

Factors Influencing Employee Motivation and the Impact on Employee Performance in the
Electrical & Electronics (E&E) Companies in Penang, Malaysia

Saw Yu Pang



Research Project Submitted in Partial Fulfilment of the Requirement
For the Degree of Master of Business Administration
Universiti Tun Abdul Razak

June 2023

DECLARATION

Declaration by Student

I, the author hereby affirms that this project research paper is the original study undertaken by me unless stated otherwise. Or maybe due to acknowledgment allow to references quoted in the bibliography. The opinions and studies in this study are that of author's based on the reference made; and this does not constitute an individual to use this study as any methodological tool for any judgement or decision.

Signature :
Name : Saw Yu Pang
Matrix Number : M22701010
Date : 30 June 2023



ACKNOWLEDGEMENT

First and foremost, I would like to sincerely took this opportunity to express my gratitude to my treasured supervisor Professor Dr. Roland Xavier for his notable supervision, guidance, direction, encouragement and for the most importantly is being so patience with me whenever I needed his guidance during the period of study.

Not to forget as well, to all my faculty lecturers that has been guiding me throughout this MBA journey and all the staff of University Tun Abdul Razak as well as SKC staff for their non-stop attention, thank you for your support in the entire course period.

Last but not least my batch mates of class 2022 friends, thanks you for all your support and perseverance for information from assorted sources.

UNIRAZAK
UNIVERSITI TUN ABDUL RAZAK
Copying, modifying, or reprinting, is not permitted.

TABLE OF CONTENT

DECLARATION	II
ACKNOWLEDGEMENT	III
TABLE OF CONTENT	IV
LIST OF TABLES	XII
LIST OF FIGURES	XV
ABSTRACT	XVI
CHAPTER ONE INTRODUCTION	1
1.0. DEFINITIONS OF THE STUDY	1
1.1. BACKGROUND OF THE STUDY-ELECTRICAL & ELECTRONICS COMPANY (E&E)	5
1.2. RESEARCH PROBLEM	7
1.3. GOAL & OBJECTIVE OF THE STUDY	8
1.3.1. MAIN OBJECTIVE	8
1.3.2. SPECIFIC OBJECTIVES	8
1.4. RESEARCH QUESTION	8
1.5. OBJECTIVE OF THE STUDY	9
1.6. SIGNIFICANCE OF THE STUDY	9
1.7. LIMITATIONS OF THE STUDY	10
CHAPTER TWO LITERATURE REVIEW	11

2.1. THEORETICAL FOUNDATION AND INTRODUCTION	11
2.2. THEORETICAL LITERATURE REVIEW	12
2.3. THEORETICAL FRAMEWORK	13
FIGURE 2.1: THEORETICAL FRAMEWORK ON ANALYSING EMPLOYEE MOTIVATION AND THE IMPACT TO EMPLOYEE'S PERFORMANCE	13
2.3.1. MASLOW'S HIERARCHY OF NEEDS	13
FIGURE 2.2: MASLOW'S PYRAMID OF NEEDS	15
FIGURE 2.3: THE HERZBERG'S MOTIVATION THEORY	16
2.3.3. MCCLELLAND'S NEED ACHIEVEMENT THEORY	17
FIGURE 2.4: THE MCCLELLAND'S NEED THEORY	18
2.4. THE INTRINSIC AND EXTRINSIC DEFINATION	19
TABLE 2.1: INTRINSIC AND EXTRINSIC MOTIVATION	19
FIGURE 2.5: INTRINSIC AND EXTRINSIC MOTIVATION	20
2.4.1. EXTRINSIC MOTIVATION INFLUENCE FACTOR	20
2.4.2. COMPENSATION & SALARY	21
2.4.3. LEADERSHIP	21
2.4.4. JOB ENRICHMENT	21
2.4.5. WORK ENVIRONMENT	22
2.4.6. NATURE OF WORK	22
2.5. INTRINSIC FACTORS THAT INFLUENCE EMPLOYEE MOTIVATION	23

2.5.1. REWARDS AND RECOGNITION	23
2.5.2. SKILL VARIETY	23
2.5.3. TRUST	24
2.5.4. TRAINING AND DEVELOPMENT	24
2.5.5. DELEGATION OF AUTHORITY (POWER)	25
2.6. THE IMPACT OF EMPLOYEE MOTIVATION ON EMPLOYEE PERFORMANCE	25
2.6.1. ABSENTEEISM	26
2.6.2. PRODUCTIVITY	26
2.6.3. EMPLOYEE TURNOVER	28
2.6.4. JOB STRESS	28
2.6.5. WORKER UNIONIZATION	29
2.7. PROPOSED CONCEPTUAL FRAMEWORK	29
FIGURE 2.6 CONCEPTUAL MODEL REFERENCES HANASYHA J. ET AL. (2013).	29
2.8. HYPOTHESIS DEVELOPMENT	30
2.9. CHAPTER SUMMARY	30
CHAPTER THREE RESEARCH METHODOLOGY	31
3.1. INTRODUCTION	31
3.2. RESEARCH DESIGN	31
3.3. POPULATION, SAMPLE AND SAMPLING METHOD OF THE STUDY	32

TABLE 3.1: TARGET CONTRIBUTOR	33
3.4. SAMPLING AND SAMPLE SIZE	35
TABLE 3.2: SAMPLING DATA OR SIZE	35
3.5. DATA COLLECTION METHODS	36
3.6. THE SURVEY METHOD	37
3.7. RELIABILITY AND VALIDITY OF THE DATA	38
3.8. DATA ANALYSIS METHOD	38
3.9. ETHICAL CONSIDERATION	39
3.10. RESEARCH MODEL	39
TABLE 3.3: RESEARCH HYPOTHESIS MODEL	40
CHAPTER FOUR DATA ANALYSIS AND RESULTS	41
4.1 INTRODUCTION	41
4.2 RESPONDENTS DEMOGRAPHICS ANALYSIS	41
<i>TABLE 4.1 RESPONDENTS DEMOGRAPHICS ANALYSIS</i>	42
4.2.1 POSITIONS OF RESPONDENT	44
<i>TABLE 4.2 POSITION RANGE OF RESPONDENTS</i>	44
4.2.2 DEPARTMENTAL OF RESPONDENT	45
<i>TABLE 4.3 DEPARTMENTAL RANGE OF RESPONDENTS</i>	45
4.2.3 AGE OF RESPONDENT	45

<i>TABLE 4.4 AGE RANGE OF RESPONDENTS</i>	45
4.2.4 EDUCATION LEVEL OF RESPONDENT	46
<i>TABLE 4.5 EDUCATION LEVEL OF RESPONDENTS</i>	46
4.2.5 YEAR OF WORKING EXPERIENCE OF RESPONDENT	46
<i>TABLE 4.6 WORKING RANGE OF RESPONDENTS</i>	46
4.3 THE NEXT SECTIONS DEAL WITH THE RESEARCH OBJECTIVE	47
4.4 THE IMPACT OF EMPLOYEE MOTIVATION ON THE EMPLOYEE'S PERFORMANCE	47
<i>TABLE 4.7 MOTIVATED EMPLOYEE PERFORMS BETTER</i>	48
<i>TABLE 4.8 EMPLOYEE AGREEABLE IN FEELING MOTIVATED TO BE PRODUCTIVE AT WORK PERFORMANCE</i>	49
4.5 INTRINSIC REWARD IMPACT ON THE EMPLOYEE MOTIVATION TOWARDS THE EMPLOYEE'S PERFORMANCE	50
4.5.1 CAREER DEVELOPMENT	50
<i>TABLE 4.9 SATISFACTION ON CAREER GROWTH OPPORTUNITY OFFER AT WORK</i>	51
<i>TABLE 4.10 EQUAL OPPORTUNITY FOR ADVANCEMENT</i>	52
<i>TABLE 4.11 ORGANIZATION INVESTMENT IN TRAINING & DEVELOPMENT</i>	53
<i>TABLE 4.12 EMPLOYEE CONFIDENT IN DEVELOPING AND GROW IN THE ORGANIZATION</i>	54
4.5.2 MANAGEMENT RELATIONSHIP	55
<i>TABLE 4.13 APPRECIATION AMONG SENIOR, COLLEAGUES IN THE ORGANIZATION</i>	56
<i>TABLE 4.14 RECOGNITION RECEIVED MOTIVATE PERFORMANCE</i>	57
<i>TABLE 4.15 RECOGNITION FROM TEAM AND ORGANIZATION MOTIVATES PERFORMANCE</i>	58

<i>TABLE 4.16 SUPPORT, RESPECT, AND TRUST WITHIN TEAM AND ORGANIZATION</i>	59
<i>TABLE 4.17 TRUST AND APPRECIATION WITHIN TEAM AND ORGANIZATION</i>	60
<i>TABLE 4.18 RESPONSIBILITY AND THE IMPACT TO THE ORGANIZATION</i>	61
<i>TABLE 4.19 RESPONSIBILITY AND SKILLS WITHIN THE ORGANIZATION</i>	62
4.6 THE EXTRINSIC REWARD IMPACT ON THE EMPLOYEE MOTIVATION TOWARDS THE EMPLOYEE'S PERFORMANCE	64
4.6.1 WORKING ENGAGEMENT	65
<i>TABLE 4.20 EMPLOYEE CHALLENGES IN THE ORGANIZATION THAT AFFECT THE PERFORMANCE</i>	65
<i>TABLE 4.21 EMPLOYEE COOPERATIVENESS, ACCEPT CHANGES IN THE ORGANIZATION</i>	66
<i>TABLE 4.22 EMPLOYEE'S EMOTION IN THE ORGANIZATION</i>	67
<i>TABLE 4.23 WORK ENVIRONMENT</i>	68
<i>TABLE 4.24 LEADERSHIP OF THE ORGANIZATION</i>	69
<i>TABLE 4.25 WORK-LIFE BALANCE</i>	70
<i>TABLE 4.26 SUPERIOR LEADERSHIP</i>	71
<i>TABLE 4.27 JOB SATISFACTION</i>	72
<i>TABLE 4.28 JOB PROMOTION</i>	73
<i>TABLE 4.29 WORKPLACE FACTOR</i>	74
4.6.2 SALARY, COMPENSATION & BENEFITS	76
<i>TABLE 4.30 SALARY AND COMPENSATION FAIR TO ROLE</i>	76
<i>TABLE 4.31 INCENTIVES AND BENEFITS MOTIVATION</i>	76

TABLE 4.32 SATISFACTION ON THE BENEFITS PACKAGE FROM THE ORGANIZATION	77
TABLE 4.33 INCENTIVES AND BENEFITS MOTIVATION	78
4.7 RELIABILITY ANALYSIS	80
TABLE 4.34 RELIABILITY OF INSTRUMENT	80
TABLE 4.35 COMPARISON MODEL OF MEASUREMENT	81
TABLE 4.36 CORRELATION ANALYSES AND REGRESSION ANALYSIS	82
4.8 CHAPTER SUMMARY	83
CHAPTER FIVE	84
SUMMARY, CONCLUSSIONS, AND RECOMMENDATIONS	84
5.1 SUMMARY OF THE STUDY	84
5.2 RESEARCH FINDING DISCUSSION	85
TABLE 4.37 CORRELATION OF INTRINSIC AND EXTRINSIC ANALYSIS	85
5.2.1 THE REVIEW DEMONSTRATE	86
5.2.2 THE INTRINSIC REWARDS ON THE EMPLOYEE MOTIVATION TOWARDS PERFORMANCE	86
5.2.3 THE EXTRINSIC REWARDS ON THE EMPLOYEE MOTIVATION TOWARDS THE EMPLOYEE PERFORMANCE	87
5.3 THE IMPLICATION OF THE RESEARCH	89
5.3.1 THEORETICAL OF IMPLICATION	89
5.3.2 EMPLOYEE MOTIVATION AND THE IMPACT ON EMPLOYEE PERFORMANCE	89
5.4 LIMITATION OF THE RESEARCH	90

5.5	RECOMMENDATION FOR FUTURE RESEARCH	91
5.5.1	RECOMMENDATION FOR MOTIVATING EMPLOYEE	92
5.5.2	RECOMMENDATION FOR INTRINSIC FACTORS THAT INFLUENCE EMPLOYEE MOTIVATION	92
5.5.3	RECOMMENDATION FOR EXTRINSIC FACTORS THAT INFLUENCE EMPLOYEE MOTIVATION	93
5.6	CONCLUSION	93
5.6.1	INTRINSIC FACTORS THAT INFLUENCE EMPLOYEE MOTIVATION	93
5.6.2	EXTRINSIC FACTORS THAT INFLUENCE EMPLOYEE MOTIVATION	94
5.6.3	IMPACTS OF EMPLOYEE MOTIVATION ON EMPLOYEE PERFORMANCE	94
	REFERENCES	95
	APPENDIX A: SURVEY INTRODUCTION	99
	APPENDIX B: QUESTIONAIRES SURVEY SECTION	100
	SECTION 1: EMPLOYEE INFORMATION	100
	SECTION 2: CAREER DEVELOPMENT (INTRINSIC)	103
	SECTION 3: WORKING ENGAGEMENT (EXTRINSIC)	105
	SECTION 4: COMPENSATION & BENEFITS (EXTRINSIC)	108
	SECTION 5: MANAGEMENT RELATIONSHIP (INTRINSIC)	110
	APPENDIX C: APPROVAL PAGE	114

LIST OF TABLES

TABLE 2.1: INTRINSIC AND EXTRINSIC MOTIVATION	19
TABLE 3.1: TARGET CONTRIBUTOR	33
TABLE 3.2: SAMPLE DATA / SIZE	35
TABLE 3.3: RESEARCH HYPOTHESIS MODEL	40
TABLE 4.1 RESPONDENTS DEMOGRAPHICS ANALYSIS	42
TABLE 4.2 POSITION RANGE OF RESPONDENTS	44
TABLE 4.3 DEPARTMENTAL RANGE OF RESPONDENTS	45
TABLE 4.4 AGE RANGE OF RESPONDENTS	45
TABLE 4.5 EDUCATION LEVEL OF RESPONDENTS	46
TABLE 4.6 WORKING RANGE OF RESPONDENTS	46
TABLE 4.7 MOTIVATED EMPLOYEE PERFORMS BETTER	48
TABLE 4.8 EMPLOYEE AGREEABLE IN FEELING MOTIVATED TO BE PRODUCTIVE AT WORK PERFORMANCE	49
TABLE 4.9 SATISFACTION ON CAREER GROWTH OPPORTUNITY OFFER AT WORK	51
TABLE 4.10 EQUAL OPPORTUNITY FOR ADVANCEMENT	52
TABLE 4.11 ORGANIZATION INVESTMENT IN TRAINING & DEVELOPMENT	53
TABLE 4.12 EMPLOYEE CONFIDENT IN DEVELOPING AND GROW IN THE ORGANIZATION	54
TABLE 4.13 APPRECIATION AMONG SENIOR, COLLEAGUES IN THE ORGANIZATION	56
TABLE 4.14 RECOGNITION RECEIVED MOTIVATE PERFORMANCE	57

TABLE 4.15 RECOGNITION FROM TEAM AND ORGANIZATION MOTIVATES PERFORMANCE	58
TABLE 4.16 SUPPORT, RESPECT, AND TRUST WITHIN TEAM AND ORGANIZATION	59
TABLE 4.17 TRUST AND APPRECIATION WITHIN TEAM AND ORGANIZATION	60
TABLE 4.18 RESPONSIBILITY AND THE IMPACT TO THE ORGANIZATION	61
TABLE 4.19 RESPONSIBILITY AND SKILLS WITHIN THE ORGANIZATION	62
TABLE 4.20 EMPLOYEE CHALLENGES IN THE ORGANIZATION THAT AFFECT THE PERFORMANCE	65
TABLE 4.21 EMPLOYEE COOPERATIVENESS, ACCEPT CHANGES IN THE ORGANIZATION	66
TABLE 4.22 EMPLOYEE'S EMOTION IN THE ORGANIZATION	67
TABLE 4.23 WORK ENVIRONMENT	68
TABLE 4.24 LEADERSHIP OF THE ORGANIZATION	69
TABLE 4.25 WORK-LIFE BALANCE	70
TABLE 4.26 SUPERIOR LEADERSHIP	71
TABLE 4.27 JOB SATISFACTION	72
TABLE 4.28 JOB PROMOTION	73
TABLE 4.29 WORKPLACE FACTOR	74
TABLE 4.30 SALARY AND COMPENSATION FAIR TO ROLE	76
TABLE 4.31 INCENTIVES AND BENEFITS MOTIVATION	76
TABLE 4.32 SATISFACTION ON THE BENEFITS PACKAGE FROM THE ORGANIZATION	77
TABLE 4.33 INCENTIVES AND BENEFITS MOTIVATION	78

TABLE 4.34 RELIABILITY OF INSTRUMENT	80
<i>TABLE 4.35 COMPARISON MODEL OF MEASUREMENT</i>	<i>81</i>
TABLE 4.36 CORRELATION ANALYSES AND REGRESSION ANALYSIS	82
<i>TABLE 4.37 CORRELATION OF INTRINSIC AND EXTRINSIC ANALYSIS</i>	<i>85</i>



LIST OF FIGURES

FIGURE 2.1: THEORETICAL FRAMEWORK ON ANALYSING EMPLOYEE MOTIVATION AND THE IMPACT TO EMPLOYEE'S PERFORMANCE	13
FIGURE 2.2: MASLOW'S PYRAMID OF NEEDS	15
FIGURE 2.3: THE HERZBERG'S MOTIVATION THEORY	16
FIGURE 2.4: THE MCCLELLAND THEORY	18
FIGURE 2.5: INTRINSIC AND EXTRINSIC MOTIVATION	20
FIGURE 2.6 CONCEPTUAL MODEL REFERENCES HANASYHA J. ET AL. (2013).	29


UNIRAZAK
UNIVERSITI TUN ABDUL RAZAK
Copying, modifying, or reprinting, is not permitted.

ABSTRACT

Abstract of the project paper submitted to the Senate of Universiti Tun Abdul Razak in partial fulfilment of the requirements for the Master of Business Administration

Factors Influencing Employee Motivation and The Impact on Employee Performance in The Electrical & Electronics (E&E) Companies in Penang, Malaysia

By

Saw Yu Pang

2023

The drive on this research project is to research the factors contributing and influence employee motivation and its impact on employee performance; case study of electrical & electronics organization in Penang, Malaysia. This study will be navigated and steered by reviewing theories associated with motivation from the resulting of this project research questionnaires on exploring variables that examined on what are the intrinsic and extrinsic factors that contribute to the influence of employee motivation at an electrical & electronics organization in Penang, Malaysia? And what is the impact that employee motivation has towards or on the employee performance at an electrical & electronics organization in Penang, Malaysia?

This study is adopting a descriptive research design with electrical & electronics industry in Penang being the case study. The population of the research project were the employee of electrical & electronics industry which sample size comprised of **1000** employees from various department and functions in the electrical & electronics manufacturing company in Penang, Malaysia and a modest random possibility sampling method is used to determine the results. The instrument use for the data collection was a tailor-made questionnaire structured by the researcher for this study specifically. A descriptive statistic which include bar chart and bar graph were used to present the results of this project study.

The results of this research project revealed that the employee motivation at the electrical & electronics industry is largely in good level as most of the employee are motivated and satisfied with their job. The main factor that influence the employee motivation are the extrinsic factors such as monetary incentives and job security among others. This study also acknowledged numerous intrinsic factors that influence the employee motivation. These are: independence, trust and recognition among others. Nevertheless, the study revealed certain extents where improvement should be implemented to further upsurge the employee motivation. Recommendations were also prepared for enhancement on certain parts.



CHAPTER ONE

INTRODUCTION

1.0. Definitions of the Study

With the introduction of machine automation in all walks of businesses, surviving and enduring the sustainability of the business has developed a challenging era in the business environment when the comparisons are made between machinery and human in the output of the production to pursuit in capitalizing on the turnover and revenue of every surviving business. Mudor and Tookson (2011) resist that every single organization craving to be effective even though situation of present situation is so challenging and so competitive and yet the tight rivalry has made business today facing such a stimulating situation.

A prodigious routine performance of the company and the growth of the company's revenue is considered to be a boundless assessment externally and internally which will be as an aspect of one of the operating environment factors (Chaudhary & Sharma, 2012). Establishments, regardless of size and market has striven to preserve the best employees by acknowledging their vital part and influences towards the company usefulness and effectiveness intensively significant reflected. Nevertheless, objectively just a few or handful of organizations have still deliberately considered human capital as being their main asset to capable of leading them to success or if not managed the employee properly, this can lead to the total failure of the organization and the consequences of high staff turnover may occur (Fisher, 2012).

Managing manpower as another pillar in the human resource management have become challenging and difficult because this is the main factors that drive the force behind other circumstances that may affect the working environment as well as the performance of the organization. Furthermore, it demands for managing sentiments of feelings and emotional state of the employees at a correct time and with the right deed and achievement which then will develop a reverse counterproductive (Chaudhary & Sharma, 2012). Subsequently, employers are therefore challenged with the task of cultivates motivating employees and creating a high job satisfaction among their staff towards the growth of a better working environment that will reflect in the performance of the organization later.

Motivation as measured as an elicit of a positive and optimistic emotional of reaction and work to motivate employees to continue to improve as well as make an everlasting behavioural change when needed (Ryan and Deci, 2020) where it is defined as a manner that will explain which we can see for an individual's passion, course, and perseverance of effort toward attaining a goal. Employee motivation has also become one of the key matters worldwide among all the organizations (Kallio & Kallio, 2014) as it is also described that motivation is the power and course of an attitude and behaviour. Nowadays, motivation also be serving as an explanation and a decent salary, a comfortable physical working conditions, recognition and many other factors are considered, one's motivation will be boosted resulting into higher performance. The expectation on an individual's behaviour of a certain particular in an individual's work understood through organizational culture (Dimitrios, Kastanioti, Maria & Dimitris, 2014) with the expectation in their performance. Motivation discusses the reasons for the fundamental behaviour (Guay, 2010) in ensuring the employees are loyal to their work employees when the employee feel a bond with other employees such as through their structural culture and warranting, they provide their best performance at work to their full potential compared with employees who do not feel a connection with their organizational culture (Scheers & Botha, 2014). An abundantly of proof expression that in the current competitive labour market to retain a productive employee because a motivated employee will achieve their goals in the company is becoming a huge task to accomplish and they are asset for the organization (Berry,2011). Because, the hunt is continuously there where others company are there to find and snatch from one organization to the other. Therefore, an employee with a great vision for growth, is necessitates to show their clear path on his or her chances of progression in the organization.

An intrinsic motivation is a motivation that is flawlessly animated by personal enjoyment, interest or pleasure. Intrinsic motivation energizes and sustains activities through the spontaneous satisfactions inherent in effective volitional action. It is manifest in a behaviour that is illustrated as drama, search, and pursuing challenge that people habitually sort out for external rewards. Researchers regularly compare intrinsic motivation through extrinsic motivation, where motivation reigned by strengthening contingencies (Irons and Buskist, 2008). Normally, researchers habitually study intrinsic motivation is more anticipated and to be have reflected that

the outcome in results than the extrinsic motivation (Irons and Buskist, 2008).

By means of Kamalian (2010) advised, a motivated employee has his or her goals aligned with those of the organization and directs his or her efforts in that course with the goals of the organization. Therefore, organizations are more successful because their employees are too being seen continuously look for ways to improve their work tremendously. The mission to encourage the accomplishment of the employees to reach their fullest potential at their work under a stressful working environment and conditions is a very challenging, but this still can be achieved by motivating them (Santrock, 2009). Motivation factors are the intrinsic factor to the job performance, such as the task itself and the obtainability of prospects for the accountability, the development and the recognition for an achievement (Santrock, 2009) to be a market motivated in the world where every company envisions in reaching the breakthrough of an achievements by overcoming each and every challenge and by adjusting to the new era. Associated to the preceding decades, it is a definite smart work which is to measure significantly on the challenges. There is a vibrant benchmarking to judge a full spectrum of ability competency and efficiency of an employee where a system is in place to reward them who are outperform in their performance. Hence, it's crucial to evolve an extremely positive affiliation and bonding between employees and the company in order to reach the best outcome in making a win-win state for the entire progression. (Maduka & Okafor, 2014).

