal research design to examine the relationships between independent variables which are company relationships, self-recognition, training program, salary and bonus, job characteristics, working environment, and job security, and the dependent variable which is employee motivation, within Klang Valley. This method is used to determine whether and how these factors influence employee motivation, providing insights into the underlying cause-and-effect relationships. Regression analysis will be used to explore the connections between the factors and employee motivation. It is a statistical technique that assesses the relationships between one or more independent variables and a dependent variable. It can help determine the direction and strength of these relationships and whether the factors have a significant impact on motivation.

3.2 Sampling Design

Sampling design is the process or method the researcher uses to select individuals or objects from the population for the sample (Mukherjee, 2017). Sampling design refers to a structured approach for choosing a sample from a broader population (Mistry, 2021). It serves as a key tool in research, offering a flexible approach to data collection (Jawale, 2012).

3.2.1 Target Population

In this research, the target audience will be individuals who currently working in Klang Valley. This is because they have relevant work experience and can provide valuable insights into factors that influence employee motivation. This demographic has likely encountered different workplace environments, management styles, and motivational factors, making them well-suited to reflect on what drives their motivation. By gathering data from different generations, individuals from various backgrounds in terms of gender, ethnicity, income level, education level, or other demographic factors, as well as a diverse range of working professionals, the researcher can capture a broader perspective on how factors like company relationships, self-recognition, training program, salary and bonus, job characteristics, working environment, and job security impact employee motivation in Klang Valley.

3.2.2 Sampling Frame and Sampling Location

A sampling frame is a set of sample units from which a sample is selected (Brown, 2010). The sampling frame in this research will be the individuals who currently working in Klang Valley, provided they meet the criteria of this research. The questionnaire will be distributed to respondents through online. Meanwhile, the researcher will also distribute the questionnaire to her friends or people she knows as long as they meet the criteria to be the target respondents for this research. Besides, sampling location refers to the place where the sample was collected. In this research, the target respondents are employees working in Klang Valley, recognized as the most urbanized region of Malaysia, which stands as a key economic and industrial center (Abdul Aziz et al., 2011). Thus, Klang Valley is the sampling location.

3.2.3 Sampling Elements

This research focuses on employees in Klang Valley, as long as they are eligible to be respondents for this research. Given that individuals have diverse preferences for workplace motivation, the survey aims to explore how different factors influence employee motivation in Klang Valley. Additionally, it examines how distinct generations perceive their motivational needs and desires at work. By investigating these aspects, this research seeks to provide a comprehensive understanding of motivational drivers in the workplace.

3.2.4 Sampling Technique

The sampling techniques are divided into probability sampling and non-probability sampling (Saunders et al., 2011). The researcher uses convenience sampling under non-probability sampling methods as the target respondents. Non-probability sampling is a method where the probability of each individual in the population being chosen for the sample is unknown (Kumar, 2005). Convenience sampling involves selecting respondents based on the researcher's ease of accessibility, and it is common in pilot testing (Makwana et al., 2023). The researcher decided to use the convenience sampling method as it is easier to collect data. Furthermore, to make sure the respondents are qualified, the researcher will make sure the respondents are currently working in Klang Valley.

3.2.5 Sampling Size

Sample size denotes the number of units chosen from a population to form a sample, and the researcher needs to ensure that the sample size is sufficient to satisfy criteria like accuracy, reliability, and representativeness to obtain usable data (Mukherjee, 2017). Larger sample sizes increase statistical power, but overly large samples can lead to almost any effect being deemed significant. Thus, it's crucial to find a balance, as small samples may lack sensitivity, while very large ones may become too sensitive (Hair et al., 2010). According to Comrey and Lee (1992), a sample size of 200 is considered reasonable. Hence, the sample size for this research will be 200 respondents, with the survey questionnaire distributed to the target respondents, which are employees in Klang Valley.

3.3 Data Collection

The data collection process involves various techniques to gather, organize, and utilize information obtained from respondents or other relevant sources (Sekaran & Bougie, 2003). Data collection methods are categorized into primary data, which is the first-hand information collected directly from respondents, and secondary data collected from previously published information gathered by others and can be used for different purposes (Taherdoost, 2021). Secondary data can provide valuable background and context, while primary data is essential for achieving reliable results, especially in statistical surveys where specific, unaltered information is required. The literature review section relies on secondary data which offers foundational insights from past studies to support new research. Meanwhile, the primary data will be the responses from the survey questionnaire as the researcher can decide on the sample and the questions to be asked.

3.4 Research Instrument

As stated by Oben (2021), a research instrument is a thoughtfully designed tool aimed at collecting, analyzing, and interpreting data in alignment with the research objectives. The selection of the instrument is influenced by the type of study, whether it is quantitative, qualitative, or mixed-method. There are several instruments used for research which include surveys, tests, questionnaires, interviews, and more. However, a questionnaire is the most commonly used tool for gathering data from the respondents (Oben, 2021). In this study, data will be gathered using a self-administered questionnaire, as it is more convenient and helps reduce respondent bias (Bryman, 2012). The questionnaire will be shared with participants via online platforms, including WhatsApp, Facebook, and Instagram. This provides convenience to both respondents and researcher as it can save costs and also easier for the researcher to collect data.

3.4.1 Questionnaire Design

A questionnaire consists of questions designed to collect statistically valuable information on a specific topic to make accurate statements. Hence, effective construction and administration of the questionnaire, including well-designed questions and proper formatting, are crucial for ensuring that the survey accurately captures respondents' views and opinions (Roopa & Rani, 2012).

The questionnaire for this research is in English and is divided into three parts: Section A, Section B, and Section C. Section A focuses on gathering demographic information, including details about the respondents' gender, age, ethnicity, educational background, work experience, marital status, income level, and type of workplace. On the other hand, Section B will be questions about factors that affect employee motivation, which are company relationship, self-recognition, training program, salary and bonus, job characteristics, working environment, and job security. Moreover, Section C will be the questions on the dependent variable which is employee motivation, to understand the views of respondents toward motivation and how they are being motivated. Additionally, the questionnaire will feature a 5-point Likert scale, requiring respondents to express their level of agreement or disagreement with each statement, with 1 representing "Strongly Disagree" and 5 representing "Strongly Agree."

Table 3.1: Summary of Measures

Variables	Number of Items	Measurement Scale
Company Relationship	5	5-Point Likert Scale (1=Strongly Disagree to 5=Strongly Agree)

Self-Recognition	5	5-Point Likert Scale (1=Strongly Disagree to 5=Strongly Agree)
Training Program	5	5-Point Likert Scale (1=Strongly Disagree to 5=Strongly Agree)
Salary and Bonus	5	5-Point Likert Scale (1=Strongly Disagree to 5=Strongly Agree)
Job Characteristics	5	5-Point Likert Scale (1=Strongly Disagree to 5=Strongly Agree)
Working Environment	6	5-Point Likert Scale (1=Strongly Disagree to 5=Strongly Agree)
Job Security	5	5-Point Likert Scale (1=Strongly Disagree to 5=Strongly Agree)
Employee Motivation	5	5-Point Likert Scale (1=Strongly Disagree to 5=Strongly Agree)

Source: Developed for the research

3.4.2 Pilot Test

A pilot test is an initial phase conducted before the main survey to assess the reliability and accuracy of the instruments, as well as the overall effectiveness of the research methodology (Roopa & Rani, 2012). Sileyew (2020) notes that pilot testing helps to evaluate the content, internal, and external validity of the questionnaires and tools, ensuring that respondents understand the questions and that the results can be generalized, with minor modifications made based on the feedback. According to Nawi et al. (2020), a sample size of at least 30 respondents is recommended for a valid pilot test. As a result, the researcher gathered responses from 30 participants within the target population.

Table 3.2: Pilot Testing

Constructs	Cronbach's Alpha	Number of Items
Company Relationship	0.795	5
Self-Recognition	0.875	5
Training Program	0.865	5
Salary and Bonus	0.814	5
Job Characteristics	0.766	5
Working Environment	0.848	6
Job Security	0.864	5
Employee Motivation	0.892	5

Source: Developed for the research

3.5 Construct Measurement

3.5.1 Origin of Construct

Table 3.3: Origin of Construct

Construct/Variables	Sources
Company Relationship	Trinh Le Tan, Phan Vu Tram Anh, Pham Nguyen Phuong Nhu, Tran Thi Anh Thu, Vien Dinh Anh Tuan, & Hoang Ngoc Hung (2021): Factors affecting the working motivation of employees at accommodation facilities in Danang.
Self-Recognition	Trinh Le Tan, Phan Vu Tram Anh, Pham Nguyen Phuong Nhu, Tran Thi Anh Thu, Vien Dinh Anh Tuan, & Hoang Ngoc Hung (2021): Factors affecting the working motivation of employees at accommodation facilities in Danang.