The motivator factors, which Herzberg (1959)(1964) defined as a complex factor, in leading to this logic in self-actualization and personal growth, this would reflect the employee's motivation henceforth will increase their job satisfaction and its productivity. As a result, to motivate a worker towards a higher productivity, it is vital to ensure that the hygiene factors are accurate, the company must know how to influence and blends well with the motivators by paying attention to the job-content issues for instance such as paid increasing attention to employees' job engagement (Bailey et al., 2017).

Although many of the research has inscribed in demonstrating the important and the meaning of motivation, this topic is still not precisely visibly explaining to be implicit and it is being practiced poorly more often. In order to processes and revolve around an individual's internal

psychological forces alongside external environmental or the contextual forces and to determine the direction, the intensity, and the persistence of personal behaviour aimed at a specific goal(s) (Kanfer, 2009; Kanfer et al., 2017) in comprehend exactly how motivation can impact on an employee's performance, identifying with the human nature naturally is crucial. As motivation impacts so much on an employee's performance, there is necessary to blend into the precise and specific motivational implementation with an effective supervision and leadership to accomplish this goal. Henceforth, motivation benefits an organization to achieve its goals more rapidly because employees have a tendency to work towards as a result of motivation. The old technique of carrot and stick does not work in today's environment already and company need to reform the approach they motivate employee and get their desired yield and reward the employee (Forson, 2012). On the one hand, intrinsic motivation is an internal driver where the employees work out of the excitement, feeling of accomplishment, joy, and personal satisfaction they derive both from the processes of work-related activities and from their results (Deci and Ryan, 1985; Bauer et al., 2016; Legault, 2016). On the other hand, extrinsic motivation maintains that the individual's drive to work is influenced by the organization, the work itself, and the employee's environment.

This research of mine tentatively will aid researchers and also the culture in providing a broader perception in portraying the literature on motivation from the different angle point of view of intrinsic and extrinsic towards the impact of motivation on employee's performance. However, we agree with the notion that they are mutually independent, as Rockmann and Ballinger (2017).

1.1. Background of the Study-Electrical & Electronics Company (E&E)

Malaysia's diverse electrical and electronic products (E&E) industry is in its fifth decade of operations, having started with just eight component production companies in the 1970s (also known as the "8 Samurais"). The companies were National Semiconductor (now Texas Instruments), Intel Malaysia, Hewlett-Packard (now Agilent), Advanced Micro Devices (AMD), Bosch, Clarion, Litronix (now Osram) and Hitachi (now Renesas). This mature industry continues to grow with the adoption of new, innovative, and advanced technology. Malaysia today is a major player in the fast-expanding E&E market, of which major export destinations include Singapore, Hong Kong, the USA, PRC, Japan and Europe. Local industry champions operate alongside multinational companies (MNCs) from the USA, Japan, the Republic of China (Taiwan), the Republic of Korea, and a number of European countries, manufacturing products ranging from semiconductor devices to consumer and industrial electronics.

Malaysia is at the heart of Asia's semiconductor footprint. The country's strategic location and comprehensive infrastructure – including ports, airports, highways, logistics, and telecommunications – offer a competitive advantage in business costs. By establishing operations in Malaysia, investors will gain access to the global market of more than four billion people, through various free trade agreements (FTAs) signed with economic partners regionally and bilaterally.

The electrical and electronics (E&E) industry contributes significantly to Malaysia's Gross Domestic Product (GDP) growth, investments, export earnings, and employment, as well as continuing to play a vital role in the country's industrial development. For the past 50 years, the nation has strived to position its local marketplace as a destination for a holistic E&E ecosystem. This has enabled front-end and back-end semiconductor manufacturing operations and trade to commence at the highest level, leading many multinational companies (MNCs) to establish operations here. At the same time, local companies have not been far behind in joining the global value chain, with these firms persistently building efficiency, as well as providing products and services required by MNCs, both domestically and internationally.

In 2021, the E&E industry recorded investments worth RM148 billion, of which RM146.3 billion (98.8%) was from Foreign Direct Investment (FDI) while RM1.7 billion (1.1%) came from domestic investors. The approved investments are expected to create a total of 28,362 job opportunities in the industry. From January to September 2022, a total of 83 E&E projects with investments of RM22.5 billion were approved, of which 31 were new projects with investments of RM2.0 billion, and 52 were expansion/diversification projects with investments worth RM20.5 billion. These projects are expected to generate more than 26,668 new jobs, including highly-skilled positions such as managerial roles, engineers, and technicians. Foreign entities accounted for the bulk of the total investments at RM21.3 billion (94.7%) while domestic investments amounted to RM1.2 billion (5.3%).

The Government is focused on accelerating the adoption and adaptation of advanced factory automation and digitalisation levels, to transition brick and mortar hubs into ‘intelligent factories’ to enhance flexibility and optimise productivity and growth. The adoption of automation and Industry 4.0 (IR4.0) technology in the manufacturing process can reduce operating costs, eliminate its dependence on low-skilled foreign labour, eliminate human error, and reduce wastage. Automation can also significantly reduce employee turnover issues, particularly in the electronic manufacturing services (EMS) industry. As mapped out in the National Investment Aspirations (NIA), there is more space to grow. Developing new clusters and innovation in existing areas will create highly-skilled jobs, expand regional and global supply chains, and increase efforts to bring socio-economic development. There are many ongoing initiatives undertaken by the Government in collaboration with the private sector and academia to enhance the contribution of the E&E industry towards regenerating economic growth and moving up the value chain under the 12MP and the upcoming New Industrial Master Plan (New IMP). These initiatives include reducing gaps between the talent produced and industry requirements; implementing internship or apprenticeship programmes by leveraging international standards and incentivising companies to participate; developing a structured programme for the continuous development and re-skilling of employees with the advent of new technologies; and building up the competency and presence of local players in joining the race to be integrated into the global value chain ecosystem.

1.2. Research Problem

The connection of an employee's and organization performance mostly depends on an employee's motivation. (Maiya et al., 2011). A low motivation affects employees and organization performance. A motivated employee is shown to be loyal, committed, and productive to the organization and they drive to provide a good service to the organization they work with. Employers should always contrivance their employee's motivation through a series of rewards for the job which are well done and for even a better result orientated organizational performance to surface. Aforementioned study on the employee's motivation are generally concentrated on the factors that contributed practicality achieved. On the other hand, very few research and study basically on the impact towards employee performance was actually completed. Studies on the employee motivation has done over the years, nevertheless, they are mainly constructed based on the western organizations and a very little studies are done based on motivation in the Malaysian organizations. As a result, this conveys a great gap that essentials to be filled with great study in seeing the fact that employees in different culture and environments cannot achieve the motivation based from the same factors.

A great challenge has reflected on the organization's management in the E&E company on determining how exactly and precisely that they can achieve or accomplish a maximum of motivation for their employees whom they believe and have faith in that they would go on a very long way to advance and progress with the organizational goal and their employee performance. Numerous managers have strained and exasperated to accomplish the motivation of their employees by attempting to practice various ways and approaches that were effective and effectual in around the world. Nevertheless, it has dejectedly disappointed to be applicable in their own employee in their own organization, the reason is merely because this research was not directly or specifically relevant and reflected to their own employees. It is for that reason that this research is to be done for the means to fill in the facts that the gap for this matter is to determine the perfect and absolute at the least and the finest to precision results to achieve the purpose of the research.

1.3. Goal & Objective of the Study

1.3.1. Main Objective

The key and foremost objective of this study is to assess the effects of employee motivation and its impact on employee's performance in an E & E organization.

1.3.2. Specific Objectives

Further precisely the study attempted to achieve to the following objectives:

- a) To determine the intrinsic factors that influence employee's motivation at E & E company?
- b) To analyse the extrinsic factors that influence employee's motivation at E & E company?
- c) To evaluate the impact of motivation on employee's performance at E & E company?
- d) To survey the impact of working environment on employee's motivation at E & E company?
- e) To study the impact of salary on employee's motivation at E & E company?
- f) To survey the impact of bonus for career growth on employee's motivation at E & E company?

1.4. Research Question

This study intended at responding to the following questions:

- a) What are the intrinsic factors that influence employee motivation at E & E company?
- b) What are the extrinsic factors that influence employee motivation at E & E company?
- c) What impact does employee motivation have on employee performance at E & E company?
- d) What is the impact of working environment on employee's motivation at E & E company?
- e) What is the impact of salary rewards on employee's motivation at E & E company?
- f) What is the impact of bonus on career growth on employee's motivation at E & E company?

1.5. Objective of the Study

The objective of this study will be done in Penang, Malaysia, as there are not many researches has been carried out mainly focusing on the employee's motivation. The case study will be carried out is basically focusing on randomly picked E & E companies throughout various strong and pioneer E & E companies in order to prove a concrete result as they have been in the E & E industry since 1970. The study will cover both the managerial level and the subordinate staff.

1.6. Significance of the Study

The discoveries of this research study will be significant to numerous of electrical & electronics industry's management and managers especially those in the E & E companies and will drive optimistically hoping the leadership behaviour impact on the employee's motivation, loyalty, engagement and organizational performance to support them to understand further on their employee's behaviour better. (Abiodun, 2010). The findings will also help and assist the leaders in any other organization whether at small, medium or large electrical & electronics companies that is facing the dilemma of empathetic on the way to motivate their employees. (Bruce, 2003)

The discoveries of this study will also benefit researchers in the part of the aspect on the contribution to the frame of knowledge particularly broad but then again, thus far are still not completely exploited in the area of human resource management (Medcof & Song, 2013) as well as societal science. These discoveries would help to improve the understanding and the advance of all relevant theories as well as extensive areas of interest without any boundaries. This objective study also will help in reorganization and restructuring the aims and objectives of the management (Schuler & Jackson, 2004) to have undergone major developments in the past quarter century and support as well as backing them to comprehend the exactly conditions that are relevant so they can work towards in ensuring their employees are motivated at their very own work places.

1.7. Limitations of the Study

Researcher might possibility faced the following challenges during conducting this study and are most likely to encountered by some of the challenges.

- i. Poor cooperation from some respondents as some of them may not be interested to participate in this study.
- ii. Too little time or insufficient time dedicated to this research of study.
- iii. Some of important information was not disclosed from the respondents due to the issue of confidentiality of information.
- iv. Financial problem arises since researcher have no sufficient amount of money to meet the cost of study.
- v. Difficulties in getting approval to conduct the survey.

UNIRAZAK
UNIVERSITI TUN ABDUL RAZAK
Copying, modifying, or reprinting, is not permitted.

CHAPTER TWO

LITERATURE REVIEW

2.1. Theoretical Foundation and Introduction

This chapter consist of several theories of a theoretical literature review, empirical literature reviews, a conceptual framework of this study, knowledge gap and finally the chapter summary. The chapter will also analysis and review the whole works of this research and findings of other researchers in all the major perceptions and concepts of this study i.e. Factors in determine the employee motivation and its effect in an organization. In short, the chapter will focus on determination of employee motivation and its effect in an organization in view of what other scholars have studied.

There are countless number of definitions and literatures in relating to multiple of aspects in motivation whereby the literatures which are significant and pertinent to the current modern-day business situation is well-thought-out for this analysis. Motivation originated from the word motive which suggests requirements, wishes, desires or drives within the persons (Sharma, 2016). The term as we all know, expectancy theory motivation is a motivation theory as according to Vroom (1964) has remained derivative from the Latin word of "movere" which refer "to move" and it is state the inner strength, which the individual's motivation to perform a specific task is based on their belief that their effort will lead to high performance and that high performance will lead to a desirable outcome in which this is the reliant on whereby on the essential needs of the individual to drive the ones-self to accomplish instrumentality is the belief that it increased the performance that will lead to a desirable outcome or reward. The findings by de Lourdes Machado-Taylor (2016) on Portuguese higher education employees" motivation showed that physical work environment; conditions of employment; and personal relationship motivates the employees to work with more productivity.

Finally, valence is an individual's value on the potential reward. (Tan & Waheed, 2011) theory and job satisfaction in the effect of love of money. As conferring the Webster's dictionary, observing the origin terminology, motivation derive with a motive, meaning, a touch of trigger or causes another thing to response, and thus, motivation basically defined as the act of delivering

motive that grounds someone to act. Motivation is accountable for someone to act and someone else self alone is capable to make someone motivated to. (Burton, 2012).

Motivation is also well undoubtedly by Gredler, Broussard and Garrison (2004) which drives someone either to do or not to do something. Guay et al (2010) mentioned that motivation is the principal reason of a behaviour to a person. Researchers have made their contrasting opinion of motivation in relates to intrinsic motivation and extrinsic motivation (Deci et al., 1999). Conferring Ryan and Deci (2000) intrinsic, motivation is well-defined as the actions done for its essential satisfaction rather than inseparable penalties. Intrinsically categorized motivated person or self-motivated person to take up tasks by himself and to accomplishes the desired outcomes without any external stress or duress. On the other hand, extrinsic motivation is interpreted as an action prepared exclusively for the purpose of obtaining reward or non-attached outcome unlike intrinsic motivation where the actions are done for sheer happiness and out of passion for job (Oudeyer and Kaplan, 2007).

2.2. Theoretical Literature Review

Employee's is the most important resources in organization, and because of their fundamental to the functioning of any organization it is therefore important to motivate this cadre of staff. For this case, various theories address employee needs and have been advanced by a number of authors as basis of motivation strategies in organizations. Most notable are; Equity theory (1965), Expectancy theory (1964); Hertzberg (1959) Two-Factor theory, Human capital theory and Maslow (Need theory), all of which are all relevant to this study.

However, this study focused on Herzberg's Two-Factor theory, Maslow (Need theory) and McClelland's Theory as models in assessing factors leading to employee's motivation in organizations. The theories mentioned above have been picked up simply because of their relevance to the study as they are very appropriate to be apply and will be the crucial key to inspire and trigger the kickstart of the employee's motivation and its effects in the organization. Moreover, the employee's mentality and culture as per (Abzari and Sadri (2011) claimed that if there is high motivation in the employee, the employees will work harder and the workplace becomes more joyful and absenteeism will be reduced and at the same time the satisfaction will be enhanced. Additionally, workplace rules and regulations will be pragmatic and employee's willpower to

ensure their best to objectify the organization's goals and stratagems.

2.3. Theoretical Framework

Theoretically, employee motivation is a subject that has been supported by various theories. Some of the motivation theories include the following of the research as will be explained and define in this research study. Based on literature review and in-depth interview at a specific context, the author of thesis decides these below factors for the research.

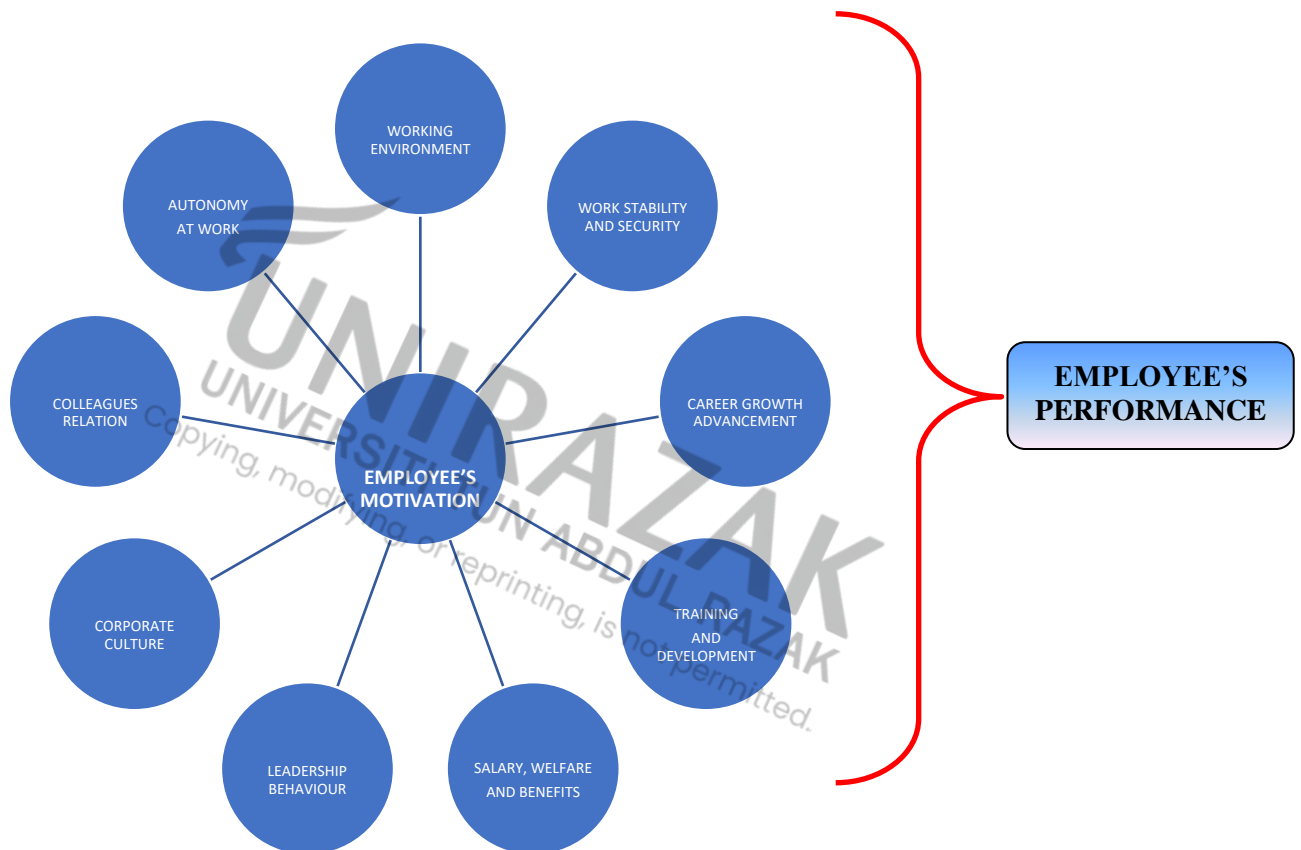


Figure 2.1: Theoretical Framework on Analysing Employee Motivation and The Impact to Employee's Performance

2.3.1. Maslow's Hierarchy of Needs

According to Maslow's theory relies on the fact that people want to increase what they want to achieve in life and their needs are prioritized according to performance (McLeod, 2007). Maslow placed individual needs in categories and prioritized their attainment.

In order of decreasing priority are; Physiological needs; this includes the most basic needs for humans to survive, such as air, water and food. Maslow emphasized that human bodies cannot function properly if these requirements are not fulfilled. The physiological needs are the most dominant of all needs. In addition, the other strong point of this theory relies on its competence to realize that people's needs are not homogeneous. This statement will guide the researcher to identify individual employees' factors of employee turnover. Safety & security needs. These needs include personal security, financial security, health and well-being, safety against accidents, illnesses and their adverse impacts. Social needs. These are needs associated with love and a sense of belonging. They involve giving and receiving affection. When they are unsatisfied, a person will immediately eliminate the lack of friends, peers and partners. Esteem needs. This is respect for a person as useful, honourable human being. Human beings need to feel valued and that they are necessary to the world. Maslow divided two types of esteem needs: a 'lower' version and a 'higher' version. The 'lower' version of esteem is the need for respect from others: for example, attention, prestige, status and loving their opinion. The 'higher' version is the need for self-respect: for example, the person may need independence, and freedom or self-confidence. Self-actualization needs. Self-actualization reflects an individual's desire to grow and develop to his/her fullest potential. People like opportunities, choosing his/her own versions, challenging positions or creative tasks. Maslow described this level as the 'need to accomplish everything that one can, to become the most that one can be'.

Abraham Maslow came up with a hierarchy of needs which explained job satisfaction where it is evidently shows that whatever motivates employee is not necessarily to motivate another employee. For instance, some employees might be motivated to accept a job offered by an employer provided it has a high salary offered, in the meanwhile, some employees may be motivated to accept a job that promises them a job security regardless of salary. This point of view explains the reason of some employees might choose to change from a highly paying employers to relatively lowly paying employers provided, they are assured of job security. Principally, Abraham Maslow's Hierarchy of needs conventionally consists of five levels of needs with an additional of two levels of need included, and concluded with seven level of needs now.

Therefore, Abraham Maslow's Hierarchy of Needs highlighting on motivating people with these seven distinct levels of need as Figure 2.2 below. In addition, the strong point of this theory is it identifies people need to control their surroundings in order to influence conferring to their needs. In this study, this explained that individual employees' select their preferred employer based on their needs. Therefore, it is proven that when people are controlled by their surrounding environment and are thwarted by their satisfaction of their needs, they become frustrated and tense. Additionally, if the principal needs failed to be satisfied, it will result to an undesirable employee behaviour to aggression, frustration and resignations.

The figure below shows the Maslow's pyramid of needs which was adapted from <https://www.simplypsychology.org/maslow.html#gsc.tab=0>

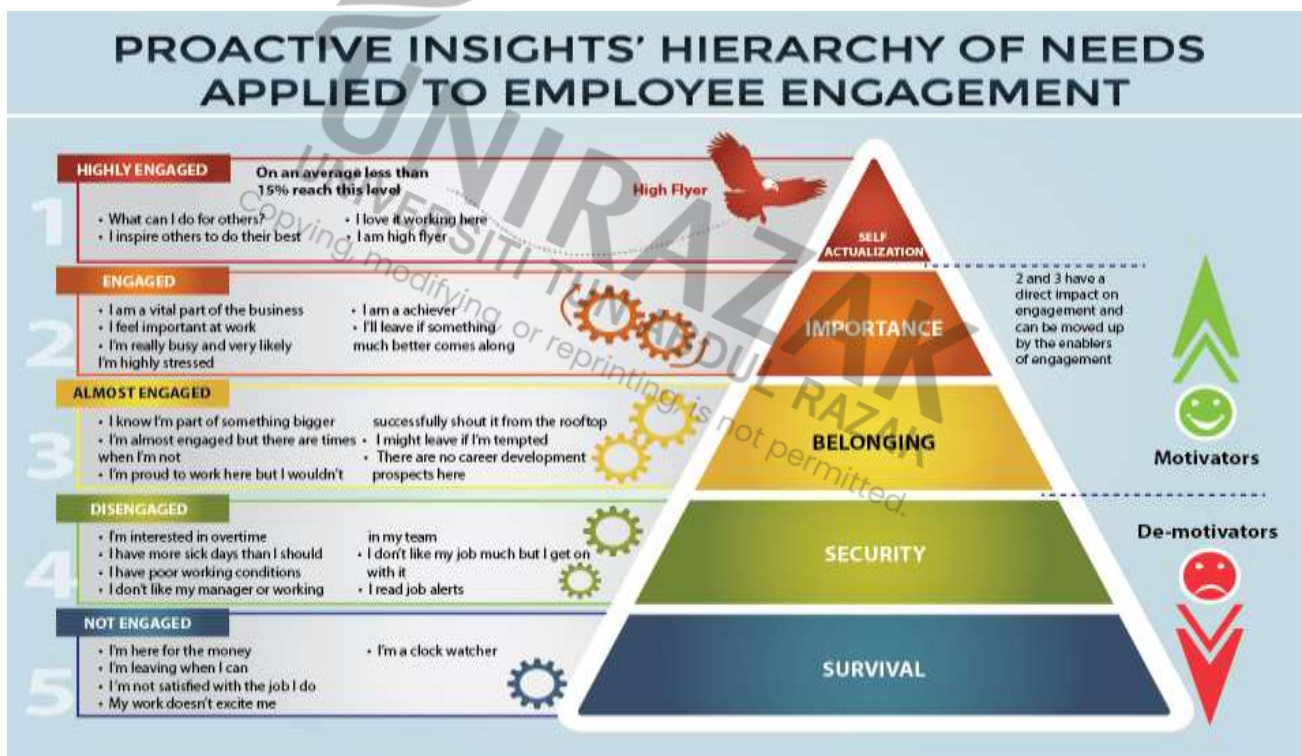


Figure 2.2: Maslow's Pyramid of needs

2.3.2. Herzberg's Two Factor Theory

Herzberg's Theory of Motivation tries to get to the root of motivation in the workplace (Satif et al., (2012). Herzberg (1959) Two-Factor theory argue that employees are motivated by internal values rather than values that are external to the work. In other words, motivation to work is internally generated and is propelled by variables that are intrinsic to the work which include achievement, recognition, the work itself, responsibility, advancement, and growth. Conversely, certain factors induce dissatisfying experiences to employees and these factors largely result from non-job-related variables also called extrinsic variables. These are company policies, salary, co-worker relationships and supervisory or management styles, wok environment (Armstrong, 2009). This theory is pertinent to this study in that it recognizes that employees have two categories of needs that operate in them and that both should be addressed.