Training Program	Trinh Le Tan, Phan Vu Tram Anh, Pham Nguyen Phuong Nhu, Tran Thi Anh Thu, Vien Dinh Anh Tuan, & Hoang Ngoc Hung (2021): Factors affecting the working motivation of employees at accommodation facilities in Danang.
Salary and Bonus	Trinh Le Tan, Phan Vu Tram Anh, Pham Nguyen Phuong Nhu, Tran Thi Anh Thu, Vien Dinh Anh Tuan, & Hoang Ngoc Hung (2021): Factors affecting the working motivation of employees at accommodation facilities in Danang.
Job Characteristics	Trinh Le Tan, Phan Vu Tram Anh, Pham Nguyen Phuong Nhu, Tran Thi Anh Thu, Vien Dinh Anh Tuan, & Hoang Ngoc Hung (2021): Factors affecting the working motivation of employees at accommodation facilities in Danang.
Working Environment	Trinh Le Tan, Phan Vu Tram Anh, Pham Nguyen Phuong Nhu, Tran Thi Anh Thu, Vien Dinh Anh Tuan, & Hoang Ngoc Hung (2021): Factors affecting the working motivation of employees at accommodation facilities in Danang. Sugiarti Endang (2021): The influence of training, work environment and career development on work motivation that has an impact on employee performance at PT. Suryamas Elsindo Primatama in West Jakarta.
Job Security	Trinh Le Tan, Phan Vu Tram Anh, Pham Nguyen Phuong Nhu, Tran Thi Anh Thu, Vien Dinh Anh Tuan, & Hoang Ngoc Hung (2021): Factors affecting the working motivation of employees at accommodation facilities in Danang.
Employee Motivation	Trinh Le Tan, Phan Vu Tram Anh, Pham Nguyen Phuong Nhu, Tran Thi Anh Thu, Vien Dinh Anh Tuan, & Hoang Ngoc Hung (2021): Factors affecting the working

	motivation of employees at accommodation facilities in Danang.
--	--

Source: Developed for the research

3.5.2 Scale of Measurement

There are four types of measurement scales, which are nominal, ordinal, ratio, and interval scales (Anjana, 2021). However, the ratio scale will not be used in this research.

3.5.2.1 Nominal Scale

Nominal data consists of names of categories with two or more groups with no inherent order or ranking. For example, gender and marital status are categories without any natural hierarchy (Mishra et al., 2018). Hence, a nominal scale is being used in this research in Section A of the questionnaire on demography questions about gender, marital status, ethnic group, and type of workplace.

3.5.2.2 Ordinal Scale

An ordinal scale has a clear order or ranking such as scales for rating quality and economic status (Mishra et al., 2018). The researcher uses an ordinal scale in Section A of the questionnaire which consists of the questions about the age, academic level, work experience, and income level of respondents.

3.5.2.3 Interval Scale

According to Wu and Leung (2017), the Likert scale is typically designed with four to seven points, and is often treated as an interval scale. Section B and Section C of the questionnaire use five-point Likert scale ratings from “Strongly Disagree” to “Strongly Agree” to indicate the level of agreement of respondents for each statement. Section B is related to the independent variables which are factors that influence employee motivation and Section C is related to the dependent variable which is employee motivation.

3.6 Data Processing

Data processing involves collecting raw data and converting it into usable information to ensure accurate and valuable outcomes (Olaitan, 2024). In this research, data processing for the questionnaire includes steps such as data editing, coding, transcription, and cleaning. The primary goal is to eliminate issues like missing data and ensure the accuracy of the results.

3.6.1 Data Editing

Data editing involves checking the survey questionnaire to identify missing, invalid, or inconsistent entries, or flagging data records that may contain errors. For instance, respondents may misinterpret questions or leave some questions blank or unanswered. If these kinds of problems occur, the researcher has to adjust or edit the data to ensure the accuracy and reliability of the result of the research.

3.6.2 Data Coding

Data coding refers to assigning numerical codes to each response option in the questionnaire, simplifying data collection and analysis. For instance, a five-point scale ranging from “Strongly Disagree” to “Strongly Agree” might be coded as 1 to 5, respectively. This coding step enables the researcher to have a clearer view of the data, facilitates the data interpretation, and analyzes the data, transforming it into actionable insights.

3.6.3 Data Transcribing

Data transcribing is the step to convert the coded data into a format suitable for analysis. According to Ong and Puteh (2017), the Statistical Package for Social Sciences (SPSS) is commonly used for this purpose due to its user-friendly features. Also, it is available and compatible with major operating systems, including Windows, MacOS, and Linux (URI, 2019). Therefore, the researcher uses the SPSS Software for the data transformation.

3.6.4 Data Cleaning

Data cleaning is the final step of data processing in this research. It is crucial for ensuring the reliability and validity of the survey results, it includes detailed recommendations for identifying and correcting errors that might occur during the analysis of survey data (Mullat, 2009).

3.7 Data Analysis

Data analysis plays a vital role in research by improving the quality of findings. It involves the stages of gathering, organizing, cleaning, and analyzing data to reveal valuable insights (Dibekulu, 2020). Quantitative data analysis primarily consists of using numbers, graphs, charts, and statistical techniques, including both descriptive and inferential statistics. In this study, the researcher utilizes Statistical Package for the Social Sciences (SPSS) to aid in data analysis, ensuring the results are both reliable and accurate.

3.7.1 Descriptive Analysis

Descriptive statistics summarize data through basic quantitative measures like percentages or means, as well as visual representations (Kaliyadan & Kulkarni, 2019). Section A of the questionnaire uses descriptive analysis to gather demographic data from respondents, compiling, summarizing, and converting raw data into easily understandable information. According to Thompson (2009), frequency distributions are typically the first analysis performed on a dataset and are useful for describing nominal or ordinal data, as well as identifying data entry errors. Hence, the collected data for Section A questions was then presented as frequencies and percentages, and visually represented through tables, charts, and graphs.

3.7.2 Scale Measurement

Scale measurement evaluates the validity and reliability of the data collected. It is essential to ensure that these scales are valid and reliable to obtain meaningful and accurate findings (Sürücü & Maslakçi, 2020).

3.7.2.1 Reliability Test

Reliability studies are widely used in developing and validating questionnaires (Bujang et al., 2018). Reliability indicates how consistently a measuring instrument yields the same results under the same conditions, it reflects both the stability of the instrument and the consistency of the results it produces (Sürücü & Maslakçi, 2020). According to Sürücü and Maslakçi (2020), the most common method for assessing the reliability of research scales is by calculating the Cronbach's alpha coefficient. A strong positive correlation between the results of a measuring instrument signifies high reliability. Values approaching 1 indicate strong reliability, while values near 0 suggest weak reliability. Therefore, Cronbach's Alpha was employed in this study to evaluate the reliability and consistency of both the independent and dependent variables.

Table 3.4: Strength of Association Determination

Strength of Association	Alpha Coefficient Range
Poor	< 0.6
Moderate	0.6 to < 0.7
Good	0.7 to < 0.8
Very Good	0.8 to < 0.9
Excellent	0.9 >

Source: Hair, J. F., Celsi, M., Money, A., Samouel, P., & Page, M. (2016). *The essentials of business research methods* (3rd ed.).

Referring to the table, an alpha value of 0.70 or higher demonstrates good reliability.

3.7.3 Inferential Analysis

Inferential statistics enable researchers to make generalizations about a population based on a sample and explore the connections between different variables, two major methods are correlation and regression (Guetterman, 2019).

3.7.3.1 Pearson's Correlation Analysis

A correlation coefficient reveals the strength and direction of a relationship, with the r value ranging from -1.0 to +1.0. Values closer to -1.0 or +1.0 suggest a strong relationship, while a value of 0 indicates no correlation (Guetterman, 2019). Pearson's Correlation Analysis was used by the researcher to evaluate and measure the relationship between the independent and dependent variables.

The formula of Pearson's Correlation is:
$$r = \frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}}$$

In the formula, x denotes the independent variable, y signifies the dependent variable, and r indicates the relationship between independent variables and dependent variable.

Table 3.5: Value for Pearson's Correlation Analysis

Correlation Coefficient	Interpretation
$\pm 0.00-0.10$	Negligible correlation
$\pm 0.10-0.39$	Weak correlation
$\pm 0.40-0.69$	Moderate correlation
$\pm 0.70-0.89$	Strong correlation
$\pm 0.90-1.00$	Very strong correlation

Source: Schober, P., Boer, C., & Schwarte, L. A. (2018). Correlation Coefficients: appropriate use and interpretation.

3.7.3.2 Multiple Regression Analysis

According to Petchko (2018), Multiple Regression Analysis often being used to assess how different factors influence a single outcome and the significance of each predictor, accounting for the effects of others. It can help identify the relationship between variables (Baek et al., 2020). In this research, Multiple Regression is chosen to determine whether the proposed independent variables positively impact employee motivation in Klang Valley.

The formula of Multiple Regression Analysis is:

$$Y = a + \beta_0 + \beta_1 x_1 + \dots + \beta_n x_n$$

Whereby,

Y = Dependent Variable

X_i = Independent Variables

A = Regression Constant

β_i = Coefficient associated with the independent variables

3.8 Conclusion

In this chapter, the researcher presents the methodology used for the study, detailing important elements such as the research design, methods of data collection, sampling approach, research tools, measurement of constructs, and the techniques for data processing and analysis.

CHAPTER 4: DATA ANALYSIS

4.0 Introduction

After gathering the data, the analysis was conducted using the Statistical Package for Social Sciences (SPSS). The researcher applied both descriptive and inferential analysis methods, including Pearson's Correlation and Multiple Regression, and also conducted a reliability test to evaluate the consistency of the results.

4.1 Descriptive Analysis

4.1.1 Demographic Profile

This section presents the demographic profile of the respondents, offering a clear overview of their characteristics. The data is illustrated through pie charts, making it easier for the interpretation.