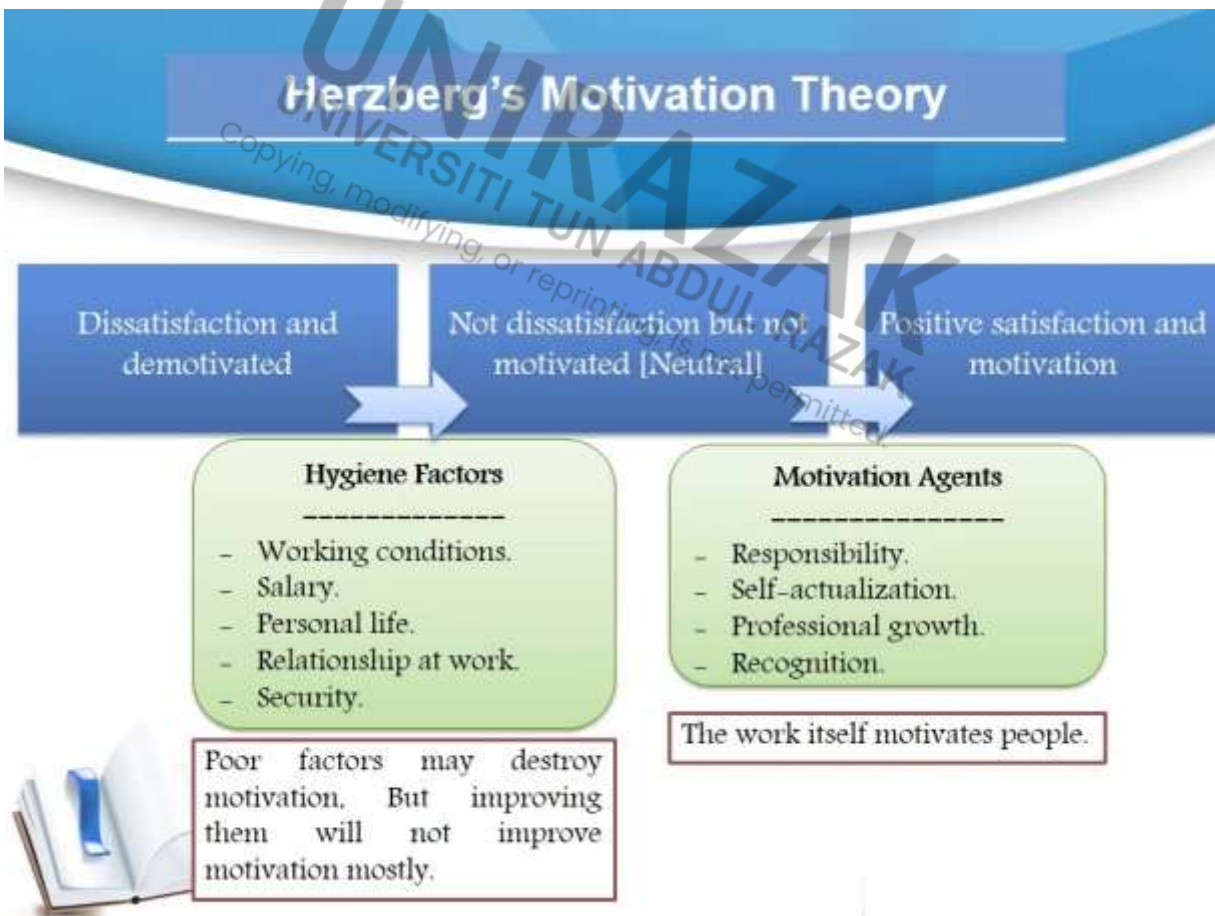


Figure 2.3: The Herzberg's Motivation Theory

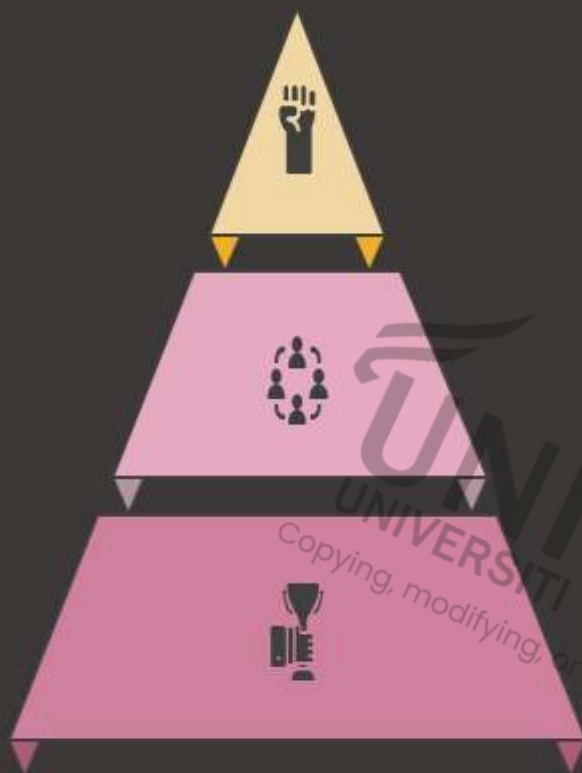
2.3.3. McClelland's Need Achievement Theory

McClelland's need achievement theory postulates that some people are driven to success through seeking personal achievement rather than rewards themselves (Satif et al., 2012). This theory explains why some employees are high achievers despite the difficulties that they face.

McClelland's Three motivators are:

- i. **The Need for Achievement** to accomplish and demonstrate own competency where people with a high need for achievement prefer jobs that provide personal responsibility and results based on their efforts. They also prefer acknowledgement of their progress.
- ii. **The Need for Affiliation** the need for love, belonging and social acceptance where people with a high need for affiliation is motivated by being liked and accepted by others. People like them are tend to participate in social gatherings and might uncomfortable with conflict.
- iii. **The Need for Power** the need for control on own work or the work of others where people with a high need for power desire situations in which, they will exercise power and influence over others. They seek for titles with status and authority and tend to be more concerned about their level of influence than about effective work performance.

McClelland's Need Theory



Need for power

- Wants to control and influence others
- Likes to win agreements
- Enjoys competition and winning
- Enjoys status and recognition

Need for affiliation

- Wants to belong to the group
- Wants to be liked and will go along with whatever the rest of the group wants to do
- Prefers collaboration over competition
- Doesn't like high risk or uncertainty

Need for achievements

- Sets and accomplishes challenges, risks
- Takes calculated risks
- Likes to receive regular feedback in their progress and achievements
- Likes to work alone

Figure 2.4: The McClelland's Need Theory

2.4. THE INTRINSIC AND EXTRINSIC DEFINATION

Intrinsic motivation is termed as the action of to do something without the intent to receive any reward or recognition (Lin, 2007). This action is used for pleasurable for the reason to enjoy and satisfaction beside that, imaginary, longing, inquisitiveness, control and challenges are the factors that drive intrinsic motivation. Whereby, extrinsic motivation is termed as the action of to do something solely for the purpose of reward and recognition (Lin, 2007). This action is implemented on activity or task for reward and other incentives.

Table 2.1 and figure 2.5 below shows a tabular description of the intrinsic and extrinsic definition.

Motivation		Goals
Intrinsic	Actions are done because it is internally fulfilling and rewarding. This is done because it is enjoyable, satisfying and amusing. Example: - volunteering task.	Goals accomplished from within, and they satisfy ones' basic psychological needs for competence and autonomy.
Extrinsic	Activities and tasks are carried out to achieve an external reward. E.g. Loyalty discount, competition.	Goals are fixated on an outcome or result and this does not satisfy one's basic psychological needs. Goals involved in external gains are money, power, fame, or avoiding consequences.

Table 2.1: Intrinsic and Extrinsic Motivation



Figure 2.5: Intrinsic and Extrinsic Motivation

2.4.1. Extrinsic Motivation Influence Factor

Extrinsic motivation factor discusses on rewards which is tangible such as salary, compensation and benefits, work environment, conditions, and job security. The motive of extrinsic cannot be satisfied by the work itself only, it has to come from the pleasure that the task leads to, such as money. According to (Kamalian, 2010) the effects of the task or work perform, as well as its contributing factors are important as for the needs of satisfaction. Therefore, the work is seen as a means to chase for other motives.

2.4.2. Compensation & Salary

Compensation and salary are the most significant motivational strategy in order to boost and develop the extrinsic motivating factor. Salary and compensation incentives encourages people's decision to accept or reject a job offer. It has the ability to charm, retain, and motivate individuals to deliver a high productivity work performance. Reward affects the motivation of the employees and rewards also stimulate the performance of the employee. Whereby, incentives are in the forms of promotions, bonuses, salary, or other kinds of rewards which is applied to influence and inspire the performances of employees. In order to improve and cultivate the bottom line of an organization, effective practice of incentives must be affianced due to the fact that when employees are being inspired and motivated, the level of their work performance and their productivity increases in which this will beneficial for the organization.

2.4.3. Leadership

When it comes to leadership it is about influencing and encouragement to people to do things at the correct way. In order to accomplish and achieve all that, you need people to follow and to have them to trust you. And in order for them to trust you and do the things for you and the organization, they need to be motivated. The theories advise and imply that leader and followers are raise one another to a higher level of morality and motivation. Motivation is purely upright and simply a leadership of behaviour. It limits from wanting to do what is right for people and as well as for the organization. Leadership and motivation are an active process in management (Rukhmani, 2010).

2.4.4. Job Enrichment

Job enrichment is a job of redesigning the technique in allowing the employees to have an autonomy on how they can accomplish and perform their assign tasks, giving them more accountable responsibility ((Bailey et al., 2017). As an alternative and additional to job specialization, the companies or organizations that are using job enrichment, they might and will experience a positive result such as the increased of motivation, dropping on the employee's turnover, increased of the productivity, and the decrease of absences attitude. (Van Beek et al.,

2011). This is because, employees who have the authority and responsibility over their own work can be more competent and they may reduce the unnecessary jobs and overall impacting the growth on their own performance. (Rich et al., 2010; Alarcon and Edwards, 2011).

2.4.5. Work Environment

Employee level of motivation is also influenced by the quality of the working environment in both its physical attributes and the degree to which it provides the meaningful of work (Imran, 2012). Whereby, work environment plays an essential role since it influences employee motivation. Employees are concerned with a comfortable physical work environment that will ultimately provide extra optimistic level of motivation. Lack of favourable working conditions, amongst other things, can affect badly on the employee's mental and physical well-being. Factors such as working hours, temperature, ventilation, noise, hygiene, lighting, and resources are all part of working conditions.

2.4.6. Nature of Work

The nature of job itself becomes a dominant factor of employee motivation. When the job performed by an employee is perceived to be important, this will increase motivation level (Mehmood, Irum, Ahmed and Sultana, 2012). Work challenges let employees utilize their skills, knowledge and intelligence to deal with complexities involved in their job. It states that there are five core job characteristics which consist of skill variety, task identity, task significance, autonomy, and feedback which will impact three critical psychological states. The states entail of experienced meaningfulness, experienced responsibility for outcomes, and knowledge of the actual results, in turn influencing work outcomes with job satisfaction, absenteeism, work motivation, etc. This can be used as an index of how likely a job is to affect the motivation of an employee 's attitudes and behaviours.

2.5. Intrinsic Factors That Influence Employee Motivation

Intrinsic motivation is the desires of an individual to perform his/her work well (Sansone, 2000). Intrinsic motives can be satisfied by the work itself. In other words, the task itself is the main source of motivation, since it provides interest, stimulation, challenges, and opportunities for personal growth and achievement to the individual. Intrinsically motivated behaviour is the one that is determined by an individual's need for feeling competent and self-determining. On the other onehand, a person will seek out challenges that allow him/her to behave in a way that provide him / her with a sense of competence and self-determination.

2.5.1. Rewards and Recognition

Recognition is an essential factor in enhancing employee job satisfaction and work motivation which is directly associated to organizational achievement. A study showed that recognition correlates significantly with employee work motivation (Kamalian, 2010). Taking the time to prompt your employees that you recognize and acknowledge them will motivates and inspires the employees to do more than what they would normally do for the reason that they feel appreciated and secured of their job.

2.5.2. Skill Variety

This is the extent to which a particular job requires a variety of employee competencies to carry it out. The more skill involved, the more meaningful the work becomes for an employee. One way that employees may develop a sense of competency is by working in a job with high skill diversity. However, warn that skill variety should not be jumbled with other multitasking task, which is performing several tasks at the same time (Biddle JE (2014).

2.5.3. Trust

Trust is a one powerful word that defined a strong meaning where it is about the perception of one about others and the decision to act based on statement, behaviour and to conclude the conclusion. In order for an organization to establish, to develop and to be successful, trust plays a vital and significant role in the whole development to preserved and to ensure the organizations existence to enhance further the employee motivation by ensuring the intrapersonal effects took place and the influence on the relations from the inside and out the organization are in place (Hunjra et al., 2010).

2.5.4. Training and Development

Training and development provide chances to employees' growth and enhances their knowledge and skills for effective development. A trained employee is more motivated with their job as compared to untrained employees. The training plans and actions will definitely raise employees' development that is worthy for their skills and competencies (Hunjra et al., 2010). One of the main key factors that affect their motivational level of the employees is the prospects presented for their personal development. The standard and variety of training and development for employees accessible is a significant aspect of employee motivation and performance. It is vital for the organization to realize and comprehend that employees need to be trained and developed continuously which not only advantageous for the employee but for the organization as well. Thriving and reliably trained employees shows immense amounts of development and productivity due to the fact that they feel that their careers, abilities and skills are developing and not remain dormant. Organizations that offer their employees a room to develop, grow, and enhance their skills and abilities will probably have a high of retention rate.

2.5.5. Delegation of Authority (Power)

Employee contribution might improve motivation and job satisfaction through power sharing, and increased their responsibility (Fisher, 2014). Employee contribution be able to provide individuals an opportunity to create a key managerial of decisions that have an impact on other employees, thus increasing their job satisfaction and performance. Herzberg's two-factor theory suggests that employees who are empowered are encouraged and always to provide room to said employee to take the responsibility for any development due to the performance of the assigned task of while working on the achievement for the company. Empowerment also offers the employees the power and authority to perform their tasks and jobs in a way they see right and suitable for the organization. This will increase the motivational level of the employees and as well as their efficiency, value, innovation, and also encourages the employee satisfaction, work motivation, and trust for the company.

2.6. The Impact of Employee Motivation on Employee Performance

Employee motivation is very significant factory for every organization to improve their employee performance as every aspect and concern in making the success requires physical, financial and human resources to achieve the goals. The success of this is through motivation, where human resources be able to fully utilized the factor by making complete use of it. This will be able to complete and fulfil by building up the willingness in the employees the motivation to work. This will help the enterprise in securing the best possible way of utilization in the resources. As a result, the organization will witness the increase in productivity, reducing the cost of the operations, and improving the overall efficiency of the whole organization level, in addition, by conferring to a study by Grant (2008), motivation enforces the employee to accomplish the outcomes for instance the outcome in their performance and the productivity. Moreover, a motivated employee is further more oriented person towards autonomy and are more self-driven individual in contrast to less the motivated employees. Furthermore, a motivated employee is highly engaged and is fully involved in their work and their jobs and are more willing to take more responsibilities (Kuvaas & Dysvik, 2009).

2.6.1. Absenteeism

Absenteeism is mostly discussed to as the absence of employees for their designated time of work where a numerous study has tried to observe the relationship between employee motivation and absenteeism. As for Latham and Locke (Latham & Locke, 2007), they have noted that there's an opposite interrelationship between absenteeism and motivation where they pointed out that whenever the motivation of the employees is great, and the rate of absenteeism would be low or non-existent but in the contrary, whenever the employee motivation is low, the absenteeism is tending to be high. Therefore, it is belief that the fundamental in this theory of this study is there's a significant high of correlation between the absence of employees and their dissatisfaction on their job. And be aware that absenteeism can pose as a risk for an organization when absenteeism affects the productivity and output of the organization became serious and it burden the organization with task redundancy, and as well as the rest of the team and the rest of the staff (Scott, 2016). A habitual absence by the employees from the work place also affect the team and the group from continuously being productive. And absenteeism of employee at their own work station will also add the extra work to the rest of the staff. Therefore, attendance is very vital and significant factor to guarantee a sustainable performance in order to complete the required tasks, as well as to avoid any management conflict and diminished of performance (Root, 2016).

2.6.2. Productivity

The correspondence of the interrelationship between employee motivation and employee productivity is that the motivation results is the main factor in the increase of productivity. Although, the relationship between employee motivation and productivity is not definitely established however, in the long-run motivation prove to leads to the increased of productivity. The affiliation of motivation and productivity are fine to separate from the casual paths which is consider a set of factors in venture in technology that defines the productivity and another set is perceived equity of rewards in generating job-satisfaction (Westover, 2010). As said, a motivated employee is constantly a productive individual where the strongest implication of the research is that the two variables which is motivation and performance are relatively independent of each other.

Even though, there are some situations which explains how the increase of productivity leads to motivation. The first state is that the employees consider that internal and external incentives be influenced by their productivity. The second state is that extrinsic incentives are assigned equally. In the business industry, it is critical to develop and to improve on the productivity of the employees for long-run success. By enhancing the productivity of employees, the organization may decrease their organization costs, efficiently practice and save the uncommon of resources, and improve profits. Successively, increase of profits would permit the organization to provide an increase of salary, better compensation and benefits and better working conditions as a result that would motivate the employees towards further improvement in productivity.



2.6.3. Employee Turnover

Turnover is process in which employees leave the organization and have to be replaced. Excessive turnover can be a very costly problem, one with a major impact on productivity. Lengthy training times, interrupted schedules, additional overtime, mistakes and not having knowledgeable employees in place are some of the frustrations associated with excessive turnover (Westover, 2010). High employee turnover is of considerable concern for employers because it disrupts normal operations, causes morale problems for that stick on, and increases the cost involved in selecting and training replacements.

2.6.4. Job Stress

Basically, job stress is a natural of the body's response towards any job-related factor that effect and threatens to disturb a person's equilibrium. During the whole process of experiencing stress, the employee's inner state of mind changes, thus a prolonged stress can cause the employee to experience multiple sicknesses. A persistent employee with no job-dissatisfaction is a powerful source of job stress when the employee may see no satisfactory and with no short-term solution in escaping this type of stress. And the employees under the prolonged stress with this stemming from lack of motivation are often to consume too much of alcohol, tobacco, and drugs. Subsequently, these employees will be costly to the management in terms of time lost due to their frequent absences and the increased of payments towards their medical compensation (Westover, 2010).

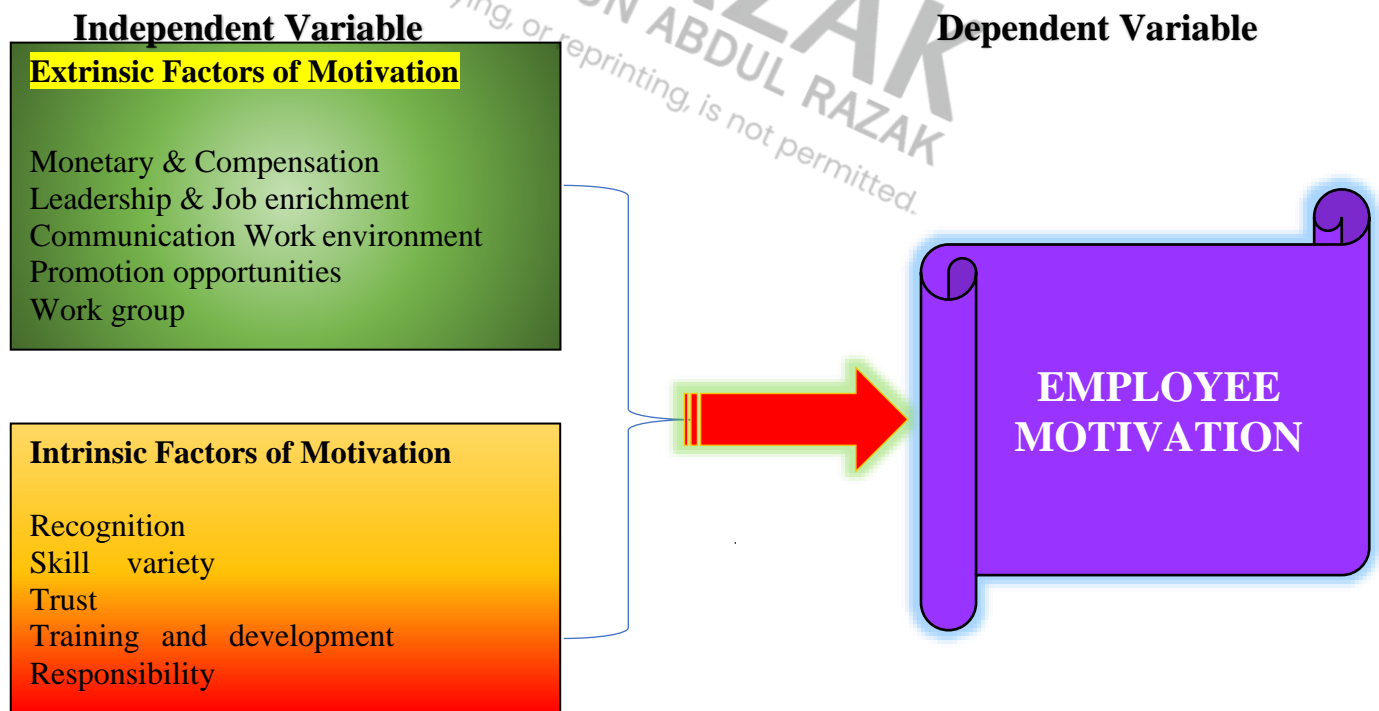
2.6.5. Worker Unionization

The major cause for unionization in the organization are mainly cause by the absence of employee motivation in various kind of aspect in the organization such as demonization and disappointment with their salary, job security, compensation and benefits, the absence of chances for promotion and the unfair treatment by their supervisors are reasons, which make employees, joining unions and have an impact on the tendency to file a grievances or strike (Muhammad and Wajidi, 2013).

2.7. Proposed Conceptual Framework

The research study will be guided by the following conceptual framework. The independent factors that affect employee performance in E&E company are the extrinsic and intrinsic factors of motivation. The dependent factor is motivation.

Figure 2.6 Conceptual Model References Hanasyha J. et al. (2013).



2.8. Hypothesis Development

This study was guided by the following research hypothesis.

H1: Employee motivation has a significant impact with employee performance.

H2: Intrinsic reward has a significant impact with employee performance.

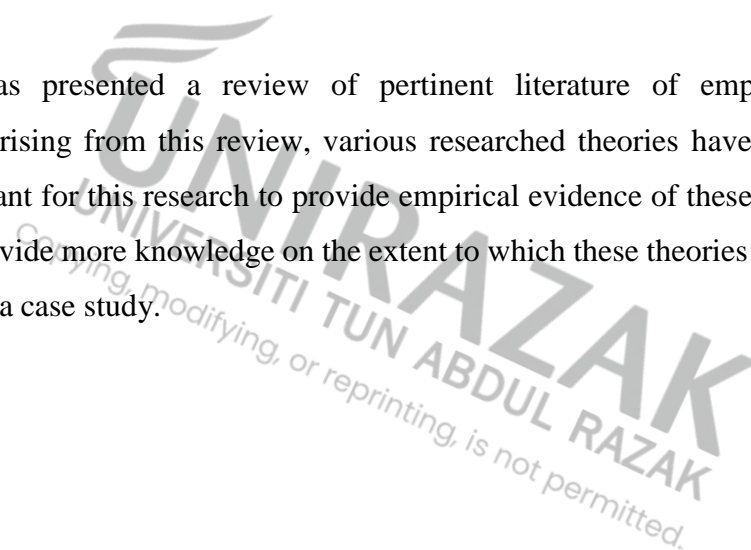
H3: Intrinsic reward has a significant impact with employee motivation.

H4: Extrinsic reward has a significant impact with employee performance.

H5: Extrinsic reward has a significant impact with employee motivation.

2.9. Chapter Summary

This chapter has presented a review of pertinent literature of employee motivation in organizations. Arising from this review, various researched theories have been presented. It is therefore important for this research to provide empirical evidence of these theories. Research in this area will provide more knowledge on the extent to which these theories are relatable to E & E organizations as a case study.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter presents the research methodology that will be used to conduct this study in the electrical & electronics organization in Penang, Malaysia. The chapter will focus on the following: research design, population and sampling techniques, data collection methods, research procedures, and data analysis methods where the designing targeted questionnaire will be using an existing questionnaire which have been previously recognized, adjusting questions that have been previously customary in another questionnaire, and by creating and making a new questionnaire, by Saunders (2003). The languages in the questionnaire should be familiar and simple to use and hence to ensure the participants understand and comprehend easier and this will ensure the response validity has a higher degree of probability of the employee in the industry of electrical & electronics organization in Penang, Malaysia.

3.2. Research Design

Research design refers to the systematic steps set up to accomplish the purpose of the study of electrical & electronics employee's motivation organization in Penang, Malaysia. (Durrheim, 2006). The research design is constituting the blue print of the collection in this study, the measurement and the collected analysis of data. This study will employ the descriptive survey design where this is the method used for collecting the data by questioning or overseeing the questionnaire to a sample size of people. This method will enable the data to be collected from the electrical & electronics organization in Penang, Malaysia which is the case study scopes. The benefit of descriptive survey is that it permits practical comparison of the research findings. By descriptive survey, the sample population is asked a series of question in line with the research questions.

3.3. Population, Sample and Sampling Method of the Study

The study will seek to get insights into the factors of employee motivation and their effect on employee performance in the electrical & electronics organization in Penang, Malaysia. The target population for the study will be the electrical & electronics organization employees. This study population raises to the total of collection of fundamentals information which one would like to study or make inferences (Banerjee, 2010). The electrical & electronics organization employees have a population size of about 20,000 employees who work in the electricity house.

Given that Penang is an international city, Penang's Bayan Lepas Free Trade Zone is an established Electrical & Electronics hub (E&E) and is home to over 300 multinational corporations, including Intel, Bosch, Jabil and AMD, and over 3,000 small medium enterprises. The reorganization of business arising from the US-China trade war and the surge in global demand for computer servers, storage media, mobile phones, video games and other supporting products as a result of working from home have spurred the E&E industry in Penang. INTEL Technology Sdn Bhd and Intel Microelectronics (M) Sdn Bhd, both wholly-owned subsidiaries of a Fortune 500 listed company, announced that it will be investing MYR4.4 billion in Penang, and creating some 1,593 new job opportunities. Intel has invested over US\$7 billion in Malaysia since 1972. Malaysia is Intel's largest offshore location with manufacturing, product design, global shared services functions and regional sales and marketing. It has over 12,000 employees in Malaysia. Intel is also one of the country's largest exporters contributing 10% of Malaysia's total Electrical and Electronics (E&E) exports annually. In addition, local company Greatech Integration (M) Sdn Bhd will be investing an additional MYR1.6 billion in a new operations facility in Penang. Greatech's investment is set to create 450 new job opportunities in Penang. Malaysia has an edge over other Southeast Asian countries due to its young & multilingual talent pool, supply chain ecosystem, and infrastructure. With China's Made in China 2025 plan that seeks to transform China from being a low-end manufacturer to becoming a high-end producer of goods, a number of new Chinese investment and business collaborations have occurred in Penang. This will form the population of the study.

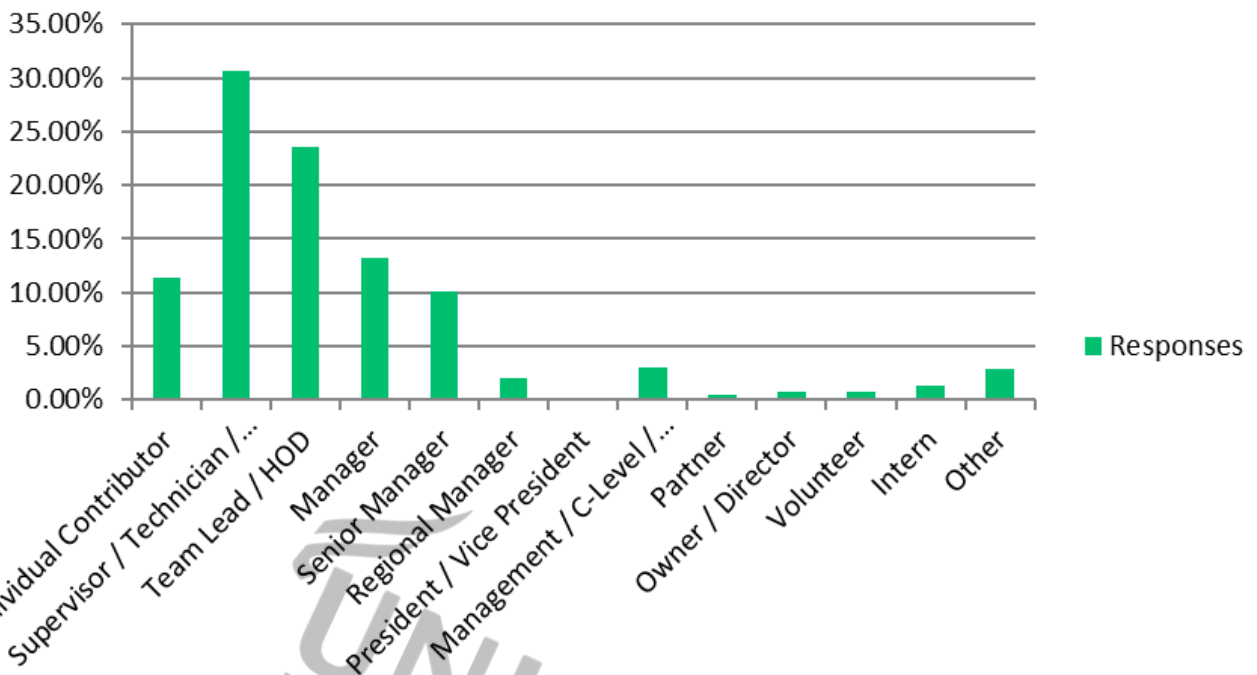
In this research, a quantitative method of data of collection will be applied to test the theories in this study and the hypothesis use by collecting the responses from 1000 employees. The eventual aspect of data collection from good quantity is to avoid any unclear result and to erase any confusion which is possible to achieve through quantitative method (Abeyasekera, 2000). As we noted, explained (Hassan, 2014) that the quantitative technique apply test and examine to the cause and effect and the interaction between the independent variable and the dependent variables.

The study population will be segmented on the basis of various position and departments of E&E organization and comprised: Finance, Communication, Human Resources and Administration and Procurement. This will ensure representation across the various departments.

Table 3.1: Target Contributor

<u>Responses</u>	<u>Percentage</u>	<u>F</u>
Individual Contributor	11.38%	103
Supervisor / Technician / Engineer	30.72%	278
Team Lead / HOD	23.54%	213
Manager	13.15%	119
Senior Manager	10.06%	91
Regional Manager	1.99%	18
President / Vice President	0.22%	2
Management / C-Level / General Manager	2.98%	27
Partner	0.44%	4
Owner / Director	0.66%	6
Volunteer	0.66%	6
Intern	1.33%	12
Other	2.87%	26
	Answered	905

What is your job role?



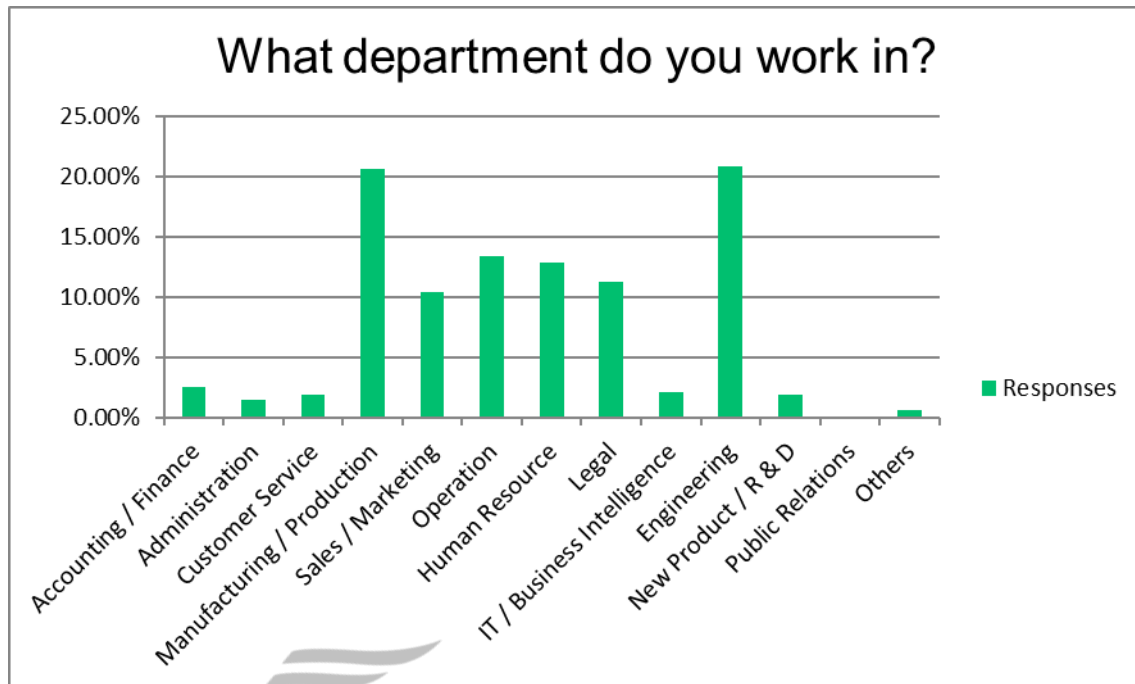
UNIRAZAK
UNIVERSITI TUN ABDUL RAZAK
Copying, modifying, or reprinting, is not permitted.

3.4. Sampling and Sample Size

This research study will apply the probability of sampling technique and use of simple random sampling to select the sample size. This technique is the only type of sampling which is applicable where the results is generalized from the sample of population collected. The sample yields of research data that can generalized to a large population and are properly designed on the probability sample to provides a reliable means of inferring information about a population without scrutinizing every member or group. This sampling technique is more accurate than a census of the entire population where the smaller sampling operation are lending to itself to the application of more rigorous controls, thus ensuring a better accuracy literally these rigorous controls permit the researcher to reduce the non-sampling errors such as non-response problems, questionnaire design flaws and data processing and data analysis errors. The random sampling used in selecting the sample elements will be entirely selected by chance and the adjusted minimum sample size will be 1000 respondents. This is the total sample that will be considered while collecting the data.

Table 3.2: Sampling Data or Size

<u>Responses</u>	<u>Percentage</u>	<u>F</u>
Accounting / Finance	2.54%	23
Administration	1.44%	13
Customer Service	1.88%	17
Manufacturing / Production	20.66%	187
Sales / Marketing	10.39%	94
Operation	13.37%	121
Human Resource	12.93%	117
Legal	11.27%	102
IT / Business Intelligence	2.10%	19
Engineering	20.88%	189
New Product / R & D	1.88%	17
Public Relations	0.00%	0
Others	0.66%	6
	Answered	905



3.5. Data Collection Methods

The study used triangulation method of research approach that is combination of both quantitative and qualitative approach. Creswell, (2003) suggests that the integration of quantitative and qualitative approaches is very necessary in solving research problems. Cooper and Schindler (2011) state that data collection methods refer to the process of gathering data after the researcher has identified the types of information needed which is; the investigative questions the researcher must answer, and has also identified the desired data type for each of these questions and also ascertained the characteristics of the sample unit that is, whether a participant can articulate his or her ideas, thoughts, and experiences. The main purpose of data collection is to verify the research hypotheses/research questions.

This study emphasis on the use of the primary data collected from the target sample from the structured questionnaire used to collect the data. Whereby, the data collection tool for this study is developed based on the literature from numerous researchers on this subject of factors that influence the employee motivation and its impact on the employee performance in the organization therefore, data of this study will be composed by distributing the questionnaires to all the office worker, relatives and friends by using social media, email, smart phone and communications apps

method. Questionnaires were disseminated as at Appendix C to the office workers in this industry. The respondents of employee were guided that their participation in this survey is completely voluntary and anonymous. And this survey should take less than 10 minutes only to complete.

3.6. The Survey Method

The questionnaires developed in this study is established on the previous questionnaires study that are found to be relevant to this study with a minor of modification to the structure of the question (Snoeker. N, 2010) to suit the suitability of this study (Hanasyha et al.2013) and (Garvin D.A 1998). The questionnaire is entailed with five segments as below: -

Segments: -

1. Employee Information
2. Career Development
3. Work Engagement
4. Compensation & Benefits
5. Management's Relationship

The first part of the questionnaire of this study is designed to analyse the demographic data, which the question focusses mainly on collecting the respondent's personality characteristics which the data are believed will contribute to the factors that will influence the employee motivation, and will impacts on the employee performance. The later section will look at the variable of the extrinsic and the intrinsic factors that will stimulus the level of employee motivation at the E&E industry in Penang. These questionnaires that were based will consist on the acknowledged of extrinsic and intrinsic factors deliberate in the literature review with the objective of determining the application to the employee of E&E industry in Penang. There are four multiple choice options of answer for each available question in the questionnaire, demonstrating four levels of preferences; i. strongly disagrees, ii. disagree, iii. agree, and iv. strongly agree (Munshi J 1990). The part of the questionnaire in the further part will focus on the intrinsic factors that influence the level of the employee motivation. And the questionnaire in the fourth part will

evaluate the compensation and benefits towards the effect of employee motivation on employee performance at the E&E industry in Penang. The questionnaire in the final part will weigh the impact in the whole of management's relationship on the employee motivation towards their performance.

3.7. Reliability and Validity of the Data

The reliability validity of data that requires to use in this study is of standardized in the information of the collection instruments and on the survey procedures that are designed to enhance the consistency of this study. The validity of the data is the extent to which the survey of the information is relevant and to the conclusion being drawn to be considered is sufficiently accurate and complete to support the conclusion, whereas the validity is determining on whether the research truly measures on that which it was intended to measure or how truthful is the research results are.

Therefore, in conjunction with the above, for both of the reliability and validity in this study are to ensured and to achieved a thorough checking in inaccuracies or missing information at various points in the data collection, data maintenance, data processing, and reporting of data, in a proper processing and reporting of data, as well as the usage of proper sampling procedures in order to obtain a representative sample with a careful selection of standardized data collection instruments.

3.8. Data Analysis Method

Data analysis is a progression of collecting or recreating the data in a meaningful or comprehensive method of examining the collected raw data, detects errors, and corrects them (Wambura, 2011). The nature of the data to be composed in a mixed methods approach requires a combination of qualitative and quantitative data analysis tools. Content data analysis for verbal or written responses used for qualitative data. The purpose of encryption is to reduce data to simple categories and themes that allows comparison and testing of the critical questions of the study (Kvale, 2007). This method has been determined that this study requisite information and not just a simply raw

data. The information generated by the researcher by analysing the data analysis after its collection and the purpose of data analysis is to reduce the accumulated data to a manageable size in order to developing summaries and looking for a pattern, and applying a statistical technique (Cooper and Schindler 2011).

Researcher labouring the computer software called SPSS in order to determine the strength of the motivation factors. Thus, Coefficient of correlation computed to govern the strength of each motivation factor in the E & E industry staff. In addition, percentage of respondents was computed basing on age, and sex to determine which motivating factors affect most a certain group. As the study sought to describe the variables, descriptive statistics was used as well. The data was then visually presented by using graphs, figures and tables.

3.9. Ethical Consideration

The ethical consideration in this research is significant not only but also essential to ensure all the respondents taking part in this study are treated with dignity and respect throughout the whole process. (Saunders, 2009) claims that the ethical concerns are very vital to be properly measured and protected in the study such as voluntary participation, there is no harm to the participants, and ensuring the anonymity and confidentiality of the participants at all time and to avoid any deception of happening. The following ethical issues was observed during this study where the researcher was asking for permission to collect the data for this study, a full consideration was applied to the methods of data collection, presentation and interpretation of the findings, and citations and referencing.

3.10. Research Model

The study was guided by the following research hypothesis.

H1: Employee motivation has a significant impact with employee performance.

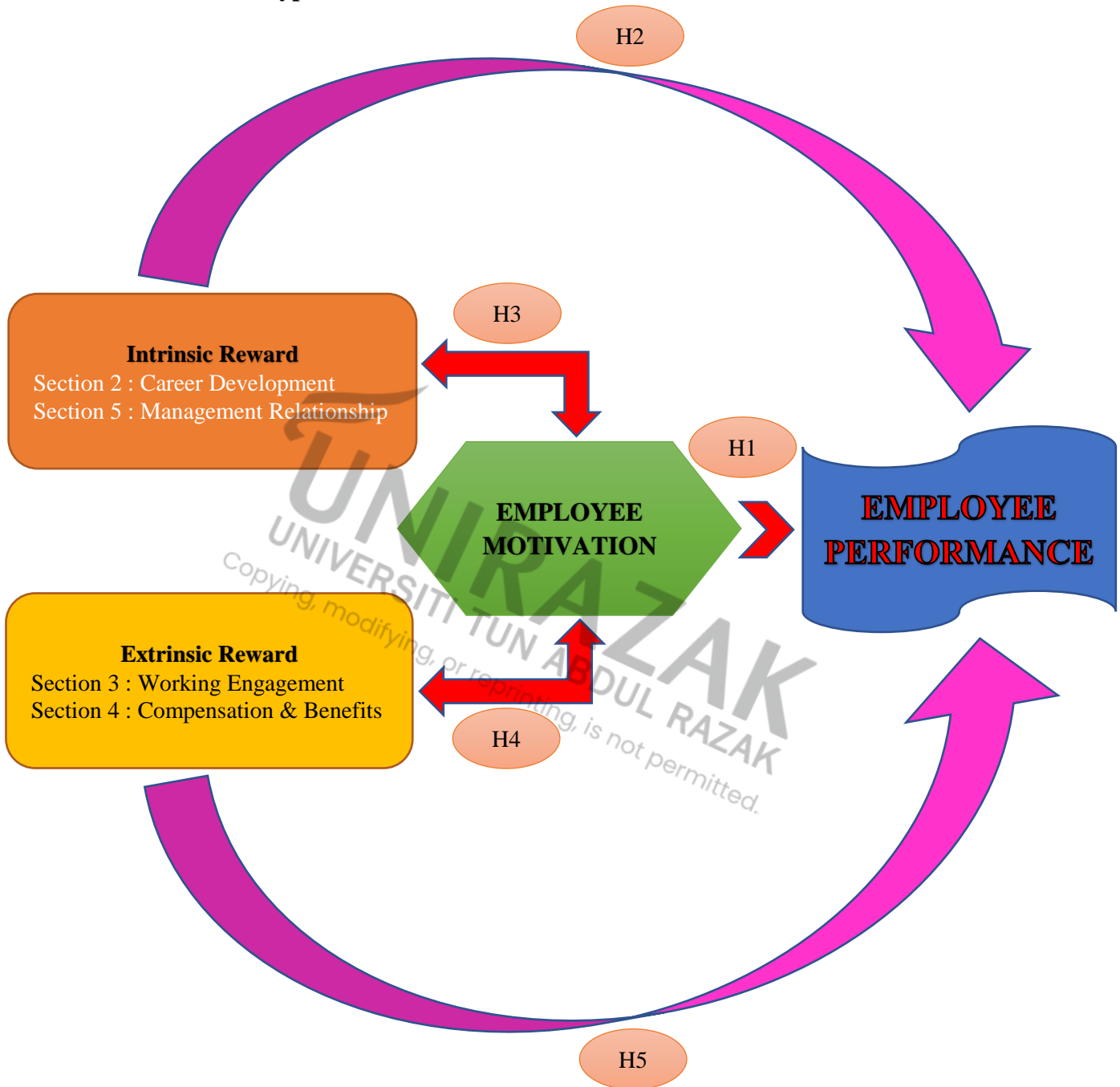
H2: Intrinsic reward has a significant impact with employee performance.

H3: Intrinsic reward has a significant impact with employee motivation.

H4: Extrinsic reward has a significant impact with employee performance.

H5: Extrinsic reward has a significant impact with employee motivation.

Table 3.3: Research Hypothesis Model



CHAPTER FOUR

DATA ANALYSIS AND RESULTS

4.1 Introduction

This Chapter focuses on the analysis of questionnaire interprets and discusses data from the field that were collected from correspondent of E & E industry in Penang. The study of the findings was obtained fully relied on the “Influence of employee motivation and its impact on employee performance in the electrical & electronics organization in Penang, Malaysia” where more specifically of this study determined the factors in affecting employee motivation in the organization as well as also exploring the motivational strategies employed by electrical & electronics organization that will impact the employee’s performance. Apart from this, the study of this research consist of quantitative aspect and the analysis presents the validity and reliability of the measures tested prior to the results upon probing the hypotheses. Tables and figures were used to present major findings of the study.

4.2 Respondents Demographics Analysis

This section sought to capture different factors affecting the electrical & electronics organization staff’s motivation. Study findings uncovered that there are different factors that affects staff motivation in the electrical & electronics organization. In this study, a survey was sent out and distributed to 1000 employees in the electrical & electronics organization throughout Penang. 905 employees responded representing 90.5% response rate of the overall study. (Baruch & Holton 2008), both of them claim that the total respondent average aggregate response rate collected from the respondent to be benchmark must be settled or at least at about 50%.

Table 4.1 Respondents Demographics Analysis

Table 4.1 Demographic Information of Respondents (N=905)					
Demographic Variable Category	Option Category	Frequency	Percentage	Chart	
Age	18 to 24	74	8.18%		
	25 to 34	366	40.44%		
	35 to 44	403	44.53%		
	45 to 54	46	5.08%		
	55 to 64	12	1.33%		
	65 to 74	4	0.44%		
	75 or older	0	0.00%		
Departmental	Accounting / Finance	23	2.54%		
	Administration	13	1.44%		
	Customer Service	17	1.88%		
	Manufacturing / Production	187	20.66%		
	Sales / Marketing	94	10.39%		
	Operation	121	13.37%		
	Human Resource	117	12.93%		
	Legal	102	11.27%		
	IT / Business Intelligence	19	2.10%		
	Engineering	189	20.88%		
	New Product / R & D	17	1.88%		
	Public Relations	0	0.00%		
	Others	6	0.66%		
Positions	Individual Contributor	103	11.38%		
	Supervisor / Technician / Engineer	278	30.72%		
	Team Lead / HOD	213	23.54%		
	Manager	119	13.15%		
	Senior Manager	91	10.06%		
	Regional Manager	18	1.99%		
	President / Vice President	2	0.22%		
	Management / C-Level / General Manager	27	2.98%		
	Partner	4	0.44%		
	Owner / Director	6	0.66%		
	Volunteer	6	0.66%		
	Intern	12	1.33%		
Other	26	2.87%			
Highest level of education	SPM or IGSC or O level or Equivalent	39	4.31%		
	STPM or A level or Equivalent	41	4.53%		
	Vocational Certificate or Equivalent	284	31.38%		
	Degree or Equivalent	447	49.39%		
	Master Degree or Equivalent	88	9.72%		
	PhD or Doctorate	5	0.55%		
Others	1	0.11%			
Year of Working Experience	Less than 1 year	71	7.85%		
	At least 1 year but less than 3 years	109	12.04%		
	At least 3 years but less than 5 years	272	30.06%		
	At least 5 years but less than 10 years	337	37.24%		
	10 years or more	116	12.82%		

From **Table 4.1**, the study interested to get different opinions and views from respondents of different positions groups as shown in the illustrations below, the findings illustrate that majority 30.72% of the respondents in this industry hold the position of supervisory, technician and engineer staff members followed by head of department and team lead of 23.54%. The study intent

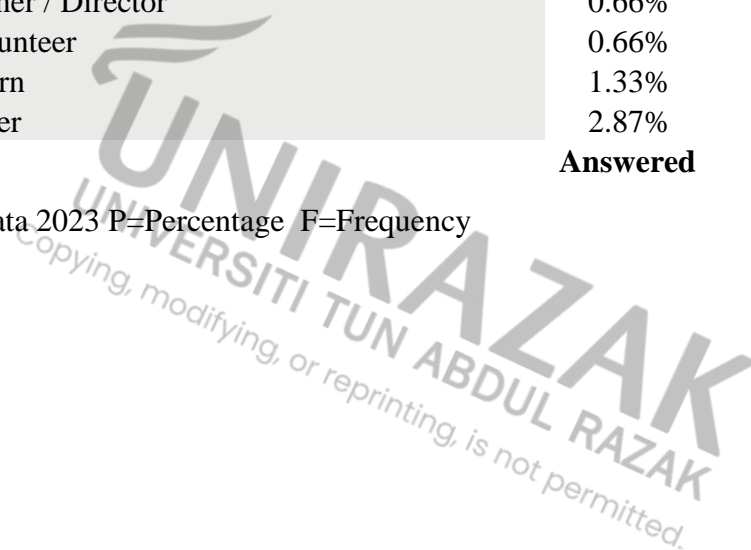
to get different opinions and views from respondents of different departmental groups as shown in the illustrations below, the findings explain that majority that responded comes from direct labour which of engineering department 20.88%, and manufacturing or production department comes second with 20.66% and the rest is from the indirect labour department which is operation 13.37%, human resource 12.93% and legal department 11.27%. The findings indicate opinions from different age groups as shown above majority of the employees were between the ages of 25 to 44 years. This imply that in the respondent has large number of younger (staff) in this industry than other age group so that it will be healthy to invest in training and development for youngsters because these youngsters' employee may still able to contribute and contribute to the organization for fairly some time compared to the older employee. The findings indicate different education level of respondents in this industry. The results are shown above where the majority of the education level are degree holders or equivalent that means that education level of the respondent is qualify and dependable with 49.39% and Certificate with 31.38% which is also concrete enough for this study. The findings indicate the majority of the respondents in this industry has at least 5 years but less than 10 years of experience in their working experience which is 37.24%, and 30.06% of at least 3 years but less than 5 years working experience. They may be more qualified than one who has had less, but only if they've spent their time wisely and that will skill sets expand beyond those learned in school. Many lessons, whether in the personal or professional life, can only be taught by the "outside world." They become tougher and more confident to surpass challenges. Experience shows how they solve real and tangible problems as well in facing their daily work challenges.