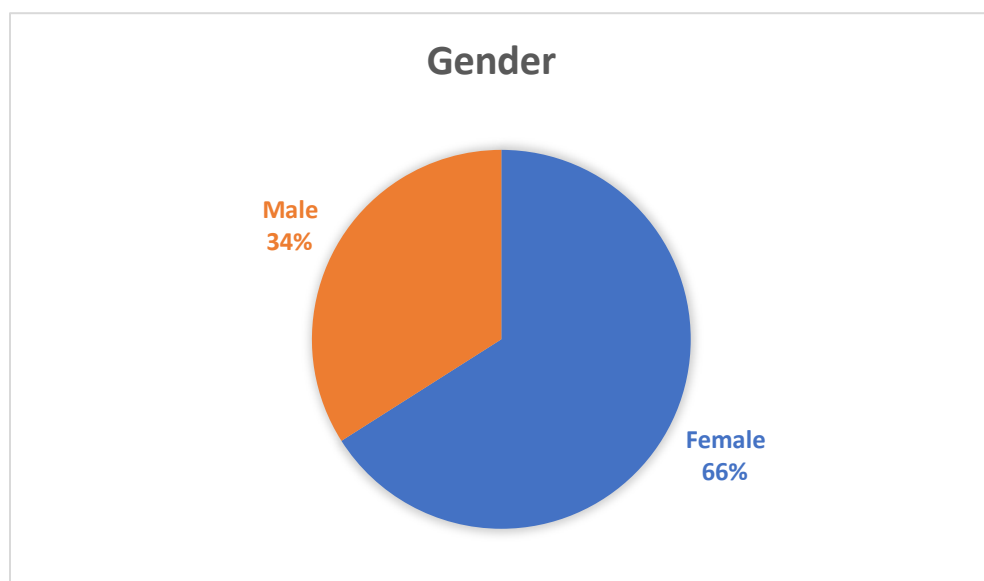
4.1.1.1 Gender

Table 4.1: Statistics of Respondents' Gender

	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Female	132	66	66	66
Male	68	34	34	100
Total	200	100	100	

Source: Developed for the research

Figure 4.1: Percentage of Respondents Based on Gender



200 respondents from Klang Valley participated in this survey questionnaire. The survey results illustrated in Figure 4.1, indicate that out of 200 of them, most respondents were female, comprising 66% (132 individuals), while males accounted for 34% (68 individuals).

4.1.1.2 Age

Table 4.2: Statistics of Respondents' Age

	Frequency	Percentage	Valid Percentage	Cumulative Percentage
20 or below	20	10	10	10
21 to 29	132	66	66	76
30 to 39	24	12	12	88
40 to 49	8	4	4	92
50 to 59	14	7	7	99
60 or above	2	1	1	100
Total	200	100	100	

Source: Developed for the research

Figure 4.2: Percentage of Respondents Based on Age

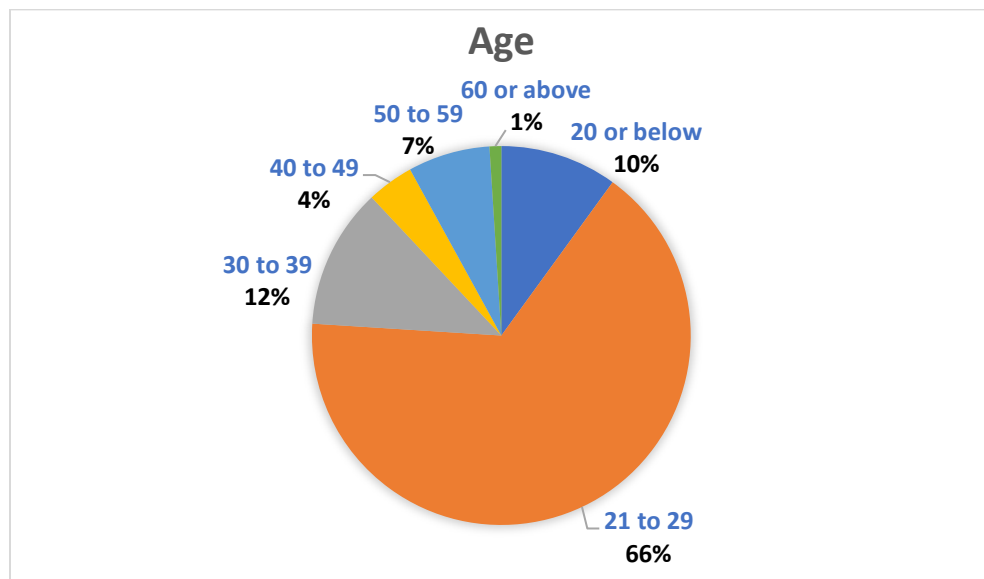


Figure 4.2 illustrates the age distribution of the 200 respondents. The majority, 66% (132 respondents), fall within the 21 to 29 age group, indicating that young adults form the largest segment of the surveyed population. Followed by 12% (24 respondents) in the 30 to 39 age group and 10% (20 respondents) aged 20 or below. Respondents aged 50 to 59 account for 7% (14 respondents), those aged 40 to 49 make up 4% (8 respondents), while the smallest group, aged 60 or above, constitutes only 1% (2 respondents).

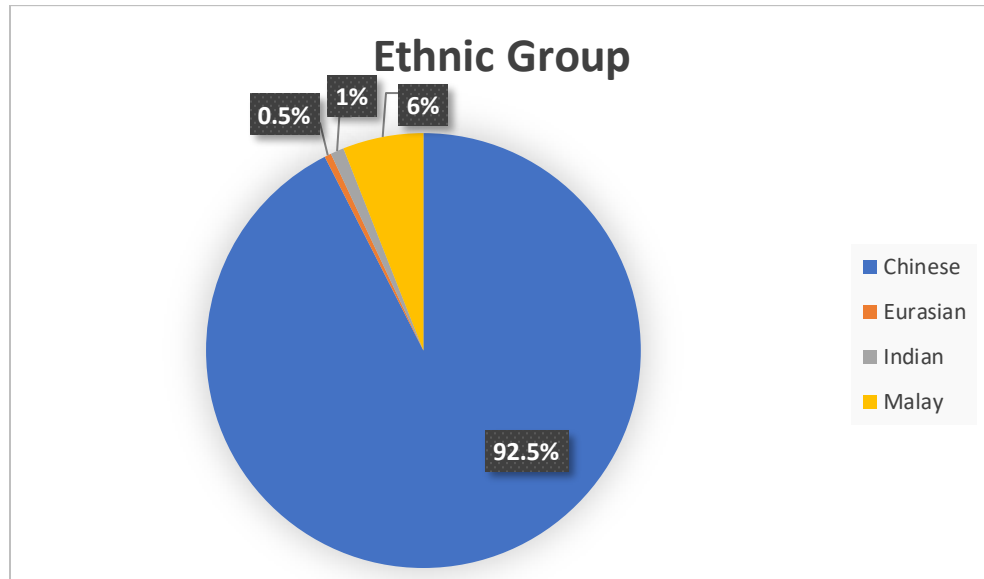
4.1.1.3 Ethnic Group

Table 4.3: Statistics of Respondents' Ethnic Group

	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Chinese	185	92.5	92.5	92.5
Eurasian	1	0.5	0.5	93
Indian	2	1	1	94
Malay	12	6	6	100
Total	200	100	100	

Source: Developed for the research

Figure 4.3: Percentage of Respondents Based on Ethnic Group



The data in Figure 4.3 shows a significant majority of respondents, 92.5% identified as Chinese. The remaining ethnic groups comprised much smaller portions of the survey population, with Malays accounting for 6%, Indians for 1%, and Eurasians for 0.5%.

4.1.1.4 Academic Level

Table 4.4: Statistics of Respondents' Academic Level

	Frequency	Percentage	Valid Percentage	Cumulative Percentage
SPM	21	10.5	10.5	10.5
Diploma	31	15.5	15.5	26
Degree	126	63	63	89
Master	15	7.5	7.5	96.5
PhD	7	3.5	3.5	100
Total	200	100	100	

Source: Developed for the research

Figure 4.4: Percentage of Respondents Based on Level of Education

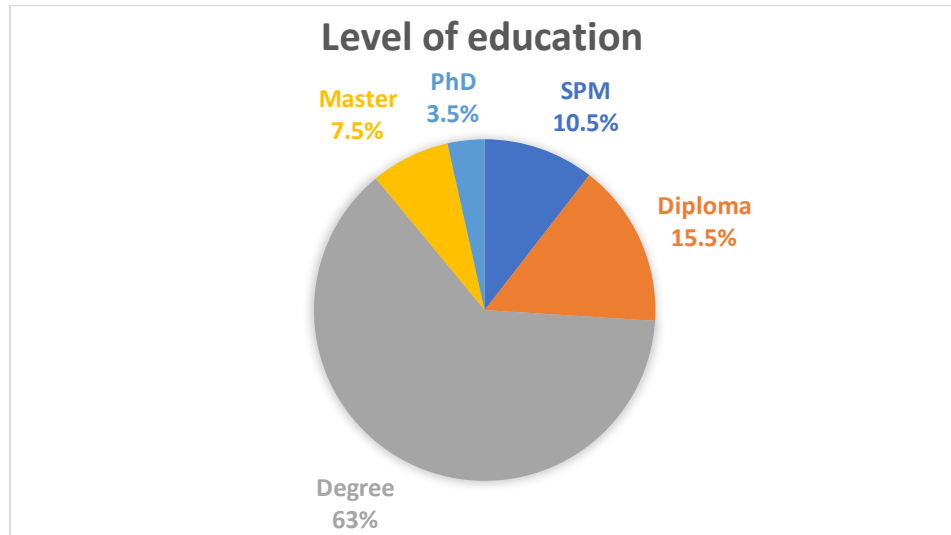


Figure 4.4 shows that most of the respondents have their highest level of education in Degree, accounting for 63% (126 respondents). Followed by 15.5% (31 respondents) with Diploma 10.5% (21 respondents) with SPM, and 7.5% (15 respondents) who have pursued in Master. PhD has the lowest which is only 3.5% (7 respondents) from the survey done by the researcher.

4.1.1.5 Work Experience

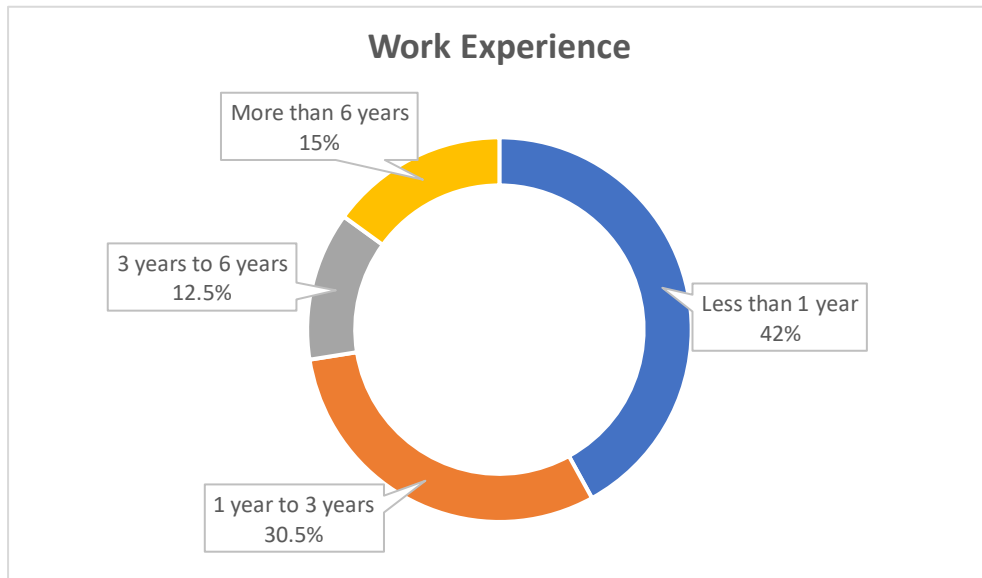
Table 4.5: Statistics of Respondents' Work Experience

	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Less than 1 year	84	42	42	42

1 year to 3 years	61	30.5	30.5	72.5
3 years to 6 years	25	12.5	12.5	85
More than 6 years	30	15	15	100
Total	200	100	100	

Source: Developed for the research

Figure 4.5: Percentage of Respondents Based on Work Experience



According to Figure 4.5, the majority of respondents have less than one year of work experience, accounting for 42% (84 respondents). A further 30.5% (61 respondents) have between one and three years of experience. Additionally, 15% (30 respondents) possess more than six years of work experience, while 12.5% (25 respondents) have between three and six years of experience.

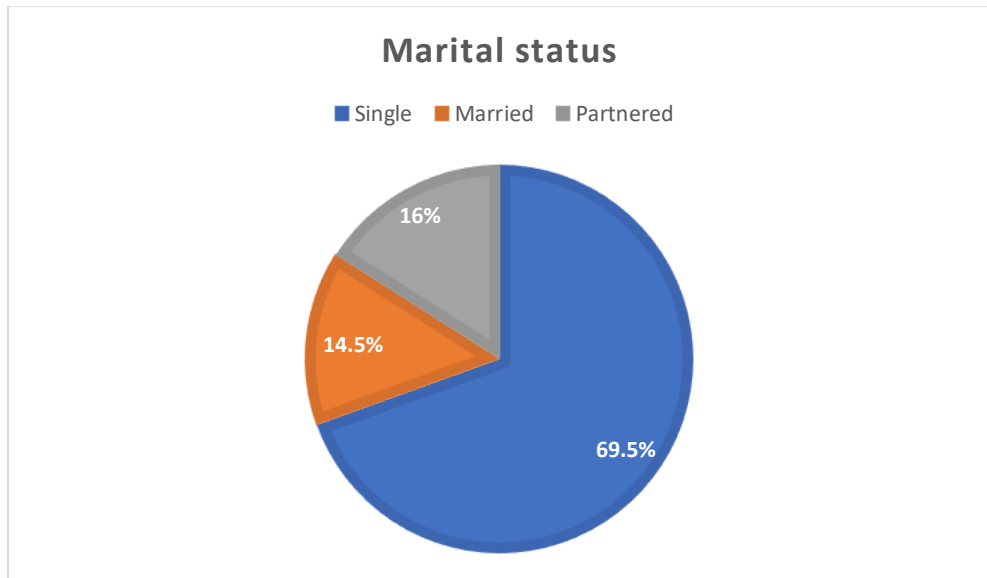
4.1.1.6 Marital Status

Table 4.6: Statistics of Respondents' Marital Status

	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Single	139	69.5	69.5	69.5
Married	29	14.5	14.5	84
Partnered	32	16	16	100
Total	200	100	100	

Source: Developed for the research

Figure 4.6: Percentage of Respondents Based on Marital Status



According to Figure 4.6, most of the respondents are single, comprising 69.5% (139 respondents). Then, 16% (32 respondents) were partnered, and 14.5% (29 respondents) were married.

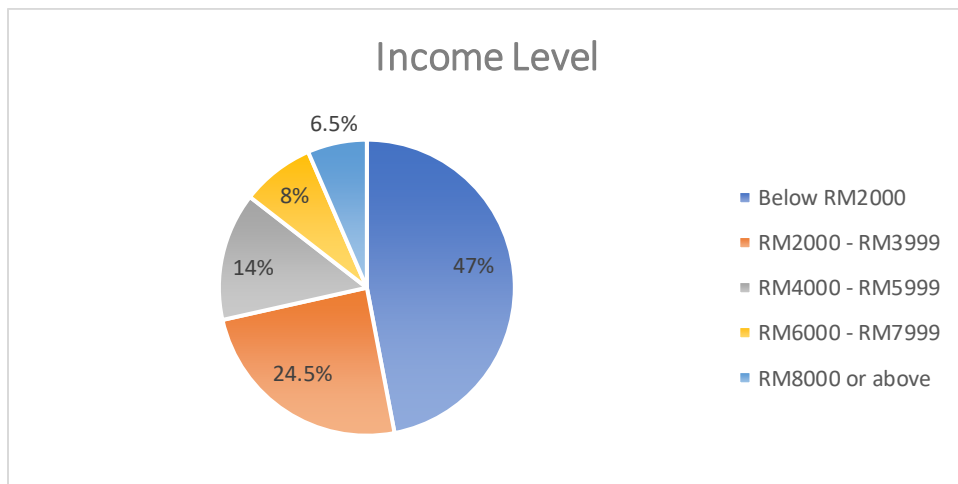
4.1.1.7 Income Level

Table 4.7: Statistics of Respondents' Income Level

	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Below RM2000	94	47	47	47
RM2000 - RM3999	49	24.5	24.5	71.5
RM4000 - RM5999	28	14	14	85.5
RM6000 - RM7999	16	8	8	93.5
RM8000 or above	13	6.5	6.5	100
Total	200	100	100	

Source: Developed for the research

Figure 4.7: Percentage of Respondents Based on Income Level



Based on Figure 4.7, 47% (94 respondents), almost half of them had income below RM2000. Then followed by RM2000 to RM3999, comprising 24.5% (49 respondents) and 14% (28 respondents) having RM4000 to RM5999 income per month. 8% (16 respondents) with income between RM6000 and RM7999, and 6.5% (13 respondents) with RM8000 income or above.

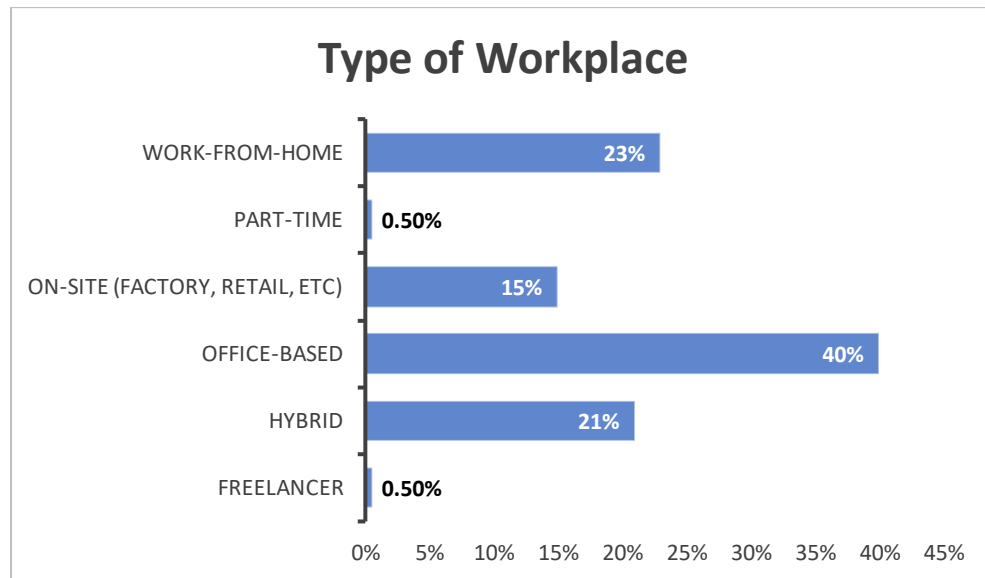
4.1.1.8 Types of Workplace

Table 4.8: Statistics of the Type of Workplace that Respondents Work In

	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Freelancer	1	0.5	0.5	0.5
Hybrid	42	21	21	21.5
Office-based	80	40	40	61.5
On-site (factory, retail, etc)	30	15	15	76.5
Part-time	1	0.5	0.5	77
Work-from-home	46	23	23	100
Total	200	100	100	

Source: Developed for the research

Figure 4.8: Percentage of Respondents Based on Their Type of Workplace



The data in Figure 4.8 shows the type of workplace of the respondents; a majority of respondents, 40% (80 individuals), work in the office. 23% (46 individuals) work from home, and 21% (42 individuals) have a hybrid mode of work. 15% (30 individuals) of them work on-site; both part-time workers and freelancers were equally represented, each accounting for 0.5% (1 individual) of the total respondents.