4.2.1 Positions of Respondent

Table 4.2 Position Range of Respondents

What is your job role?		
Answer Choices	P	F
Individual Contributor	11.38%	103
Supervisor / Technician / Engineer	30.72%	278
Team Lead / HOD	23.54%	213
Manager	13.15%	119
Senior Manager	10.06%	91
Regional Manager	1.99%	18
President / Vice President	0.22%	2
Management / C-Level / General Manager	2.98%	27
Partner	0.44%	4
Owner / Director	0.66%	6
Volunteer	0.66%	6
Intern	1.33%	12
Other	2.87%	26
	Answered	905

Source: Field Data 2023 P=Percentage F=Frequency



4.2.2 Departmental of Respondent

Table 4.3 Departmental Range of Respondents

What department do you work in?		
Answer Choices	P	F
Accounting / Finance	2.54%	23
Administration	1.44%	13
Customer Service	1.88%	17
Manufacturing / Production	20.66%	187
Sales / Marketing	10.39%	94
Operation	13.37%	121
Human Resource	12.93%	117
Legal	11.27%	102
IT / Business Intelligence	2.10%	19
Engineering	20.88%	189
New Product / R & D	1.88%	17
Public Relations	0.00%	0
Others	0.66%	6
	Answered	905

Source: Field Data 2023 P=Percentage F=Frequency

4.2.3 Age of Respondent

Table 4.4 Age Range of Respondents

What is your age?		
Answer Choices	P	F
18 to 24	8.18%	74
25 to 34	40.44%	366
35 to 44	44.53%	403
45 to 54	5.08%	46
55 to 64	1.33%	12
65 to 74	0.44%	4
75 or older	0.00%	0
	Answered	905

Source: Field Data 2023 P=Percentage F=Frequency

4.2.4 Education Level of Respondent

Table 4.5 Education Level of Respondents

What is the highest level of education you have completed?		
Answer Choices	P	F
Did not attend school	0.00%	0
SPM or IGSCCE or O level or Equivalent	4.31%	39
STPM or A level or Equivalent	4.53%	41
Vocational Certificate or Equivalent	31.38%	284
Degree or Equivalent	49.39%	447
Master Degree or Equivalent	9.72%	88
PhD or Doctorate	0.55%	5
Others	0.11%	1
	Answered	905

Source: Field Data 2023 P=Percentage F=Frequency

4.2.5 Year of Working Experience of Respondent

Table 4.6 Working Range of Respondents

About how many years have you been in your current organization?		
Answer Choices	P	F
Less than 1 year	7.85%	71
At least 1 year but less than 3 years	12.04%	109
At least 3 years but less than 5 years	30.06%	272
At least 5 years but less than 10 years	37.24%	337
10 years or more	12.82%	116
	Answered	905

Source: Field Data 2023 P=Percentage F=Frequency

4.3 The Next Sections Deal with The Research Objective

Among these factors: monetary, leadership, job enrichment, communication, working environment, work group and the nature of the work as well as job promotion, rewards, recognition, appreciation, skill variety, training and development, delegation of authority practices among others and trust.

From the research findings, it is obvious that when the management in the organization of electrical & electronics inclusive of different HODs and stakeholders take into consideration all afore mentioned factors then, workers in this organization will be intrinsically motivated and remain in their working stations for substantial time length.

4.4 The Impact of Employee Motivation on the Employee's Performance

This research of 4 sections which consist of segments below will demonstrate the impact of motivation towards the employee and hypothesis theories which will affect the employee's performance towards the organizations.

The below coming table will demonstrate and attest the respondents towards all the questionnaire on the factor influencing employee's motivation and the impact towards employee's performance in the electrical & electronics industry.

Table 4.7 Motivated Employee Performs Better

From below **Table 4.7**, the respondent indicates that the majority of employee that are motivated constantly feel involve in their effort and that their work performance was not intrude and that they are able to set their full attention and concentration on their work. High levels of employee motivation are intrinsically linked to high levels of employee engagement, which companies are paying close attention to these days, and for good reason. Majority of the worker agree with 58.56 %, 527 employees out from 905 respondents which 5 respondents that skipped this question, followed by strongly agree of 22.89% with 206 respondents and 12% of neutral respondents. Only a very small fraction of employees that disagree which consist of both 6.56%.

Answer Choices	Percentage	Frequency
Strongly agree	22.89%	206
Agree	58.56%	527
Neutral	12.00%	108
Disagree	4.78%	43
Strongly disagree	1.78%	16
Answered		900
Skipped		5

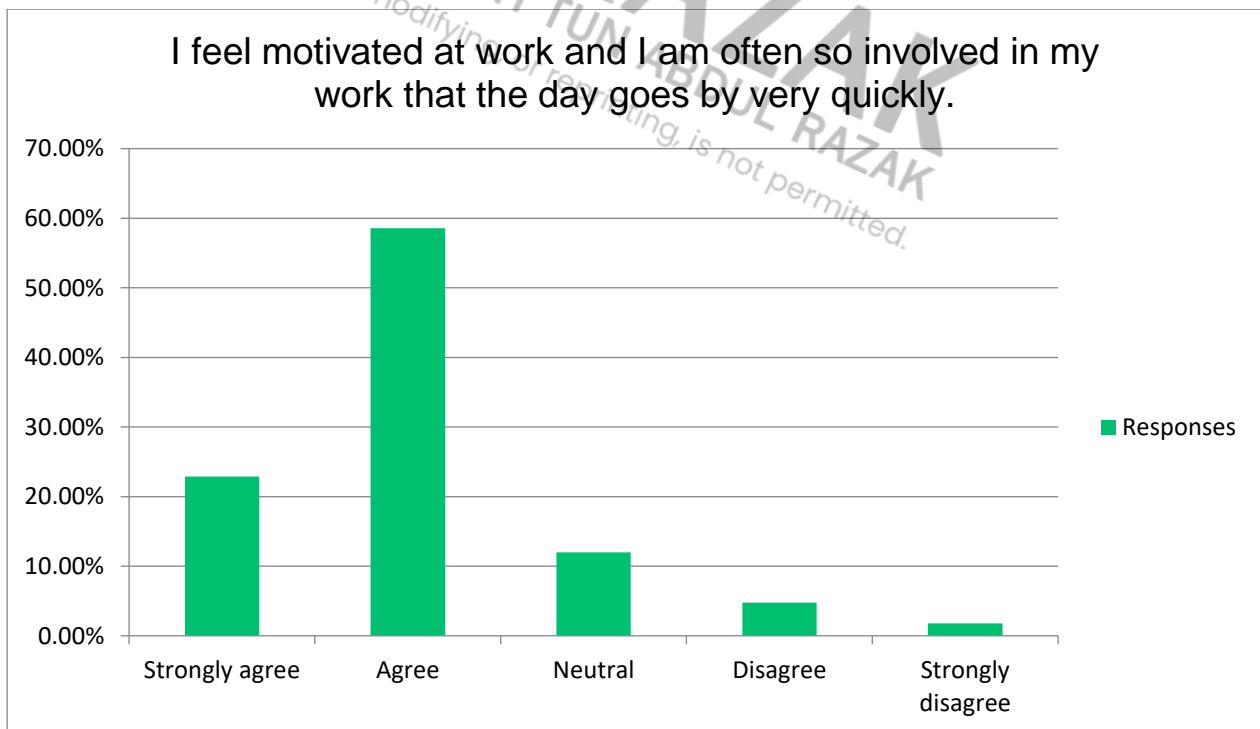
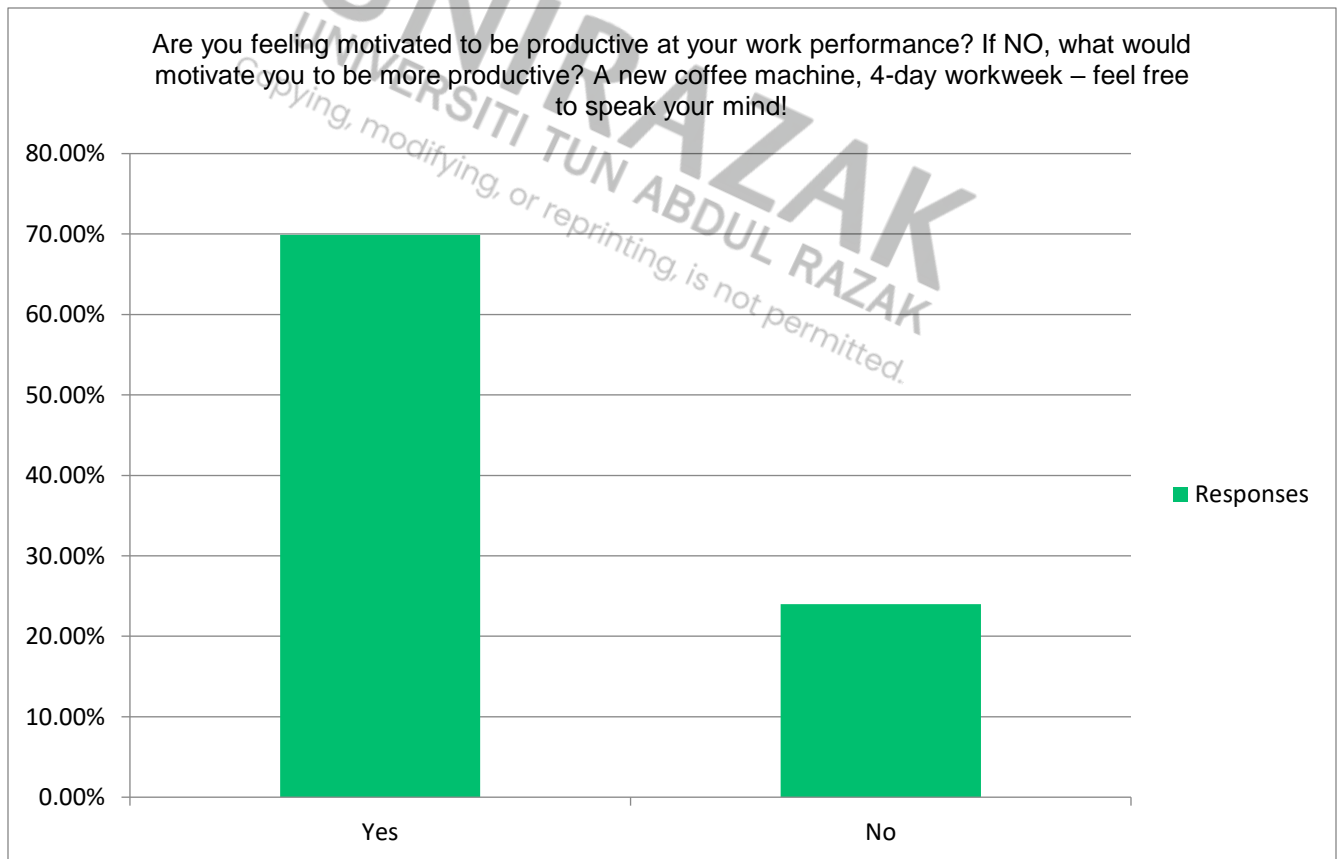


Table 4.8 Employee Agreeable in Feeling Motivated to be Productive at Work Performance

From below **Table 4.8**, its proven again the respondents of the employee agree that feeling motivated will be productive in their work performance. Highly motivated employees are often more productive and better performers than their unmotivated colleagues. They tend to work harder and focus on completing their tasks to the best of their abilities, which results in better output for the organizations. When we understand the reason behind an employee’s actions, we can use that insight to motivate them and ultimately improve productivity, performance, and efficiency. Majority of 69.89% which is 629 employees out from 905 respondents.

Answer Choices	Percentage	Frequency
Yes	69.89%	629
No	24.00%	216
If No, (you may specify why)	6.11%	55
Answered		900
Skipped		5



4.5 Intrinsic Reward Impact on the Employee Motivation towards the Employee's Performance

4.5.1 Career Development

From below **Table 4.9, Table 4.10, Table 4.11, Table 4.12**, its proven again the majority of respondents of the employee agree that the intrinsically encouragement of career development, training and development, career growth opportunity, equality in career advancement.

The recent researchers of this study have emphasized that careers as an involving of multiple with short learning cycles over one's life span when an individual's career can be viewed as a series of mainstages of exploration starting from the trial stage, mastery stage, and until to the exit stage across functions and organizations. Every stage of new cycles is motivated by constant learning and mastery opportunity. Douglas T. Hall and his associates have argued that a shift has occurred from the organizational career to the "protean career."

As from this perspective of view, careers are seen as a drive that driven by the person, not by the organization. Today, the twenty-first century, careers has evolved and are reinvented by the individual over time as the person and environment change is not measured anymore by chronological age and stages in life, but instead is measured by continuous learning and identity changes. As a consequence, growth in career is motivating and it involves to a process of continuous learning fuelled by an amalgamation of personal characteristics blend of work challenges and as well as relationships. Giving employees the prospect to succeed in their professional objective and goals in the company is an effective approach to win their loyalty and support to perform and accomplish their work at their best for the company. Employees know it is possible to advance their careers in the organization, they will work hard to move up the ladder. Contrariwise, people just do the bare minimum just to get paid until they find some better opportunities if they don't see any future opportunities with their current employer. Table 4.8 shows that majority of 353 respondents from a total 905 of respondent which carries 39.09% on career growth opportunity.

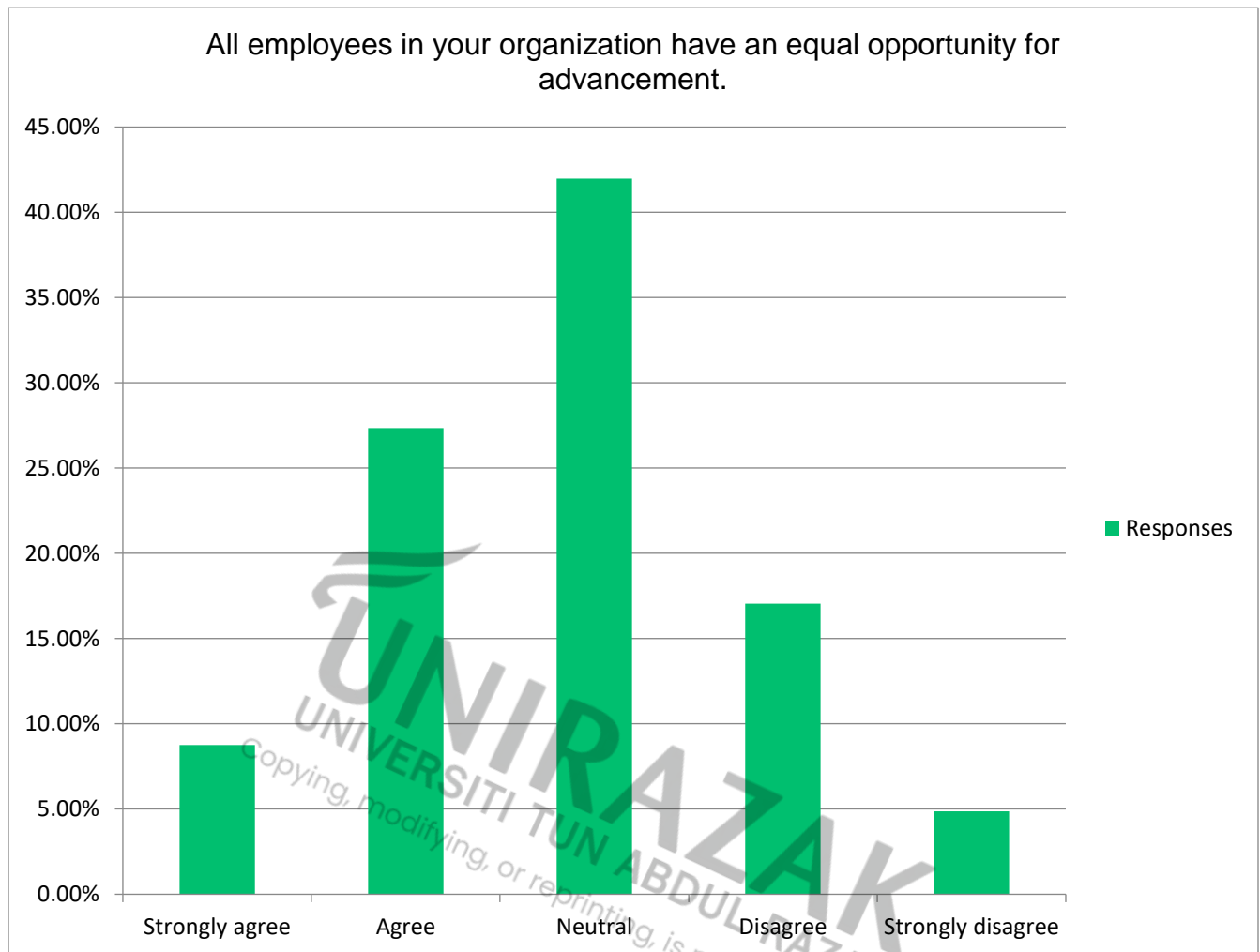
The following **Table 4.10, 4.11 and 4.12** represent the responses in the further explanation of the protean career and the factor that motivates the individual’s career development towards employee’s performance.

Table 4.9 Satisfaction on Career Growth Opportunity Offer at Work



Answer Choices	Percentage	Frequency
Extremely satisfied	23.26%	210
Very satisfied	39.09%	353
Somewhat satisfied	26.25%	237
Not so satisfied	11.41%	103
Not at all satisfied	0.00%	0
Answered		903
Skipped		2

Table 4.10 Equal Opportunity for Advancement



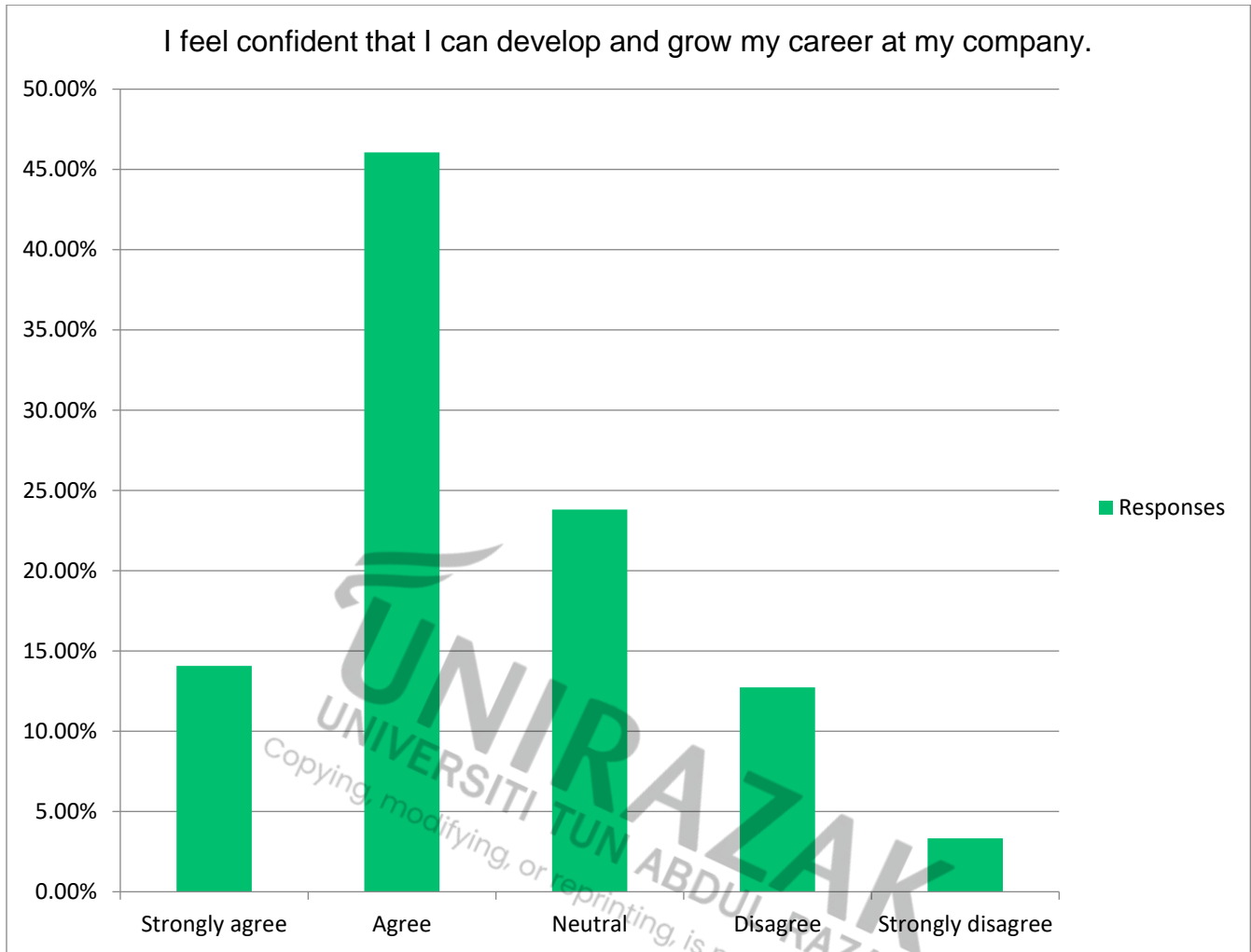
Answer Choices	Percentage	Frequency
Strongly agree	8.75%	79
Agree	27.35%	247
Neutral	41.97%	379
Disagree	17.05%	154
Strongly disagree	4.87%	44
	Answered	903
	Skipped	2

Table 4.11 Organization Investment in Training & Development



Answer Choices	Percentage	Frequency
Strongly agree	4.65%	42
Agree	43.08%	389
Neutral	43.08%	389
Disagree	7.20%	65
Strongly disagree	1.99%	18
Answered		903
Skipped		2

Table 4.12 Employee Confident in Developing and Grow in the Organization



Answer Choices	Percentage	Frequency
Strongly agree	14.06%	127
Agree	46.07%	416
Neutral	23.81%	215
Disagree	12.74%	115
Strongly disagree	3.32%	30
Answered		903
Skipped		2