4.1.2 Central Tendencies Measurement of Constructs

4.1.2.1 Company Relationship

Table 4.9: Central Tendencies Measurement of Constructs: Company Relationship

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Ranking
I always get timely support from my superiors, which makes me more motivated to perform well.	1.5	4.5	15.5	48.5	30.0	4.01	4
Being treated fairly by my superiors motivates me to stay committed to my job.	2.0	3.5	11.5	52.0	31.0	4.07	3
I am motivated when my superiors listen to and consider my suggestions.	1.0	2.0	14.5	37.5	45.0	4.24	1
I like to receive regular feedback from my	1.0	3.0	21.0	45.0	30.0	4.00	5

superiors about my work performance to make myself motivated.							
I like to work in a close and friendly environment with colleagues because it affects my motivation at work.	1.5	2.5	16.5	34.5	45.0	4.19	2

Source: Developed for the research

Based on Table 4.9, there are 5 statements to examine one of the independent variables, company relationship. According to the result, most of the respondents would be motivated when their superiors listened to and considered their suggestions, with the highest mean of 4.24. However, 4.00 is the lowest mean for receiving regular feedback from superiors on work performance. The lowest mean is 4.00, indicating that most of the respondents still agreed with the statement.

4.1.2.2 Self-recognition

Table 4.10: Central Tendencies Measurement of Constructs: Self-recognition

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Ranking
I get motivated when I feel that I matter for the company.	2.5	3.5	19.5	42.0	32.5	3.99	4
My superiors always evaluate my work performance fairly, which motivated me to improve and maintain my job performance.	0.5	7.0	15.5	54.5	22.5	3.92	5
I feel motivated because I will be praised and rewarded when I have a good performance.	1.0	6.5	17.5	36.0	39.0	4.06	2.5
I am motivated to perform my job when assigned fair and clearly defined tasks.	0.5	4.0	17.0	46.0	32.5	4.06	2.5

I will be motivated when provided with enough information and materials to do my job well.	1.5	3.5	19.5	36.5	39.0	4.08	1
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Source: Developed for the research

According to Table 4.10, there are 5 statements to determine the effectiveness of self-recognition to motivate respondents. Based on the result, 4.08 is the highest mean, which indicates that most of the respondents are motivated when they are provided with enough information and materials to do the job. However, the lowest mean is 3.92 but more than half of them agreed that receiving fair evaluation by superiors can motivate them.

4.1.2.3 Training Program

Table 4.11: Central Tendencies Measurement of Constructs: Training Program

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Ranking
A professional and reasonable training policy is affecting my motivation.	1.5	5.0	15.0	38.5	40.0	4.11	1

Opportunities for learning and development are influencing my motivation.	0.5	5.5	11.0	55.5	27.5	4.04	3
The training helped me improve my motivation and efficiency.	1.5	3.0	20.5	36.0	39.0	4.08	2
The training I received on my job meets my needs.	1.5	7.0	17.0	48.0	26.5	3.91	5
I am satisfied with the amount of training I received on my job.	0	6.5	22.5	40.0	31.0	3.96	4

Source: Developed for the research

There are 5 statements in Table 4.11 to study the independent variable, training program. The results indicate that the highest mean score is 4.11, with 78.5% of respondents either agreeing or strongly agreeing that receiving professional and relevant training enhances their motivation to perform better. Then the lowest mean is 3.91, but still, 48% of the respondents agreed that when the training they received meets their needs, it can affect their motivation.

4.1.2.4 Salary and Bonus

Table 4.12: Central Tendencies Measurement of Constructs: Salary and Bonus

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Ranking
My income is sufficient to meet my needs.	3.5	12.0	24.5	32.5	27.5	3.69	5
Salary must be competitive with other businesses in the same field.	2.0	5.0	13.0	52.0	28.0	3.99	4
I will work harder if my salary is paid fairly and satisfactorily.	2.5	3.5	17.5	33.0	43.5	4.12	2
Getting bonuses motivated me to work harder.	1.5	5.0	12.0	42.0	39.5	4.13	1
The company's welfare policies (medical leave, vacation benefits) affect my motivation to perform well at work.	2.0	3.5	20.5	33.0	41.0	4.08	3

Source: Developed for the research

According to Table 4.12, 5 statements were set up to study whether salary and bonus can influence respondents' motivation at work. The highest mean is 4.13, where a total of 81.5% of the respondents agreed and strongly agreed that getting bonuses motivated them to work harder. Then, followed by a mean of 4.12 for motivated to work harder if the salary is paid fairly and satisfactorily. The lowest mean is 3.69, saying that the salary is enough to meet their needs.

4.1.2.5 Job Characteristics

Table 4.13: Central Tendencies Measurement of Constructs: Job Characteristics

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Ranking
My job is closely matched with my personal interests and passions.	3.0	8.5	20.0	34.5	34.0	3.88	2
My job allows me to express my personality.	2.0	9.0	23.0	43.5	22.5	3.76	4
My job provides opportunities to develop new skills and enhance creativity.	1.5	4.0	18.0	43.0	33.5	4.03	1
The standards required in my	3.0	4.0	17.5	54.5	21.0	3.87	3

job are reasonable and achievable.							
My job involves health risks or hazards.	9.5	15.0	22.0	27.0	26.5	3.46	5

Source: Developed for the research

Based on Table 4.13, there are 5 statements to study the independent variable, which is job characteristics. Motivated by opportunities to develop skills and enhance creativity has the highest mean of 4.03, where 43% of respondents agreed and 33.5% strongly agreed to it. The lowest mean for this variable is 3.46 for a job that involves health risks or hazards, with a variation in the answer from respondents.

4.1.2.6 Working Environment

Table 4.14: Central Tendencies Measurement of Constructs: Working Environment

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Ranking
I feel comfortable with sufficient lighting and air conditioning	1.5	3.5	13.5	38.5	43.0	4.18	1.5

facilities in the workplace.							
I like to work in a place which is clean enough.	1.5	4.5	11.5	44.0	38.5	4.14	3
A workplace that has facilitated safety equipment is important to me.	1.0	4.0	16.0	34.5	44.5	4.18	1.5
I feel comfortable because the workspace is free from noise and well-equipped.	2.5	6.0	15.5	39.5	36.5	4.02	5
I have a peaceful and cooperative atmosphere among colleagues and superiors.	1.0	3.0	18.5	49.0	28.5	4.01	6
I get motivated when my colleagues and superiors always caring each other regardless of personal and family issues.	2.0	4.5	11.5	50.5	31.5	4.05	4

Source: Developed for the research

Table 4.14 has 6 statements on the working environment variable. All of the statements have an average mean above 4, indicating that the respondents mostly agreed to this variable as an indicator of their motivation at work. The highest mean is 4.18, with two statements having the same mean, one is comfortable with sufficient lighting and air conditioning facilities in the workplace, and another is a workplace with facilitated safety equipment. The lowest mean is 4.01, with 49% of respondents agreeing and 28.5% strongly agreeing that having a peaceful and cooperative atmosphere among colleagues and superiors motivates them.

4.1.2.7 Job Security

Table 4.15: Central Tendencies Measurement of Constructs: Job Security

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Ranking
I believe my job will remain stable for the foreseeable future.	0.5	8.0	20.5	39.5	31.5	3.94	4
I feel secure in my current job position.	2.0	8.5	19.5	51.0	19.0	3.77	5
I feel that the company I currently work for is managing its business	2.5	4.5	18.0	46.0	29.0	3.95	3

operations effectively.							
I believe that the company I currently work for will positively impact my job and career prospects.	1.5	6.0	13.5	52.5	26.5	3.97	2
Job stability can positively influence my motivation to perform well in my role.	1.0	5.0	14.5	42.0	37.5	4.10	1

Source: Developed for the research

Based on Table 4.15, there are 5 statements to examine the independent variable, which is job security. Job stability is the highest mean which is 4.10, a total of 79.5% of respondents agreed and strongly agreed with job stability influencing motivation to perform well in their role. However, 3.77 is the lowest mean which shows that 51% of respondents agreed and 19% of them strongly agreed that feeling secure in their current job position motivates them.

4.1.2.8 Employee Motivation

Table 4.16: Central Tendencies Measurement of Constructs: Employee
Motivation

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Ranking
I feel motivated when I get a challenging task.	2.5	6.0	18.0	40.5	33.0	3.96	5
I feel more motivated if my job matches my personal interest and passion.	1.5	4.0	10.0	49.5	35.0	4.13	3
I feel motivated if I get higher wages and promotions for my hard work.	1.0	4.0	15.0	32.5	47.5	4.22	1
I like the working environment where the relationships between	3.0	2.5	11.5	48.5	34.5	4.09	4

colleagues are very harmonious.							
I like working for a company that provides learning opportunities.	2.0	3.5	12.0	38.0	44.5	4.20	2

Source: Developed for the research

According to Table 4.16, with a mean of 4.22, 80% of respondents feel motivated if they get higher wages and promotions for their hard work. However, 3.96 is the lowest mean, showing that more than half of them feel motivated when they get a challenging task.

4.2 Scale Measurement

4.2.1 Reliability Analysis Test

A reliability analysis was conducted to assess the consistency of the questionnaire results. The researcher computed the Cronbach's alpha for each variable to carry out the test.

Table 4.17: Reliability Analysis Test

No	Construct	Cronbach's Alpha Coefficient	No. of items
1	Company Relationship	0.817	5
2	Self-recognition	0.872	5
3	Training Program	0.843	5
4	Salary and Bonus	0.814	5
5	Job Characteristics	0.800	5
6	Working Environment	0.860	6
7	Job Security	0.848	5
8	Employee Motivation	0.868	5

Source: Developed for the research

Table 4.17 shows the results of the reliability analysis test between the dependent variable and independent variables. The result shows that the independent variable, self-recognition, has the highest alpha value of 0.872. Moreover, job characteristics has the lowest alpha value, which is 0.800. Apart from that, the dependent variable, employee motivation, has an alpha value of 0.868. Overall, all of the independent and dependent variables have an alpha value of more than 0.8, which demonstrates very good reliability.