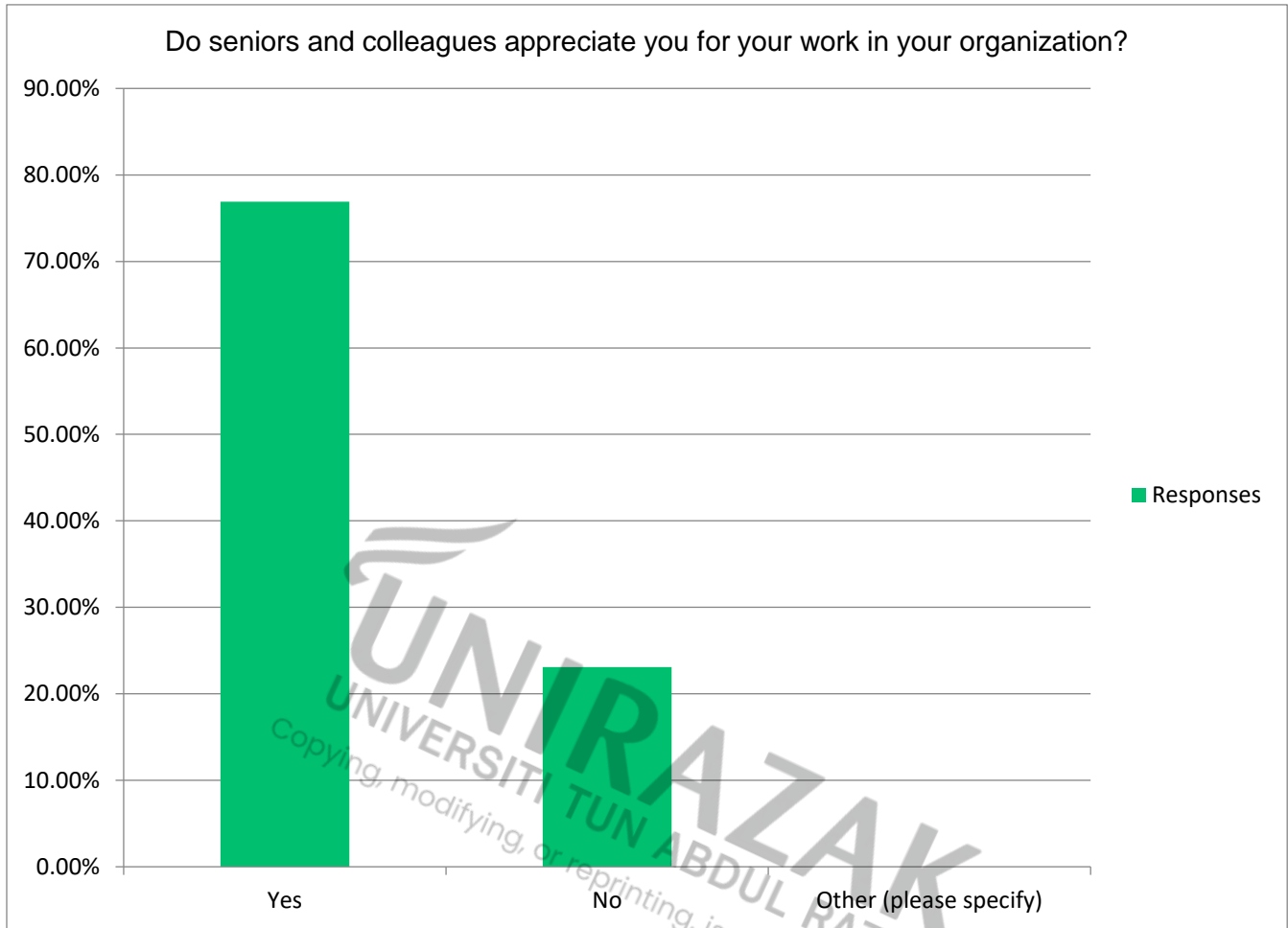
4.5.2 Management Relationship

From below **Table 4.13, Table 4.14, Table 4.15, Table 4.16, Table 4.17, Table 4.18, Table 4.19**, it's established where the respondents of E & E industry majority all agreed that intrinsically management relationship in pleasing to employees' necessity for trust, recognition, esteem is a very powerful way of approach for an organization, the management, managers be able to use to motivate their team members to increase the productivity. Always listening to the employees' opinions and allowing them to contribute together meaningfully to the company policy, always speaking to them in a friendly and polite manner, and as well as addressing them with their professional titles are the ways of showing your respect to your employee. Showing respect to your team that they are a valued part of the company will motivate them to be a loyal and a committed employee to the organization.

Survey shown that every employee accomplishes a project milestone or deliver on an important task want to be appreciated, make it a point of duty to appreciate the contribution of the employee for doing a good job. The appreciation doesn't have to be monetary, a certificate of appreciation or letter of commendation to make your employee feel appreciated will spur them to remain committed and to perform better as per to the organization's goals. Giving freedom to the employee to take initiative and for them to try things on their own will gives them the confidence in their abilities and will also makes them be more responsible for their actions by allowing employees to take on a bigger role can motivate them to solve a serious problem on their own. This will bring more performance success to the organization. Even the final says, when an organization entrust their employees with bigger responsibilities by letting them know that the organization believe in their abilities to deliver results by having confidence in their skills, this will show that the organization trust their team. This will enable their employee to do everything in their power to perform their very best to avoid disappointing the organization.

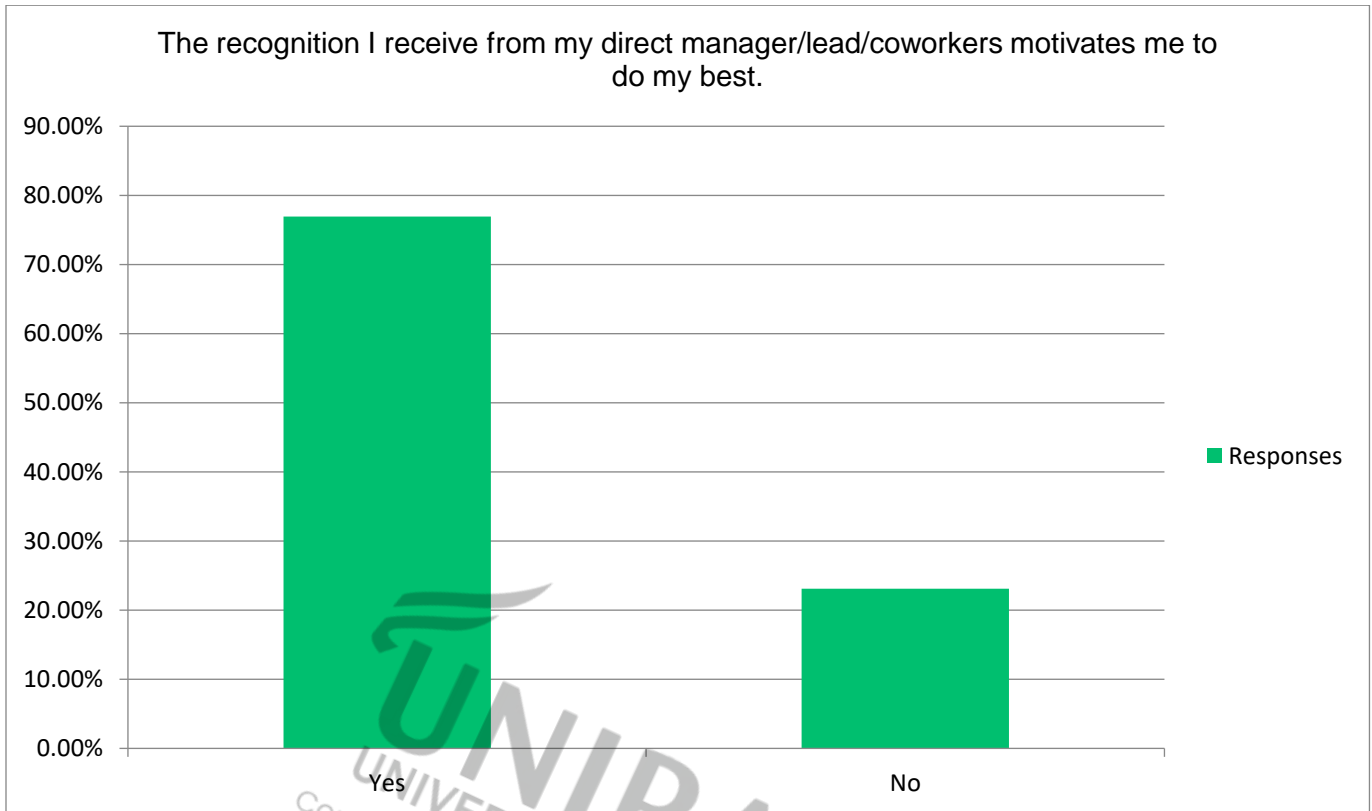
The below tables, graphs, percentage and frequency illustrate the respondent from 905 of employee from the E & E industry which agree on intrinsically explanations that motivate them to accomplish their performance in the organization respectively.

Table 4.13 Appreciation among Senior, Colleagues in the Organization



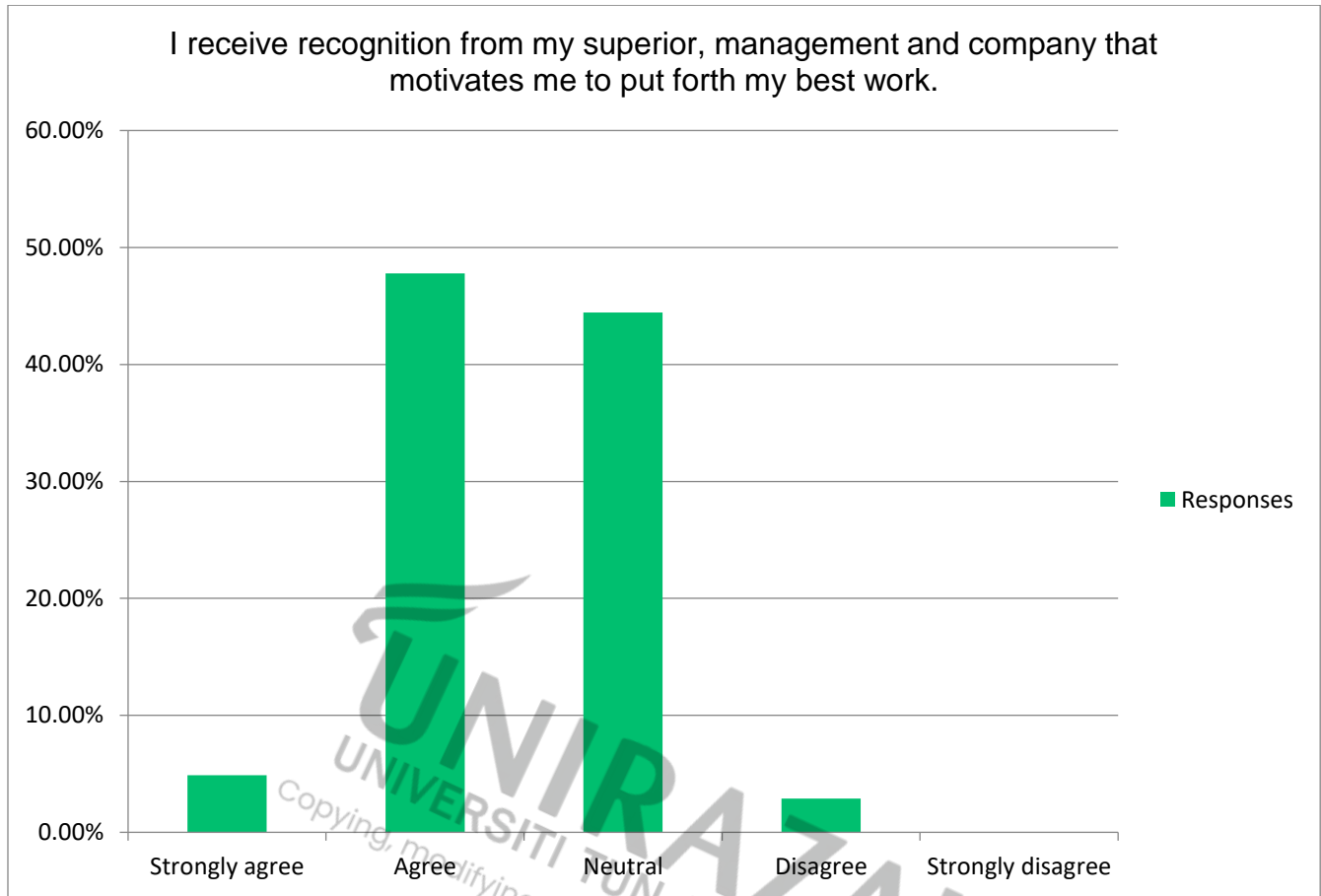
Answer Choices	Percentage	Frequency
Yes	90.21%	811
No	9.79%	88
Other (please specify)	0.00%	0
Answered		899
Skipped		6

Table 4.14 Recognition Received Motivate Performance



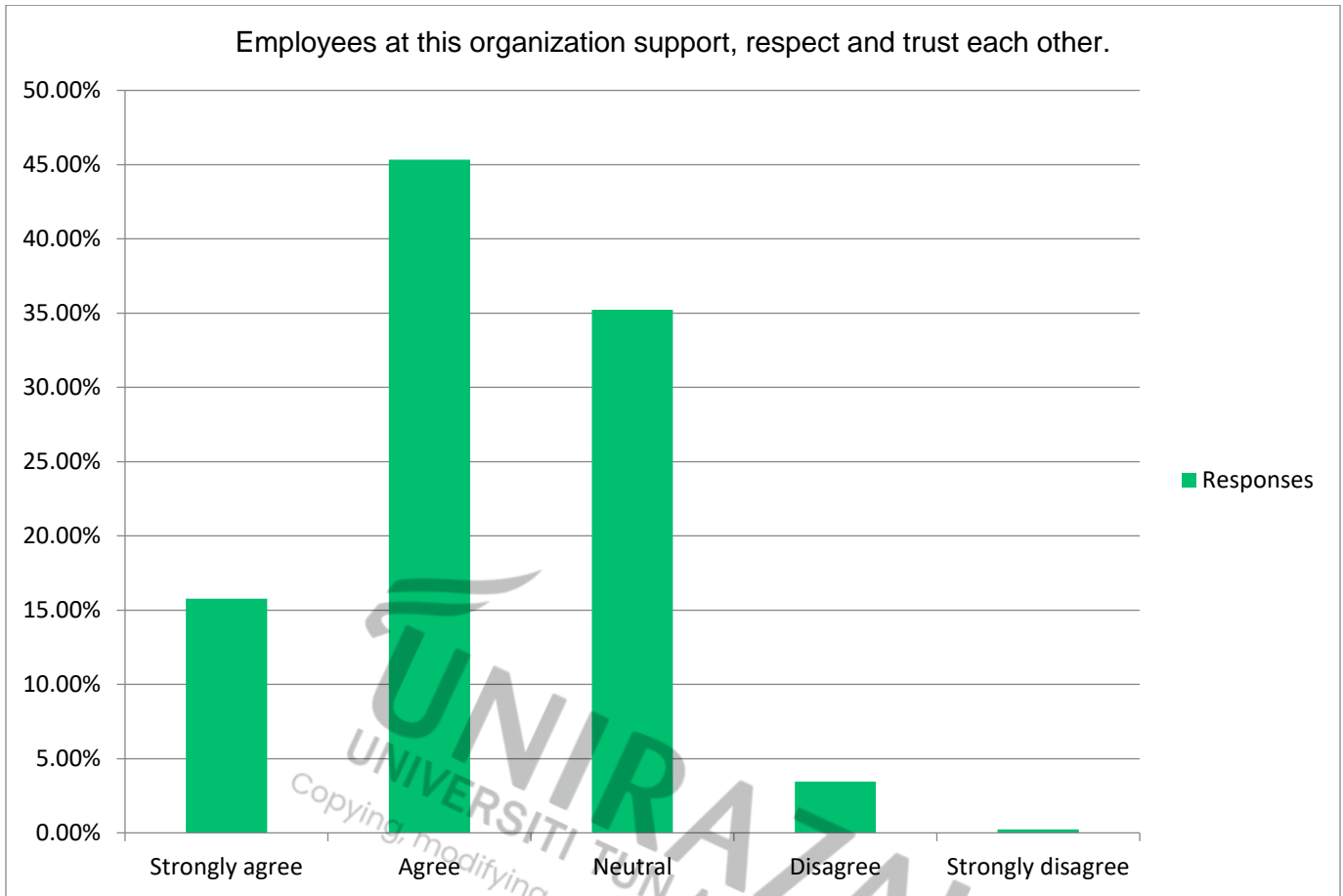
Answer Choices	Percentage	Frequency
Yes	77.86%	700
No	22.14%	199
Answered		899
Skipped		6

Table 4.15 Recognition from Team and Organization Motivates Performance



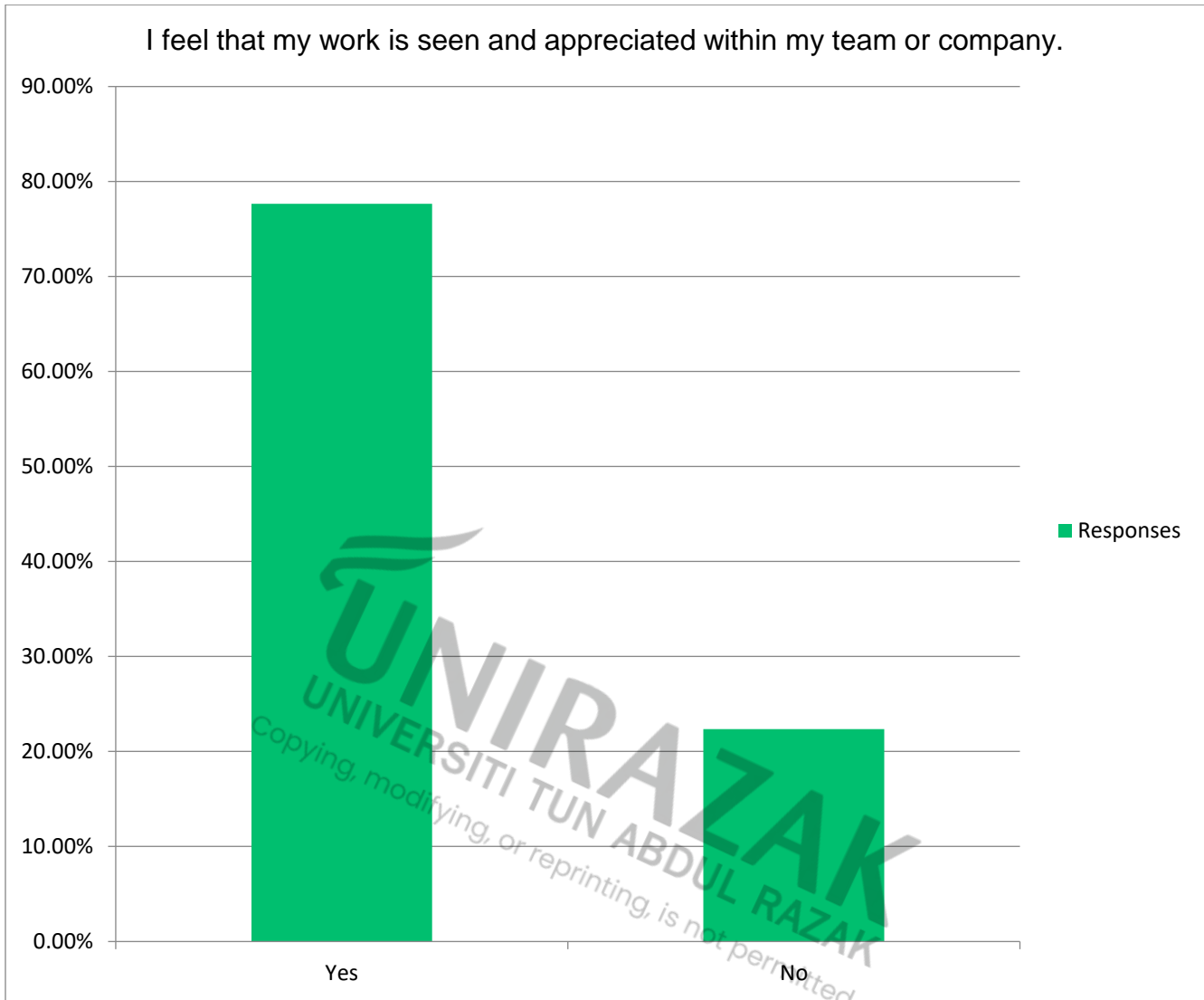
Answer Choices	Percentage	Frequency
Strongly agree	4.89%	44
Agree	47.78%	430
Neutral	44.44%	400
Disagree	2.89%	26
Strongly disagree	0.00%	0
Answered		900
Skipped		5

Table 4.16 Support, Respect, and Trust within Team and Organization



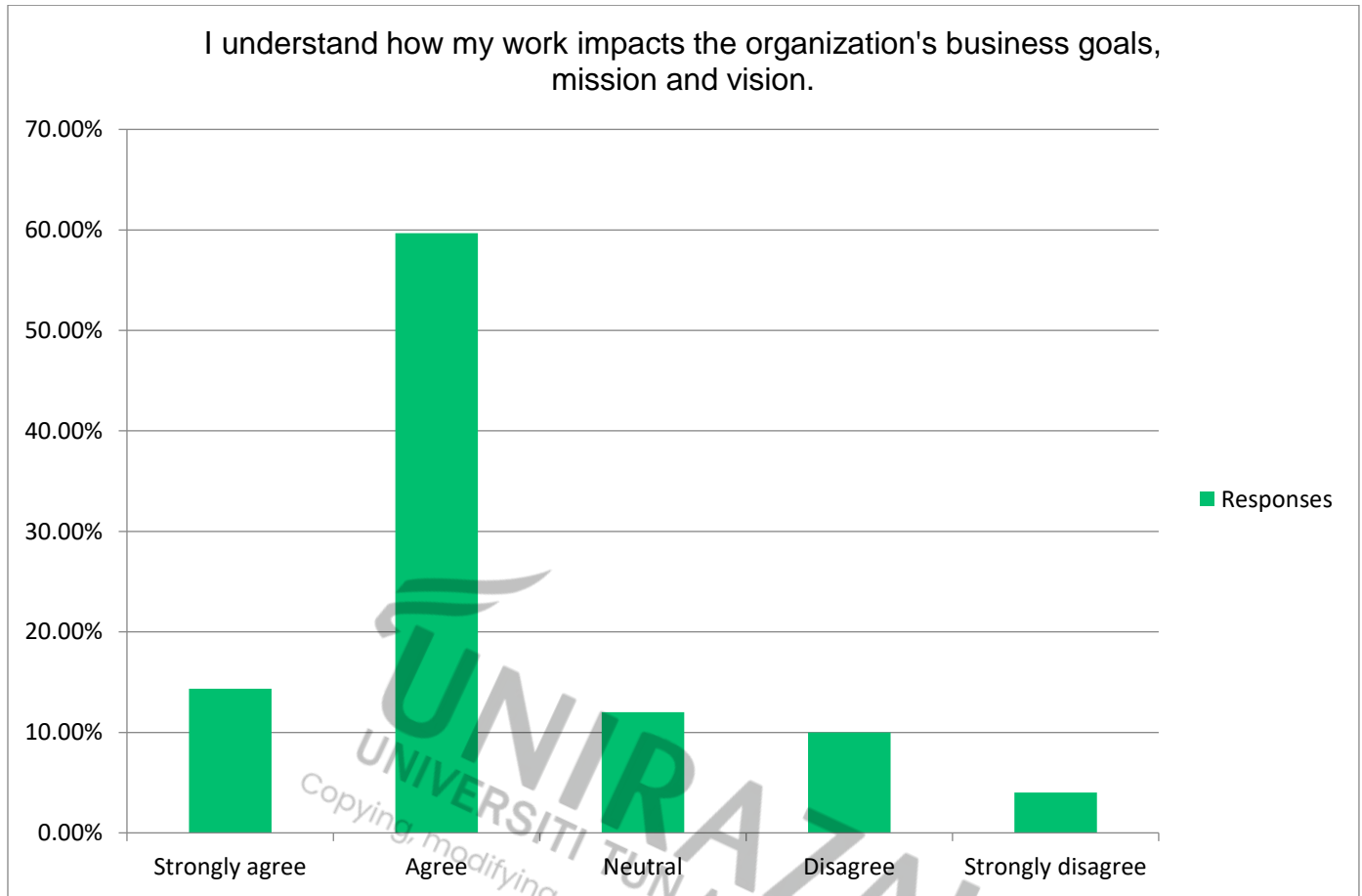
Answer Choices	Percentage	Frequency
Strongly agree	15.78%	142
Agree	45.33%	408
Neutral	35.22%	317
Disagree	3.44%	31
Strongly disagree	0.22%	2
Answered		900
Skipped		5

Table 4.17 Trust and Appreciation within Team and Organization



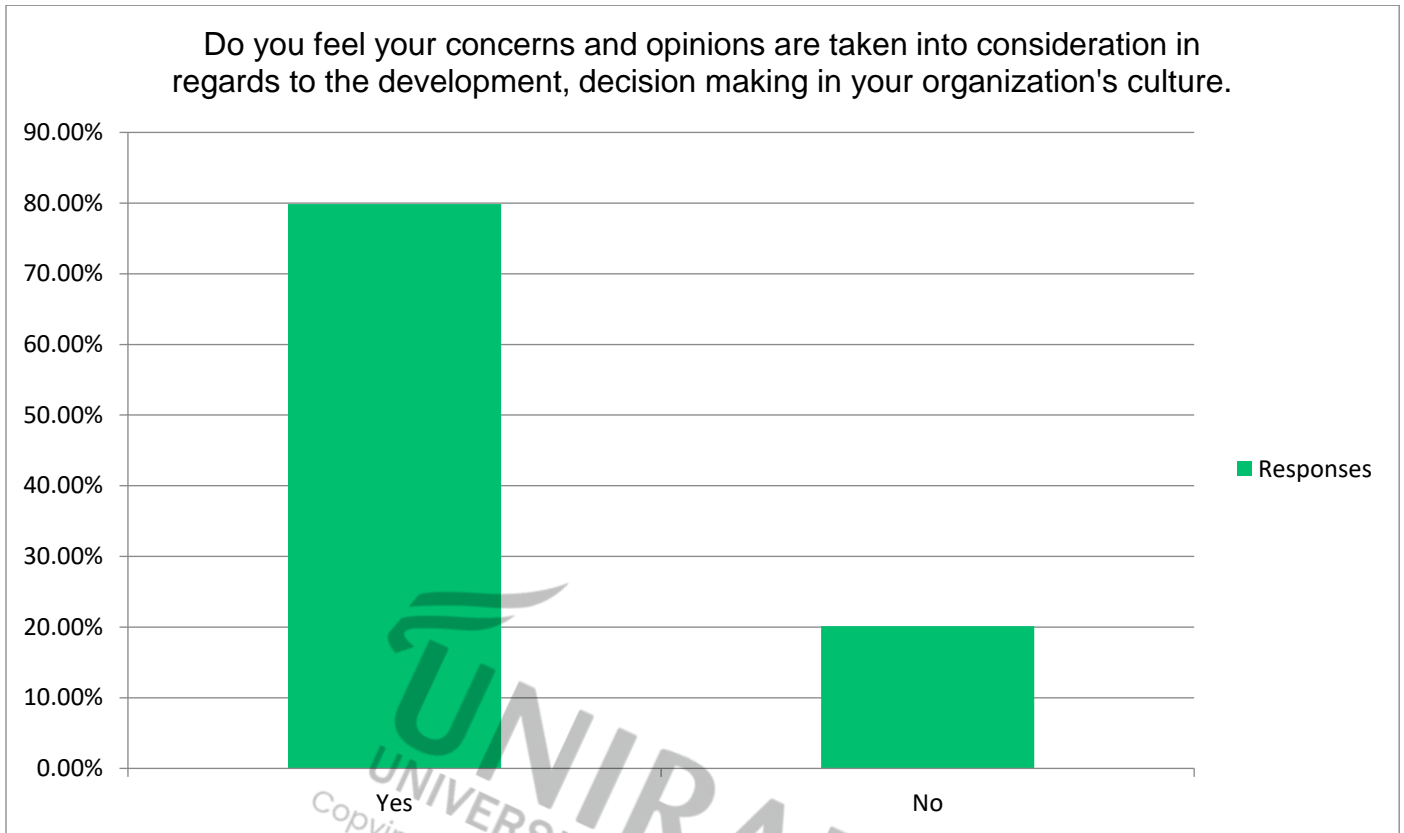
Answer Choices	Percentage	Frequency
Yes	77.64%	698
No	22.36%	201
Answered		899
Skipped		6

Table 4.18 Responsibility and the Impact to the Organization



Answer Choices	Percentage	Frequency
Strongly agree	14.33%	129
Agree	59.67%	537
Neutral	12.00%	108
Disagree	10.00%	90
Strongly disagree	4.00%	36
Answered		900
Skipped		5

Table 4.19 Responsibility and Skills within the Organization



Answer Choices	Percentage	Frequency
Yes	79.87%	718
No	20.13%	181
Answered		899
Skipped		6

Table 4.13, 4.14, 4.15, 4.16 and 4.17 prove that the respondents feels like their role is an important part of the team or organization they work within offers intrinsic rewards that could motivate them to do more and stay focused. Recognition by their team members as playing a vital role can feel good and increase motivation. **Table 4.18 and 4.19** prove that the majority respondent care and concern on their task and responsibility assigned to them when employees complete meaningful tasks, that could provide an intrinsic reward. Managers can encourage this reward by talking to employees to determine what they think are the most important parts of their job. From there, they can help them structure their day around tasks that give them a feeling of purpose and directly increase their productivity.

Overall theory of intrinsic motivation was first based on people's needs and drives. We all are assigned to work that we find tedious and unchallenging. If we don't figure out how to turn these tasks into interesting and challenging problems to solve, we'll struggle to complete tasks in a reliable manner, sabotaging our own success and growth at work. One skill that can help is intrinsic motivation, or the incentive you feel to complete a task because you find it interesting or enjoyable.

TUNIRAZAK
UNIVERSITI TUN ABDUL RAZAK
Copying, modifying, or reprinting, is not permitted.

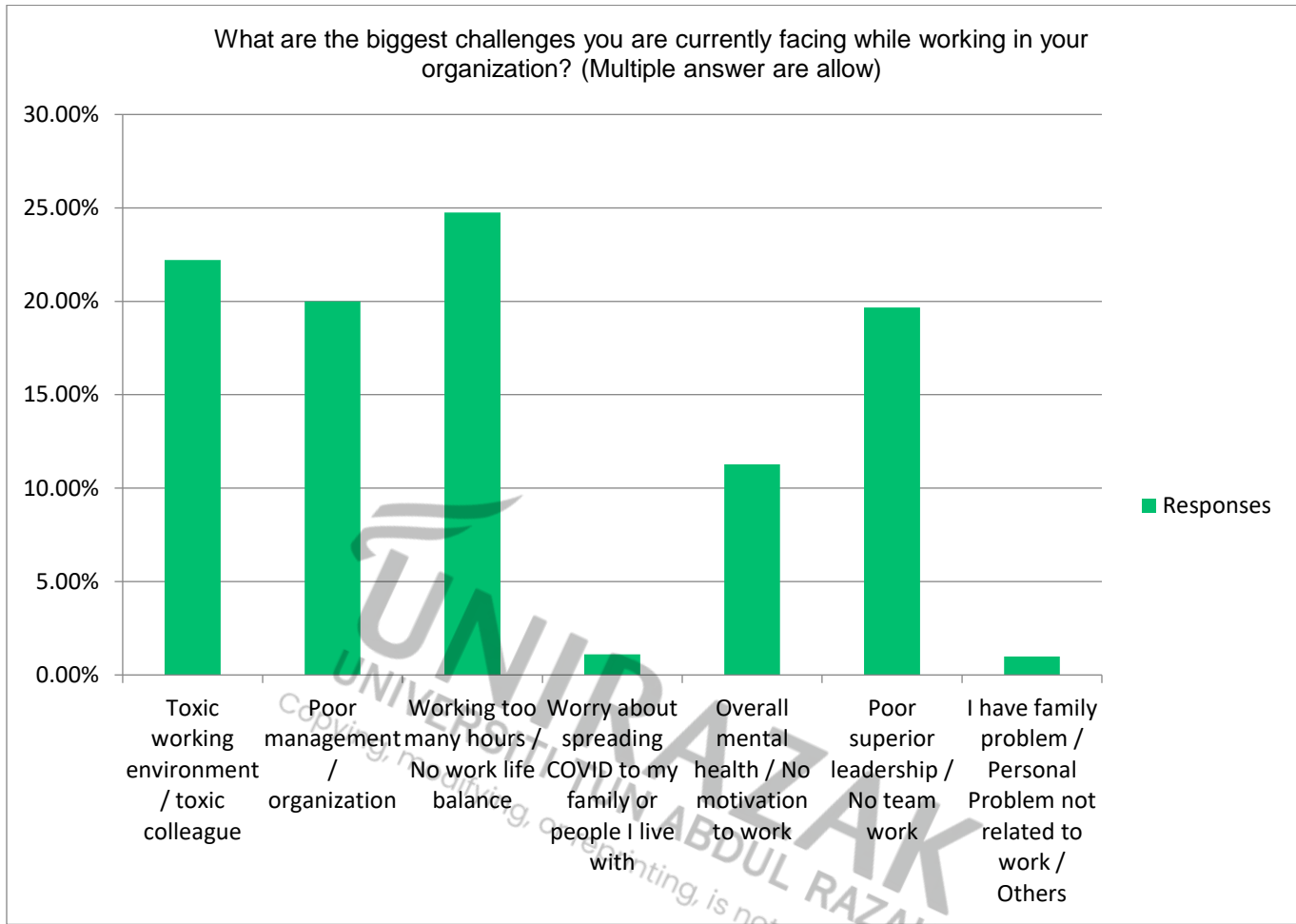
4.6 The Extrinsic Reward Impact on the Employee Motivation towards the Employee's Performance

The below of **Table 4.20, 4.21, 4.22, 4.23, 4.24, 4.25, 4.26, 4.27, 4.28** and **4.29** in this research is to determine the impact of extrinsic factors on employees' working efficiency. Current study illustrates the association of extrinsic motivation with employees' performance because the factors of extrinsic are playing an imperative role for increasing workers' performance. Therefore, present study demonstrates the effects of extrinsic factors on employees' performance for their goodwill.

Extrinsic motivation boosts the employees' performance through good working condition, noble policies, security and reliable relations among peers (Emeka et al., 2015). According to Remi (2011), employees are highly motivated and performed well when they feel interest and pleasure in their job. Security, effective supervision and reliable association among peers in the place of work are approved as important factors that play vital role in boosting performance of the organization. Extrinsic rewards also contain things such as pay, job security, fringe benefits, promotions and working conditions. Other things included in it are competitive salaries, increment in pay, bonuses, and such indirect forms of payment.

4.6.1 Working Engagement

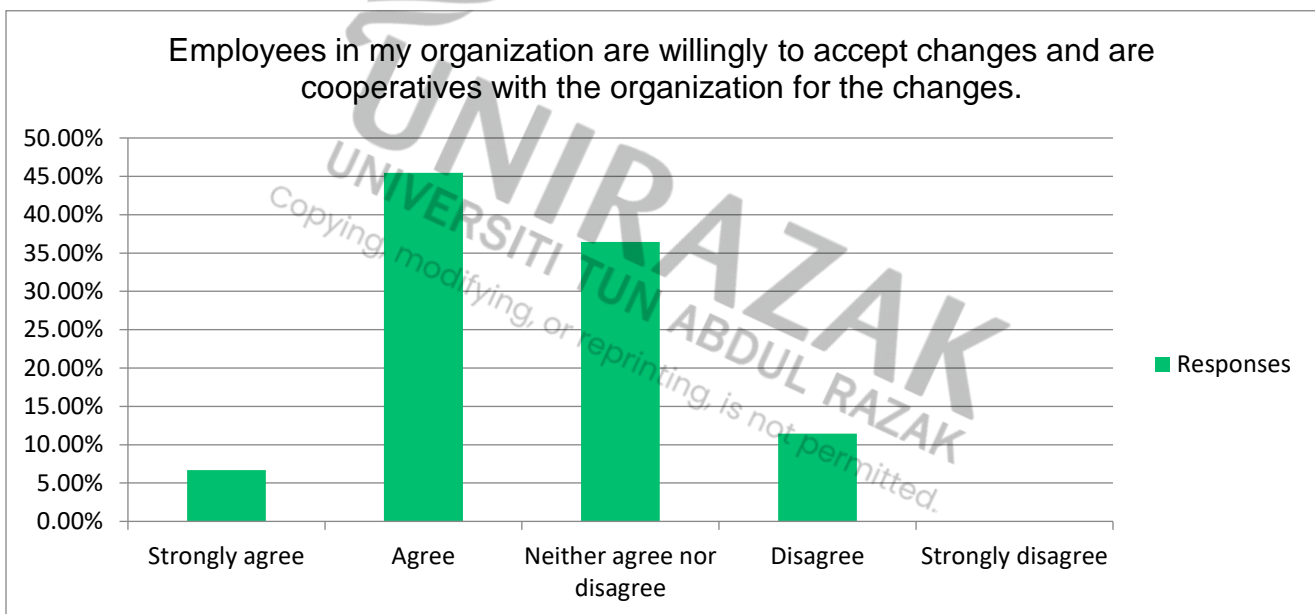
Table 4.20 Employee Challenges in the Organization that Affect the Performance



Answer Choices	Percentage	Frequency
Toxic working environment / toxic colleague	22.21%	201
Poor management / organization	20.00%	181
Working too many hours / No work life balance	24.75%	224
Worry about spreading COVID to my family or people I live with	1.10%	10
Overall mental health / No motivation to work	11.27%	102
Poor superior leadership / No team work	19.67%	178
I have family problem / Personal Problem not related to work / Others	0.99%	9
	Answered	905
	Skipped	0

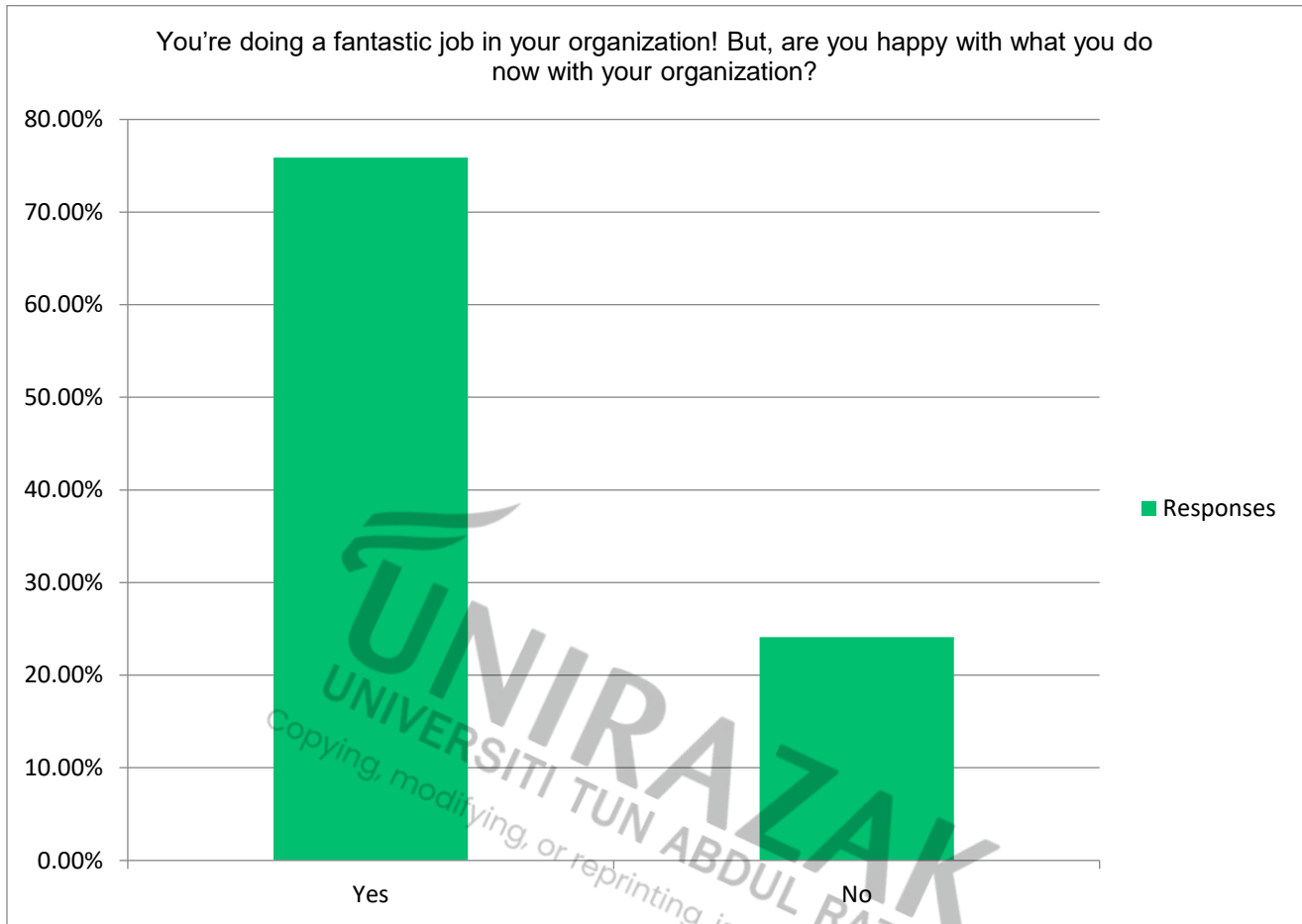
The above **Table 4.20** presenting that the majority of challenges that 905 respondents are fronting in the E & E industry is working too many hours or no work life balance which is 24.75% consist of 224 respondents. Follow by 22.21% of toxic working environment or colleague, then 20% of poor management or organization and 19.67% of poor leadership or no team work. These is all the extrinsically factor that impacted the employee the most which directly demotivate them and influence on the employee performance where the extrinsic motivation makes the employees more energetic and enthusiasm as far more effective and productive, which ultimately boost the performances of workforce. An extrinsic reward not only emphasizes an employee's achievement and performance, but it can also make them feel appreciated, thereby encouraging them to continue with their good work.

Table 4.21 Employee Cooperativeness, Accept Changes in the Organization



Answer Choices	Percentage	Frequency
Strongly agree	6.67%	60
Agree	45.44%	409
Neither agree nor disagree	36.44%	328
Disagree	11.44%	103
Strongly disagree	0.00%	0
Answered		900
Skipped		5

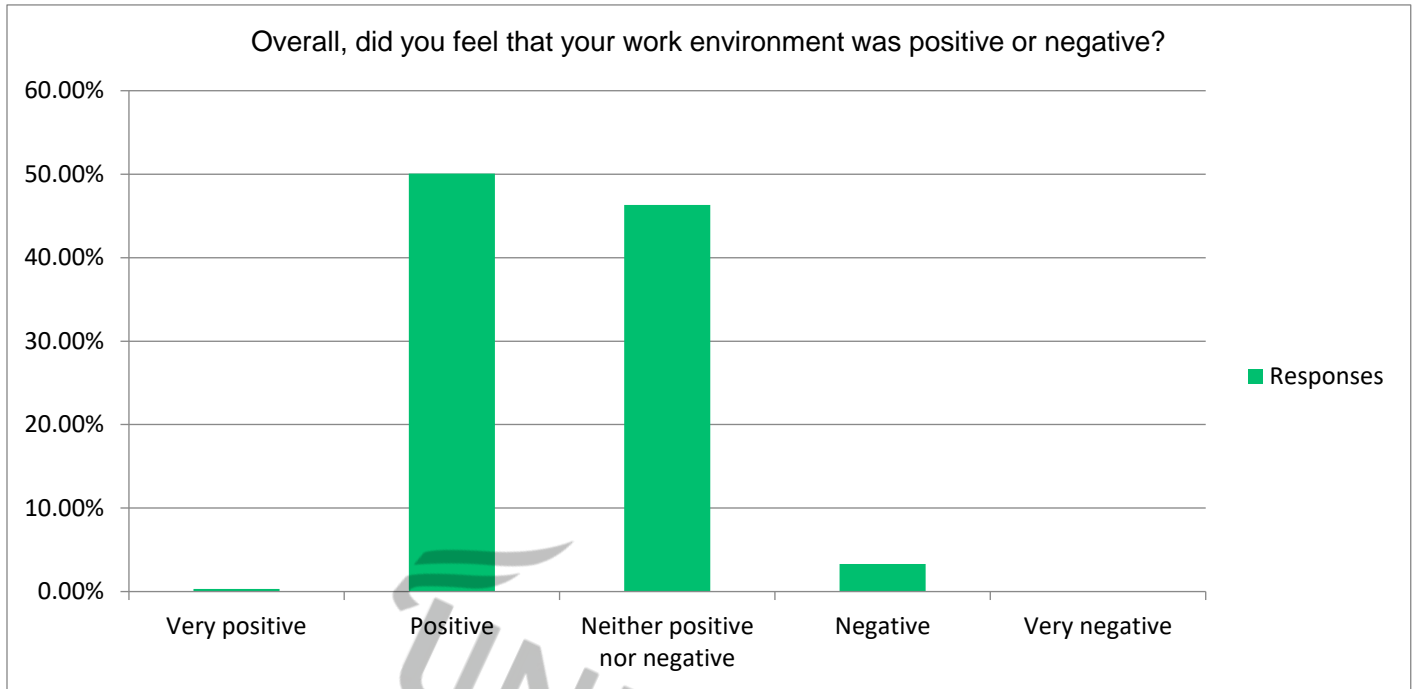
Table 4.22 Employee’s Emotion in the Organization



Answer Choices	Percentage	Frequency
Yes	75.89%	683
No	24.11%	217
If No, (you may specify why)	0.00%	0
Answered		900
Skipped		5

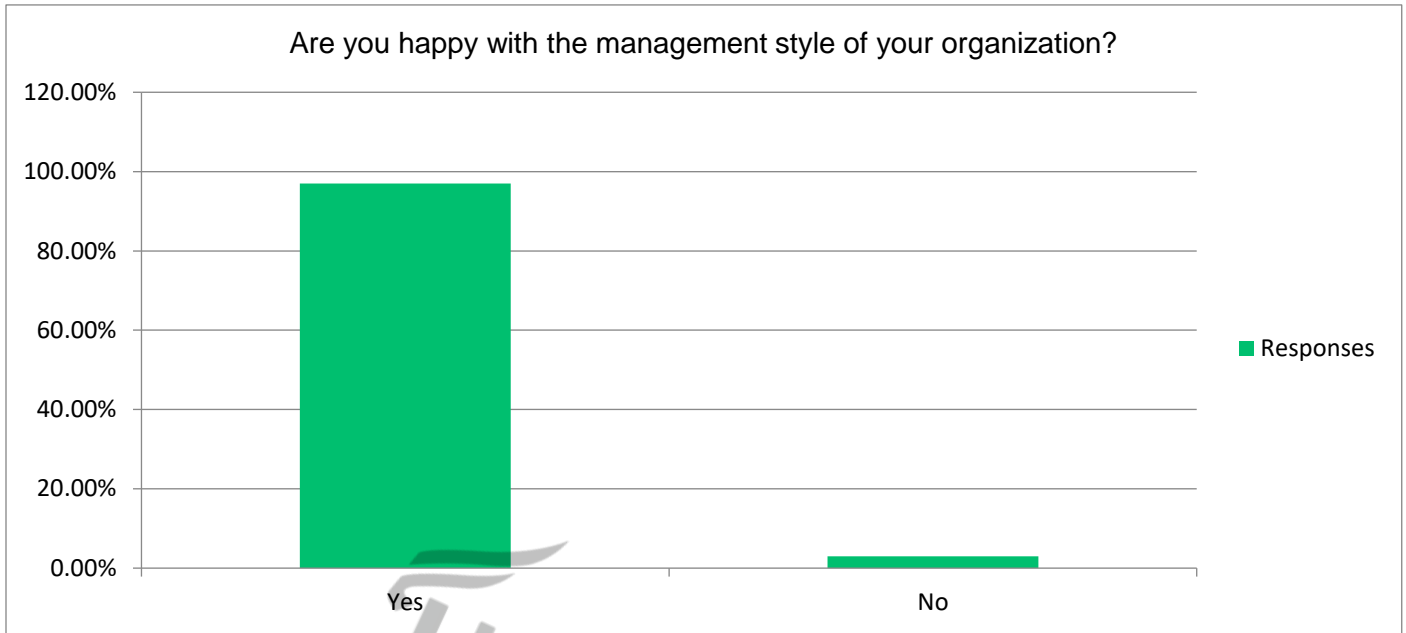
Table 4.22 illustrate the importance of positive emotions that lead to positive feelings, such as happiness, pride, and enthusiasm, which in turn can lead to greater job satisfaction and productivity. On the other hand, negative emotions can cause employees to feel stressed, anxious, and resentful, which can lead to decreased motivation and performance.