4.3 Inferential Analysis

4.3.1 Pearson Correlation Analysis

Table 4.18: Pearson Correlation Analysis

		Company Relationships	Self-Recognition	Training Program	Salary and Bonus	Job Characteristics	Working Environment	Job Security	Employee Motivation
Company Relationship	Pearson Correlation	1	.779**	.709**	.727**	.663**	.778**	.710**	.774**
	Sig. (2-tailed)		<.001	<.001	<.001	<.001	<.001	<.001	<.001
	N	200	200	200	200	200	200	200	200
Self-Recognition	Pearson Correlation	.779**	1	.718**	.810**	.665**	.786**	.675**	.783**
	Sig. (2-tailed)	<.001		<.001	<.001	<.001	<.001	<.001	<.001
	N	200	200	200	200	200	200	200	200
Training Program	Pearson Correlation	.709**	.718**	1	.739**	.703**	.809**	.687**	.732**
	Sig. (2-tailed)	<.001	<.001		<.001	<.001	<.001	<.001	<.001
	N	200	200	200	200	200	200	200	200
Salary and Bonus	Pearson Correlation	.727**	.810**	.739**	1	.709**	.801**	.694**	.756**
	Sig. (2-tailed)	<.001	<.001	<.001		<.001	<.001	<.001	<.001
	N	200	200	200	200	200	200	200	200

Job Characteristics	Pearson Correlation	.663**	.665**	.703**	.709**	1	.697**	.714**	.662**
	Sig. (2-tailed)	<.001	<.001	<.001	<.001		<.001	<.001	<.001
	N	200	200	200	200	200	200	200	200
Working Environment	Pearson Correlation	.778**	.786**	.809**	.801**	.697**	1	.749**	.807**
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001		<.001	<.001
	N	200	200	200	200	200	200	200	200
Job Security	Pearson Correlation	.710**	.675**	.687**	.694**	.714**	.749**	1	.691**
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	<.001		<.001
	N	200	200	200	200	200	200	200	200
Employee Motivation	Pearson Correlation	.774**	.783**	.732**	.756**	.662**	.807**	.691**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	<.001	<.001	
	N	200	200	200	200	200	200	200	200

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

Source: Developed for the research

According to Table 4.18, the Pearson correlation analysis can be explained in terms of how strongly each independent variable is related to the dependent variable (Schober et al., 2018). The result shows that the Pearson correlation between independent and dependent variables is between 0.662 and 0.807, and all of them have a p-value less than 0.001, indicating that all of the independent variables have a significant relationship with employee motivation in Klang Valley.

Based on the table, company relationship has a strong relationship with employee motivation among respondents in Klang Valley as the result shows a p-value that is less than 0.001 which is less than alpha 0.05. Then, a correlation coefficient value of 0.774, indicates that company relationship has a strong influence on employee motivation in Klang Valley.

Next, self-recognition and employee motivation has a significant relationship in Klang Valley as the result shows a p-value that is less than 0.001, ensures that the relationship observed are reliable. Furthermore, the correlation coefficient value is 0.783, means that recognition of employees' efforts and achievements is a critical driver of motivation.

Moreover, training program has a significant relationship with employee motivation in Klang Valley as the result shows p-value is less than 0.001, which is less than alpha 0.05. The correlation coefficient value is 0.732, suggesting that training program strongly influence employee motivation.

Other than that, result shows that salary and bonus has a significant relationship with employee motivation in Klang Valley as having a p-value of lower than 0.001. Then, the value of correlation coefficient is 0.756, which indicates a strong influence on employee motivation in Klang Valley.

Also, job characteristics has a p-value which is less than 0.05, and even less than 0.001, showing a significant relationship with employee motivation in Klang Valley. Then, having a correlation coefficient value of 0.662, indicating moderately correlated with employee motivation in Klang Valley, less impactful than other independent variables.

On the other hand, working environment and employee motivation has a very strong relationship as the p-value is less than 0.001. Furthermore, the

correlation coefficient value is 0.807, which proves that working environment has strong influence on employee motivation in Klang Valley.

Lastly, the result shows that job security has a significant relationship with employee motivation among respondents in Klang Valley by having a p-value lower than 0.001. However, the correlation coefficient value is 0.691, which indicates that job security moderately impacts employee motivation in Klang Valley but is slightly weaker than other independent variables.

4.3.2 Multiple Regression Analysis

Table 4.19: Multiple Regression Analysis Model Summary

Model	R	R Square (R^2)	Adjusted R Square	Std. Error of the Estimate
1	0.859 ^a	0.738	0.728	0.38771

a: Predictors: (Constant), Company Relationships, Self-Recognition, Training Program, Salary and Bonus, Job Characteristics, Working Environment, Job Security

Source: Developed for the research

Based on Table 4.19, the model's correlation coefficient ($R = 0.859$) indicates a strong positive association between the independent variables and employee motivation, implying that the predictors are significantly linked to the dependent variable. Additionally, the R^2 value of 0.738 suggests that 73.8% of the variation in the dependent variable is explained by the independent variables, indicating a strong fit of the model. The adjusted R^2 of 0.728 offers a more precise assessment of the model's explanatory power by considering the number of predictors. Lastly, the

standard error of 0.38771 represents the typical deviation of the observed values from the regression line, with smaller values indicating a closer fit and higher prediction precision.

Table 4.20: Table of ANOVA

Model	Sum of Square	df	Mean Square	F	Sig.
Regression	81.168	7	11.595	77.139	<0.001 ^b
1 Residual	28.861	192	0.150		
Total	110.029	199			

a: Dependent Variable: Employee Motivation

b: Predictors: (Constant), Company Relationships, Self-Recognition, Training Program, Salary and Bonus, Job Characteristics, Working Environment, Job Security

Source: Developed for the research

As indicated in Table 4.20, the F value of 77.139 is statistically significant, with a P-value of less than 0.001, which is below the alpha level of 0.05. Therefore, the regression model is statistically meaningful, indicating that the independent variables together account for a substantial amount of the variation in employee motivation in Klang Valley.

Table 4.21: Output of Multiple Regression Analysis Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.026	.182		.140	.889
	Company Relationships	.242	.076	.215	3.172	.002
	Self-Recognition	.219	.074	.216	2.947	.004
	Training Program	.086	.072	.082	1.200	.232
	Salary and Bonus	.091	.074	.090	1.217	.225
	Job Characteristics	.028	.058	.029	.417	.638
	Working Environment	.297	.088	.277	3.395	<.001
	Job Security	.047	.065	.046	.726	.469

Source: Developed for the research

The multiple regression equation is formed as following:

$$Y = 0.026 + 0.242 (\text{Company Relationships}) + 0.219 (\text{Self-Recognition}) + 0.297 (\text{Working Environment})$$

According to Table 4.21, the working environment has the highest Beta value of 0.277, indicating the most significant predictor of the dependent variable, employee motivation. However, job characteristics has the lowest Beta value of 0.029, where the influence on employee motivation is the smallest among other independent variables.

4.3.3 Test of Significant

Hypothesis 1

H0: There is no positive relationship between company relationships and employee motivation in Klang Valley.

H1: There is a positive relationship between company relationships and employee motivation in Klang Valley.

Reject H0 if $p\text{-value} < 0.05$

According to Table 4.21, the significance value for company relationships is 0.002, which is below the P-value threshold of 0.05. As a result, H0 is rejected, and H1 is accepted, suggesting a positive relationship between company relationships and employee motivation in the Klang Valley.

Hypothesis 2

H0: There is no positive relationship between self-recognition and employee motivation in Klang Valley.

H2: There is a positive relationship between self-recognition and employee motivation in Klang Valley.

Reject H0 if $p\text{-value} < 0.05$

Table 4.21 show that the p-value for self-recognition is 0.004, which is below the significance threshold of 0.05. As a result, H₀ is rejected, and H₂ is accepted, suggesting that there is a positive correlation between self-recognition and employee motivation in Klang Valley.

Hypothesis 3

H₀: There is no positive relationship between training program and employee motivation in Klang Valley.

H₃: There is a positive relationship between training program and employee motivation in Klang Valley.

Reject H₀ if p-value < 0.05

According to Table 4.21, the p-value for the training program is 0.232, which exceeds the significance level of 0.05. As a result, H₃ is rejected and H₀ is accepted, suggesting that there is no significant positive relationship between the training program and employee motivation in Klang Valley.

Hypothesis 4

H₀: There is no positive relationship between salary and bonus and employee motivation in Klang Valley.

H₄: There is a positive relationship between salary and bonus and employee motivation in Klang Valley.

Reject H_0 if $p\text{-value} < 0.05$

According to Table 4.21, the p -value for salary and bonus is 0.225, which exceeds the significance level of 0.05. As a result, H_4 is rejected, and H_0 is accepted, suggesting that there is no significant positive relationship between salary and bonus and employee motivation in Klang Valley.

Hypothesis 5

H_0 : There is no positive relationship between job characteristics and employee motivation in Klang Valley.

H_5 : There is a positive relationship between job characteristics and employee motivation in Klang Valley.

Reject H_0 if $p\text{-value} < 0.05$

According to Table 4.21, the p -value for job characteristics is 0.638, which exceeds the significance level of 0.05. As a result, H_5 is rejected, and H_0 is accepted, suggesting that there is no positive correlation between job characteristics and employee motivation in Klang Valley.

Hypothesis 6

H_0 : There is no positive relationship between working environment and employee motivation in Klang Valley.

H6: There is a positive relationship between working environment and employee motivation in Klang Valley.

Reject H0 if $p\text{-value} < 0.05$

Based on Table 4.21, the significant value for the working environment is less than 0.001 which is less than the P-value of 0.05. Therefore, H0 is rejected and accept H6, indicating a positive relationship between working environment and employee motivation in Klang Valley.

Hypothesis 7

H0: There is no positive relationship between job security and employee motivation in Klang Valley.

H7: There is a positive relationship between job security and employee motivation in Klang Valley.

Reject H0 if $p\text{-value} < 0.05$

According to Table 4.21, the significance value for job security is 0.469, which exceeds the p-value of 0.05. As a result, H7 is rejected, and H0 is accepted, implying that there is no positive correlation between job security and employee motivation in Klang Valley.

4.4 Conclusion

This chapter discussed the data analysis based on the results from the survey questionnaire including descriptive analysis for the demographic of respondents, scale measurement of the respondents' agreement on the factors that affect their motivation at work, as well as inferential analysis that explained the relationship between variables. In conclusion, three variables can significantly impact employee motivation in Klang Valley.

CHAPTER 5: DISCUSSION, IMPLICATION AND CONCLUSION

5.0 Introduction

This chapter presents a detailed examination of the key findings from the study, including the outcomes of hypothesis testing, emphasizing the factors that align with the research. Additionally, the analysis explores the implications of the study and recognizes the limitations faced during the research, highlighting areas for improvement. Therefore, it suggests opportunities for future research to enhance the understanding of employee motivation in relation to organizational success.

5.1 Discussion of Major Findings

Table 5.1: Summary of the Results for Hypothesis Testing

Hypotheses	Unstandardized Coefficient Beta	Significant Level	Result
H1: There is a significant relationship between company relationships and employee motivation in Klang Valley	0.242	0.002	Supported
H2: There is a significant relationship between self-recognition and	0.219	0.004	Supported

employee motivation in Klang Valley			
H3: There is a significant relationship between training program and employee motivation in Klang Valley	0.086	0.232	Not Supported
H4: There is a significant relationship between salary and bonus and employee motivation in Klang Valley	0.091	0.225	Not Supported
H5: There is a significant relationship between job characteristics and employee motivation in Klang Valley	0.028	0.638	Not Supported
H6: There is a significant relationship between working environment and employee motivation in Klang Valley	0.297	< 0.001	Supported
H7: There is a significant relationship between job security and employee motivation in Klang Valley	0.047	0.469	Not Supported

Source: Developed for the research

Based on Table 5.1, the result shows that the working environment has the highest coefficient beta with 0.297, which suggests that employee motivation will increase by 0.297 for every point increase in the working environment. However, job characteristics has the lowest coefficient beta with 0.028, indicating that employee motivation will increase by 0.028 for every point increase in job characteristics. The variables of company relationship, self-recognition, and working environment are supported by significant p-values of 0.002, 0.004, and less than 0.001, respectively. Conversely, the other four independent variables, training program, salary and bonus, job characteristics, and job security are not supported, as their p-values (0.232, 0.225, 0.638, and 0.469) exceed the threshold of 0.05, indicating a lack of statistical significance.

5.1.1 Company Relationship

The results, with a p-value of 0.002, indicate a statistically significant relationship between company relationships and employee motivation in the Klang Valley. This aligns with findings by Basford and Offermann (2012), who highlighted the critical role of strong coworker relationships in enhancing employee motivation. Their study emphasized that while leadership remains essential, peer dynamics greatly influence workplace experiences by fostering a sense of belonging and support, which leads to increased motivation and lower turnover rates. Similarly, research by Trinh et al. (2021) corroborates this, demonstrating that positive company relationships significantly contribute to employee motivation.

5.1.2 Self-Recognition

Trinh et al. (2021) identified 5 major factors that have significant effects on employee motivation, including self-recognition, which supports the results where the p-value is equal to 0.004, showing that self-recognition has a positive influence on employee motivation in Klang Valley. According to Swathi (2022), recognition has a significant relationship with employee motivation and satisfaction, driving better performance and helping achieve organizational goals. Valuing employees' contributions fosters engagement and commitment, while a lack of recognition can hinder morale and productivity. Thus, organizations should prioritize effective recognition strategies to align individual and organizational objectives and ensure sustainable success.

5.1.3 Working Environment

Porter et al. (2016) found that the work environment significantly influences individuals' motivation to pursue leadership roles within organizations, demonstrating a strong connection between working environment and employee motivation. This aligns with the findings of this research, where a p-value of less than 0.001 indicates a highly significant and robust relationship between the working environment and employee motivation in Klang Valley.

5.1.4 Training Program

As some of the independent variables are not supported, potentially due to various underlying factors. Specifically, the link between training programs and employee motivation proved to be statistically insignificant, with a p-value of 0.232. This finding aligns with the research by Trinh et al. (2020), which also failed to establish a significant connection between training programs and employee motivation. As stated in Azeem et al. (2024), companies overlook the step to conduct an exhaustive needs assessment to ensure training programs are effective and address employees' specific skill gaps and requirements. Therefore, training programs often face challenges such as being deemed unsuitable, misaligned with employees' needs, or lacking engagement due to limited input on training preferences (Azeem et al., 2024).

5.1.5 Salary and Bonus

The p-value is equal to 0.225, showing an insignificant relationship between salary and bonus and employee motivation in Klang Valley. Although monetary rewards are generally important, they may not strongly influence motivation. Money alone is not always an effective motivator for employees, as some employees might view monetary rewards as a baseline expectation rather than a motivator (Javid, S., & Chapa, A., 2014). Hence, it further supports the result that salary and bonus cannot significantly influence employee motivation in Klang Valley.

5.1.6 Job Characteristics

The result shows a p-value of 0.638, indicating that job characteristics and employee motivation in Klang Valley do not have a significant relationship. According to Shkoler & Kimura (2020), employees may experience demotivation even in roles they find meaningful if their salary fails to meet their basic needs or align with industry standards. In this situation, salary plays a crucial moderating role and causes job characteristics to be unable to directly influence employee motivation.

5.1.7 Job Security

The p-value of 0.469 exceeds the significance level of 0.05, suggesting no meaningful relationship between job security and employee motivation in the Klang Valley. This aligns with findings by Trinh et al. (2021), which also indicate a lack of significant association between job security and employee motivation. Job security is one of the most influential factors in motivating employees, particularly during economic downturns when uncertainty is high (Şenol, n.d.). Changes in work conditions, limited growth opportunities, or evolving employee priorities can reduce its influence, highlighting the dynamic nature of motivation. Therefore, its impact on motivation is not always direct and can be influenced by changing environments and external factors.

5.2 Implications of the Study

5.2.1 Managerial Implications

Throughout the research, the researcher identified the factors that have a significant relationship to employee motivation in Klang Valley. The result shows that the factors that have a positive relationship with employee motivation are company relationship, self-recognition, and working environment. Hence, organizations can prioritize factors that show a significant relationship with employee motivation in Klang Valley to foster a motivated and productive workforce. For instance, organizations can promote open and transparent communication channels between employees and management, and foster a culture of collaboration by encouraging teamwork through team-building activities and group projects. According to Rusin and Szandala (2024), regularly recognizing and appreciating team efforts can reinforce a sense of value and connection within the organization. Therefore, organizations can develop recognition programs that allow employees to reflect on their achievements or incorporate mechanisms to showcase their accomplishments. Moreover, the result shows that the working environment can positively affect employee motivation, organizations must improve physical workplace conditions by ensuring ergonomic furniture, adequate lighting, and a positive workplace culture that values inclusivity, respect, and diversity. On the other hand, factors such as training programs, salary and bonus, job characteristics, and job security did not exhibit significant relationships, which may require further investigation or alternative approaches. Hence, managers should remain proactive in addressing factors that do not show significant relationships with employee motivation in Klang Valley.

5.3 Limitations of the Study

5.3.1 Lack of Diversity

The survey predominantly reflects the perspectives of the Chinese ethnic group, potentially overlooking differences in motivational factors across other ethnicities within the target population. This may obscure cultural or demographic differences in employee motivation. Additionally, the sample size is insufficient to detect the relationships between the independent and dependent variables.

5.3.2 Insufficient Variation in Responses

The use of a Likert scale with a neutral option likely led many respondents to choose the middle ground when answering the survey questions, resulting in low variability in the data. This reduced the statistical power of the analysis, potentially underestimating the influence of the factors on employee motivation in Klang Valley. Also, the prevalence of neutral responses could indicate a lack of clarity or relevance of these factors to employees in Klang Valley.

5.3.3 Limited Scope of Variables

The study examined several factors influencing employee motivation, but it did not include other potentially significant variables, such as leadership styles or work-life balance, which play a critical role in shaping employee motivation. This omission limits the comprehensiveness of the findings, as it may overlook additional key drivers of motivation that could provide a more holistic understanding of the factors impacting employees.

5.4 Recommendations for Future Research

5.4.1 Enhancing Sample Representation

Future research should aim for a more balanced ethnic group representation especially Malay and Indian to ensure comprehensive insights. Addressing the underrepresentation of certain demographics would enhance the applicability of the findings to the broader workforce. Additionally, increasing the sample size through a power analysis would improve the statistical power to detect weaker relationships and provide more robust, generalize insights into motivational factors across different groups of employees in Klang Valley (Kiernan & Baiocchi, 2022).

5.4.2 Use Different Methods for Data Collection

Future research should integrate qualitative methods or adopt a mixed-methods approach. Conducting interviews or focus groups can provide deeper insights into how employees perceive the influence of the factors on their motivation. Additionally, a mixed-methods approach that combines quantitative surveys with qualitative interviews or focus groups would help provide a holistic understanding of how the factors influence their motivation at work. Qualitative findings can validate, explain, or enrich the quantitative results, and deliver a more comprehensive understanding of employee motivation and its determinants.

5.4.3 Consideration of Other Variables

Future research should examine additional factors that might influence employee motivation, such as work-life balance, organizational culture, and leadership style. Incorporating these variables would provide a more holistic understanding of the diverse elements that drive employee motivation, offering deeper insights into creating a thriving and engaged workforce.

5.5 Conclusion

In summary, the study found that three independent variables which are company relationship, self-recognition, and working environment have a significant relationship with employee motivation in Klang Valley. On the other hand, the remaining variables, including training program, salary and bonus, job

characteristics, and job security, were not found to have a significant impact on employee motivation in this region. To enhance future research on similar topics, several suggestions and recommendations are provided to guide further investigations.

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**UNIVERSITI TUNKU ABDUL
RAHMAN**
**FACULTY OF ACCOUNTANCY AND
MANAGEMENT (FAM)**

BACHELOR OF INTERNATIONAL BUSINESS (HONS)

**Academic Research Survey on Elements of Employee Motivation for
Thriving Workplaces in Klang Valley**

Survey Questionnaire

Dear valued respondents,

I am an undergraduate student who is currently pursuing a Bachelor Degree in International Business (Hons) at Universiti Tunku Abdul Rahman (UTAR). I am currently conducting research under Dr. Kalaivani a/p Jayaraman. This research is to investigate the factors that can influence employee in Klang Valley. Your participation in answering this questionnaire would allow me to have a more in-depth understanding on the elements that can lead to their working motivation. It is completely voluntary for you to participate, and any information that you respond to will be assured to be kept private and confidential. The information you provide will be used solely for research purposes and will be reported in aggregate form, ensuring your anonymity.

I appreciate your cooperation and taking the time to engage in this research.

Yours sincerely,

MICHELLE TAN HUI SHAN 2104460

Section (A): Demographic

1. Gender

- Male
- Female

2. Age

- 20 or below
- 20 to 29
- 30 to 39
- 40 to 49
- 50 to 59
- 60 or above

3. Ethnic Group

- Malay
- Chinese
- Indian
- Other:_____

4. Academic Level

- SPM
- Diploma
- Degree
- Master
- PhD
- Other:_____

5. Work Experience

- Under 1 year
- 1 year to 3 years

- 3 years to 6 years
- Above 6 years

6. Marital Status

- Single
- Married
- Partnered

7. Income Level

- Below RM2000
- RM2000 – RM3999
- RM4000 – RM5999
- RM6000 – RM7999
- RM8000 or above

8. What type of workplace do you work in?

- Office-based
- Work-from-home
- Hybrid
- On-site (factory,retail,etc)
- Other:_____

Section (B): Factors that affect the motivation of employees in Malaysia

Company Relationship

Company Relationship refers to the working relationship between employees, colleagues, and superiors.

Below are the questions to learn about the company relationships the respondent has. Please answer the following questions by indicating to what extent you agree or disagree with each statement.

1 = “Strongly Disagree (SD)”

2 = “Disagree (D)”

3 = “Neutral (N)”

4 = “Agree (A)”

5 = “Strongly Agree (SA)”

Questions	SD	D	N	A	SA
I always get timely support from my superiors, which makes me more motivated to perform well.	1	2	3	4	5
Being treated fairly by my superiors motivates me to stay committed to my job.	1	2	3	4	5
I am motivated when my superiors listen to and consider my suggestions.	1	2	3	4	5
I like to receive regular feedback from my superiors about my work performance to make myself motivated.	1	2	3	4	5
I like to work in a close and friendly environment with colleagues because it affects my motivation at work.	1	2	3	4	5

Self-Recognition

Self-recognition refers to the appreciation employees feel when they see their contributions and efforts are recognized and valued by the company.

Below are the questions to learn about the self-recognition that respondents think is important. Please answer the following questions by indicating to what extent you agree or disagree with each statement.

1 = “Strongly Disagree (SD)”

2 = “Disagree (D)”

3 = “Neutral (N)”

4 = “Agree (A)”

5 = “Strongly Agree (SA)”

Questions	SD	D	N	A	SA
I get motivated when I feel that I matter for the company.	1	2	3	4	5
My superiors always evaluate my work performance fairly, which motivated me to improve and maintain my job performance.	1	2	3	4	5
I feel motivated because I will be praised and rewarded when I have a good performance.	1	2	3	4	5
I am motivated to perform my job when assigned fair and clearly defined tasks.	1	2	3	4	5
I will be motivated when provided with enough information and materials to do my job well.	1	2	3	4	5

Training Program

Training Program refers to activities that enhance the knowledge, skills, and competencies of employees within an organization.

Below are the questions to understand the extent to which the aspects of the training program are considered appropriate for respondents. Please answer the following questions by indicating to what extent you agree or disagree with each statement.

1 = “Strongly Disagree (SD)”

2 = “Disagree (D)”

3 = “Neutral (N)”

4 = “Agree (A)”

5 = “Strongly Agree (SA)”

Questions	SD	D	N	A	SA
A professional and reasonable training policy is affecting my motivation.	1	2	3	4	5
Opportunities for learning and development are influencing my motivation.	1	2	3	4	5
The training helped me improve my motivation and efficiency.	1	2	3	4	5
The training I received on my job meets my needs.	1	2	3	4	5
I am satisfied with the amount of training I received on my job.	1	2	3	4	5

Salary and Bonus

Salary and bonuses are the returns an employee receives for their effort on the job.

Below are the questions to understand the extent to which the salary and bonus are important for respondents. Please answer the following questions by indicating to what extent you agree or disagree with each statement.

1 = “Strongly Disagree (SD)”

2 = “Disagree (D)”

3 = “Neutral (N)”

4 = “Agree (A)”

5 = “Strongly Agree (SA)”

Questions	SD	D	N	A	SA
My income is sufficient to meet my needs.	1	2	3	4	5
Salary must be competitive with other businesses in the same field.	1	2	3	4	5
I will work harder if my salary is paid fairly and satisfactorily.	1	2	3	4	5
Getting bonuses motivated me to work harder.	1	2	3	4	5
The company’s welfare policies (medical leave, vacation benefits) affect my motivation to perform well at work.	1	2	3	4	5

Job Characteristics

Job characteristics are the specific attributes or features of a job or aspects of employees’ tasks such as what specific skills are required to complete the task.

Below are the questions to assess different job characteristics that influence respondents’ motivation at work. Please answer the following questions by indicating to what extent you agree or disagree with each statement.

1 = “Strongly Disagree (SD)”

2 = “Disagree (D)”

3 = “Neutral (N)”

4 = “Agree (A)”

5 = “Strongly Agree (SA)”

Questions	SD	D	N	A	SA
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My job is closely matched with my personal interests and passions.	1	2	3	4	5
My job allows me to express my personality.	1	2	3	4	5
My job provides opportunities to develop new skills and enhance creativity.	1	2	3	4	5
The standards required in my job are reasonable and achievable.	1	2	3	4	5
My job involves health risks or hazards.	1	2	3	4	5

Working Environment

Working environment refers to the elements of the space in which employees perform their daily tasks.

Below are the questions to assess the working atmosphere that respondents prefer. Please answer the following questions by indicating to what extent you agree or disagree with each statement.

1 = “Strongly Disagree (SD)”

2 = “Disagree (D)”

3 = “Neutral (N)”

4 = “Agree (A)”

5 = “Strongly Agree (SA)”

Questions	SD	D	N	A	SA
I feel comfortable with sufficient lighting and air conditioning facilities in the workplace.	1	2	3	4	5
I like to work in a place which is clean enough.	1	2	3	4	5

A workplace that has facilitated safety equipment is important to me.	1	2	3	4	5
I feel comfortable because the workspace is free from noise and well-equipped.	1	2	3	4	5
I have a peaceful and cooperative atmosphere among colleagues and superiors.	1	2	3	4	5
I get motivated when my colleagues and superiors always caring each other regardless of personal and family issues.	1	2	3	4	5

Job Security

Job security refers to the state of having a job that is secure and unlikely to be dismissed.

Below are the questions to learn about the importance of job security to the respondents. Please answer the following questions by indicating to what extent you agree or disagree with each statement.

1 = “Strongly Disagree (SD)”

2 = “Disagree (D)”

3 = “Neutral (N)”

4 = “Agree (A)”

5 = “Strongly Agree (SA)”

Questions	SD	D	N	A	SA
I believe my job will remain stable for the foreseeable future.	1	2	3	4	5
I feel secure in my current job position.	1	2	3	4	5

I feel that the company I currently work for is managing its business operations effectively.	1	2	3	4	5
I believe that the company I currently work for will positively impact my job and career prospects.	1	2	3	4	5
Job stability can positively influence my motivation to perform well in my role.	1	2	3	4	5

Section (C): Employee Motivation

Employee motivation is the level of commitment that is induced by something that energizes employees to perform at work.

Below are the questions to understand the views of respondents toward motivation and how they are being motivated. Please answer the following questions by indicating to what extent you agree or disagree with each statement.

1 = “Strongly Disagree (SD)”

2 = “Disagree (D)”

3 = “Neutral (N)”

4 = “Agree (A)”

5 = “Strongly Agree (SA)”

Questions	SD	D	N	A	SA
I feel motivated when I get a challenging task.	1	2	3	4	5
I feel more motivated if my job matches my personal interest and passion.	1	2	3	4	5
I feel motivated if I get higher wages and promotions for my hard work.	1	2	3	4	5
I like the working environment where the relationships between colleagues are very harmonious.	1	2	3	4	5
I like working for a company that provides learning opportunities.	1	2	3	4	5