Table 4.23 Work Environment



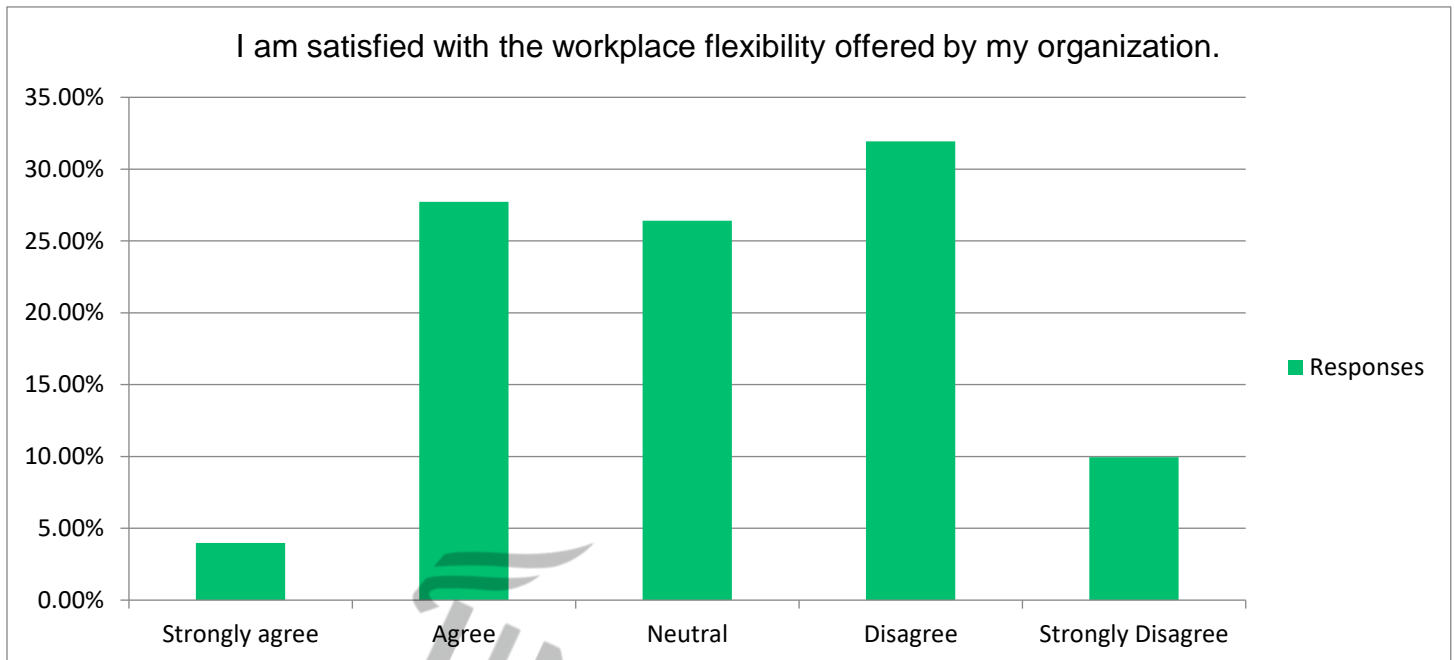
Answer Choices	Percentage	Frequency
Very positive	0.33%	3
Positive	50.06%	453
Neither positive nor negative	46.30%	419
Negative	3.31%	30
Very negative	0.00%	0
Answered		905
Skipped		0

Table 4.24 Leadership of the Organization



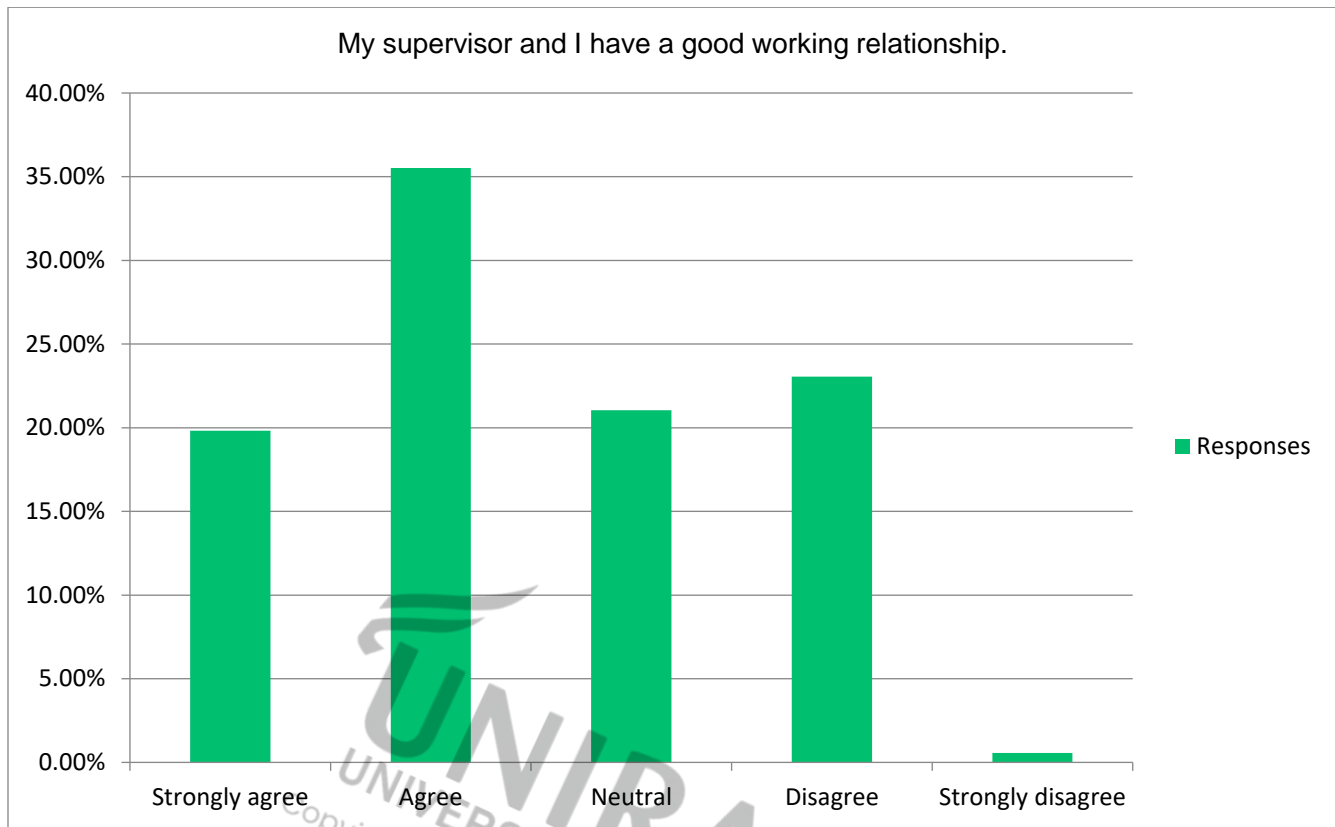
Answer Choices	Percentage	Frequency
Yes	97.02%	878
No	2.98%	27
If No, (you may specify why)	0.00%	0
Answered		905
Skipped		0

Table 4.25 Work-Life Balance



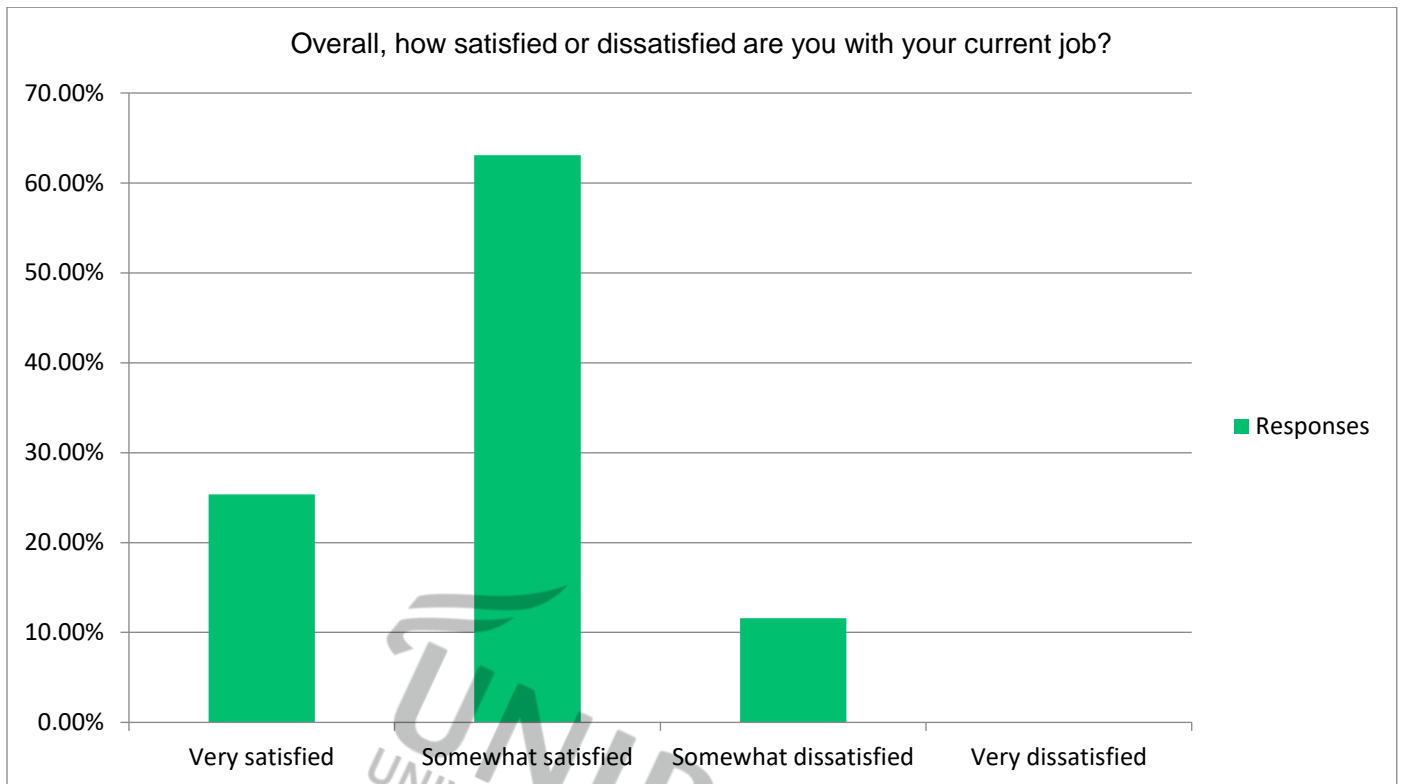
Answer Choices	Percentage	Frequency
Strongly agree	3.98%	36
Agree	27.73%	251
Neutral	26.41%	239
Disagree	31.93%	289
Strongly Disagree	9.94%	90
Answered		905
Skipped		0

Table 4.26 Superior Leadership



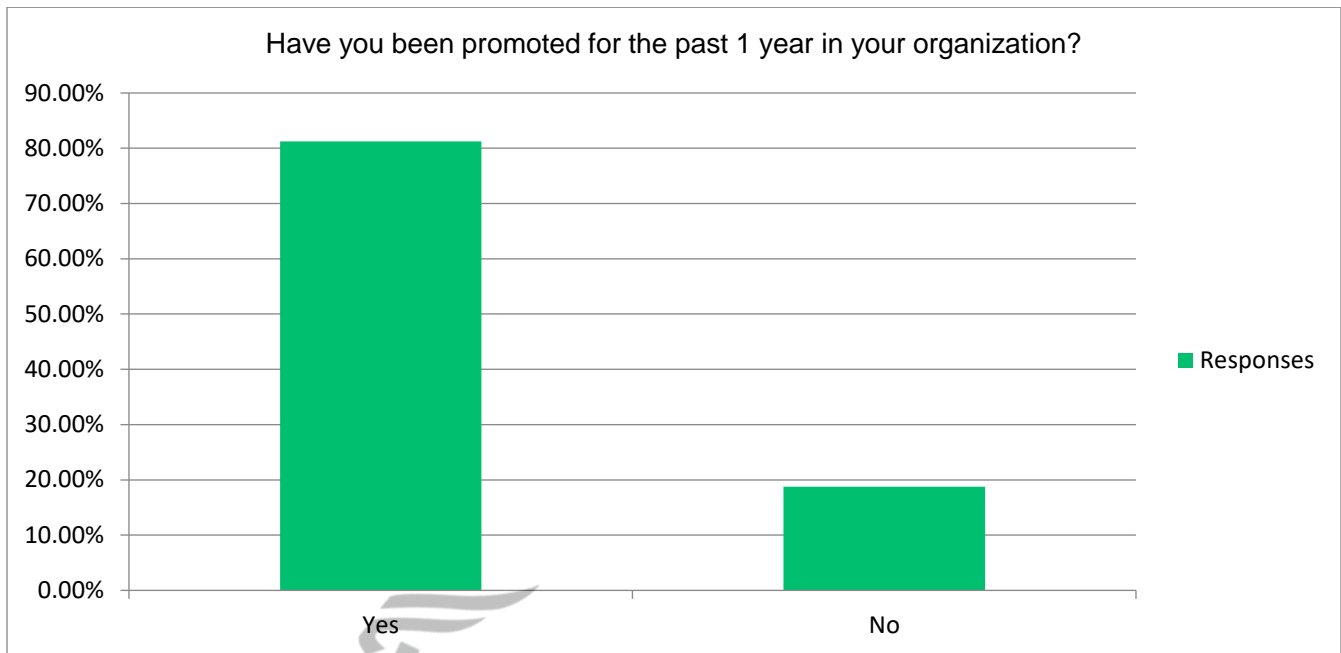
Answer Choices	Percentage	Frequency
Strongly agree	19.82%	178
Agree	35.52%	319
Neutral	21.05%	189
Disagree	23.05%	207
Strongly disagree	0.56%	5
Answered		898
Skipped		7

Table 4.27 Job Satisfaction



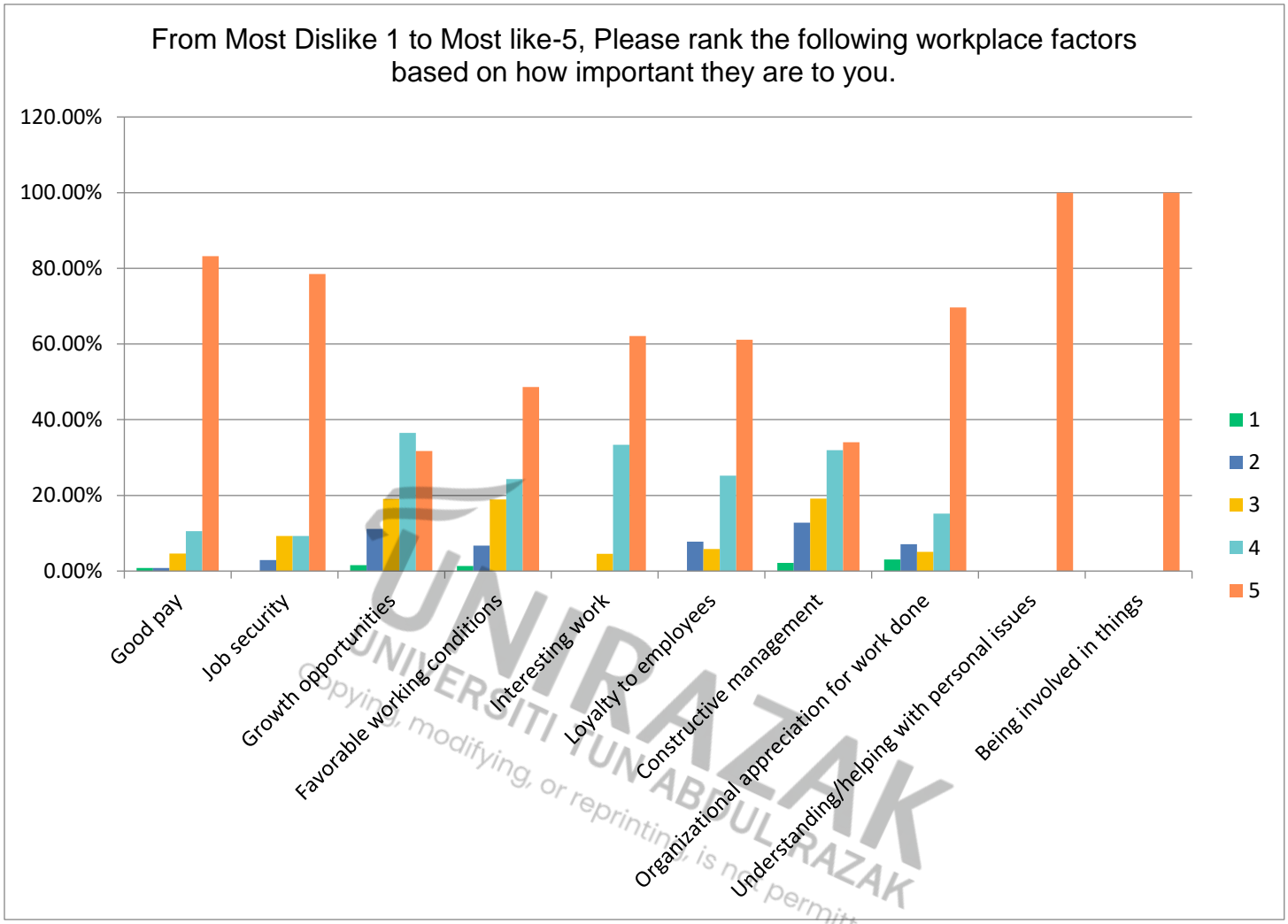
Answer Choices	Percentage	Frequency
Very satisfied	25.36%	228
Somewhat satisfied	63.07%	567
Somewhat dissatisfied	11.57%	104
Very dissatisfied	0.00%	0
Answered		899
Skipped		6

Table 4.28 Job Promotion



Answer Choices	Percentage	Frequency
Yes	81.26%	733
No	18.74%	169
Answered		902
Skipped		3

Table 4.29 Workplace Factor



	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	Total					
Good pay	0.84%	2	0.84%	2	4.62%	11	10.50%	25	83.19%	198	238
Job security	0.00%	0	2.91%	5	9.30%	16	9.30%	16	78.49%	135	172
Growth opportunities	1.59%	1	11.11%	7	19.05%	12	36.51%	23	31.75%	20	63
Favourable working conditions	1.35%	1	6.76%	5	18.92%	14	24.32%	18	48.65%	36	74
Interesting work	0.00%	0	0.00%	0	4.55%	3	33.33%	22	62.12%	41	66
Loyalty to employees	0.00%	0	7.77%	8	5.83%	6	25.24%	26	61.17%	63	103
Constructive management	2.13%	1	12.77%	6	19.15%	9	31.91%	15	34.04%	16	47
Organizational appreciation for work done	3.03%	3	7.07%	7	5.05%	5	15.15%	15	69.70%	69	99
Understanding/helping with personal issues	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	16	16
Being involved in things	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	27	27

Answered **905**

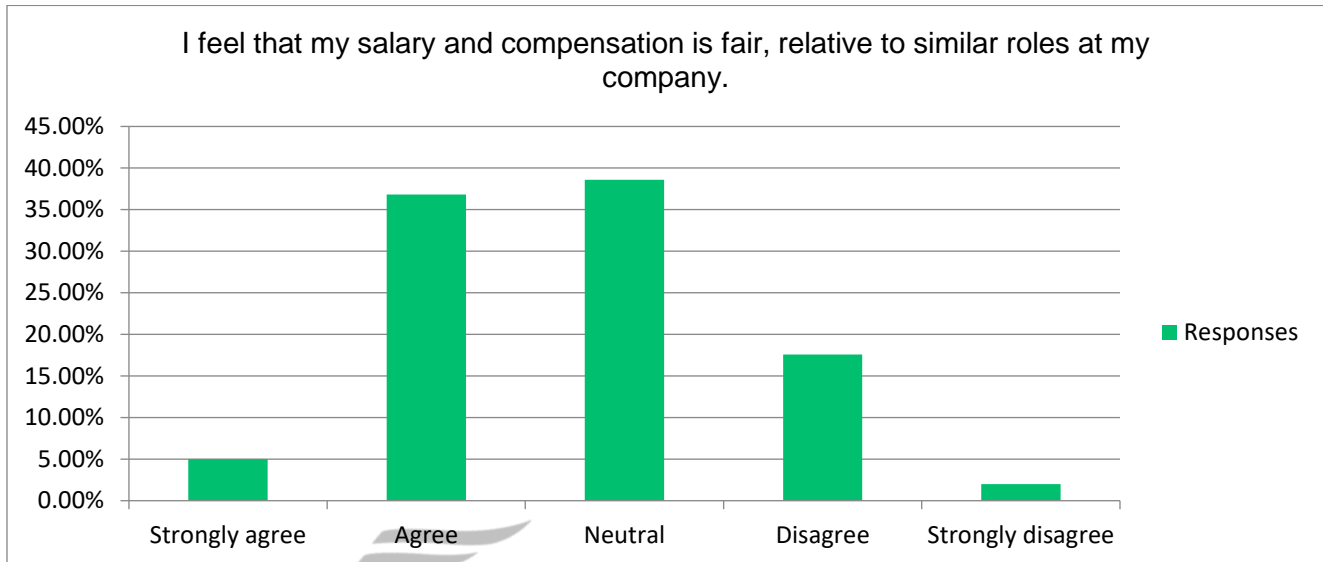
Skipped **0**

As we can see from **Table 4.29** is literally the combination of **Table 4.20** to **4.28** is summary. Factually extrinsic motivation is a type of operant conditioning, which is a form of behaviour modification. It uses rewards or punishments to increase or decrease the likelihood of specific behaviours recurring. The results of majority in good pay with 238 respondents, follow by job security with 172 respondents and then loyalty to employee with 103 respondents. Principally this is when employees are motivated to perform a behaviour or engage in an activity because they want to earn a reward or avoid punishment. They will engage in a behaviour not because they enjoy it or because they find it satisfying, but because they expect to get something in return or to avoid something unpleasant.



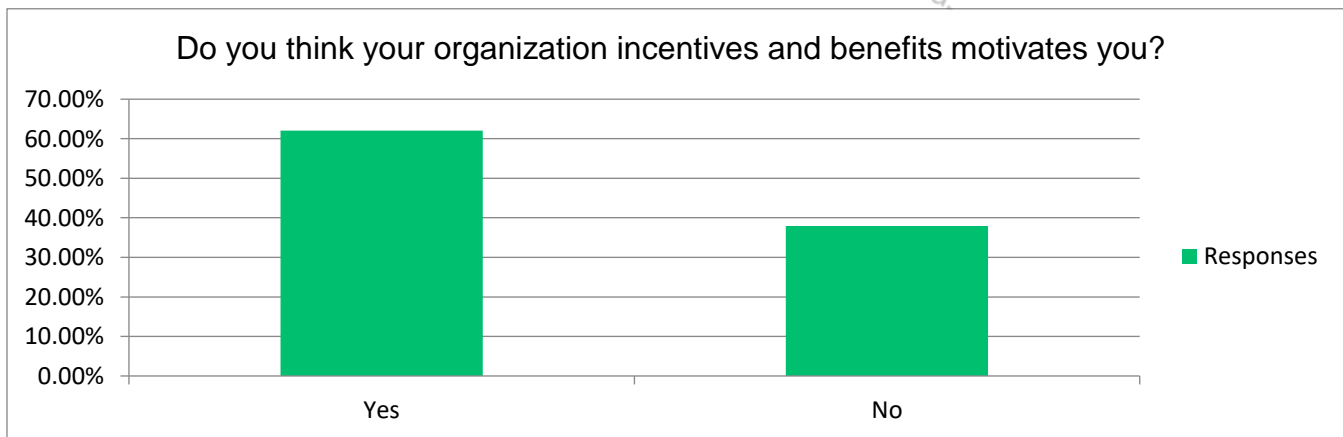
4.6.2 Salary, Compensation & Benefits

Table 4.30 Salary and Compensation Fair to Role



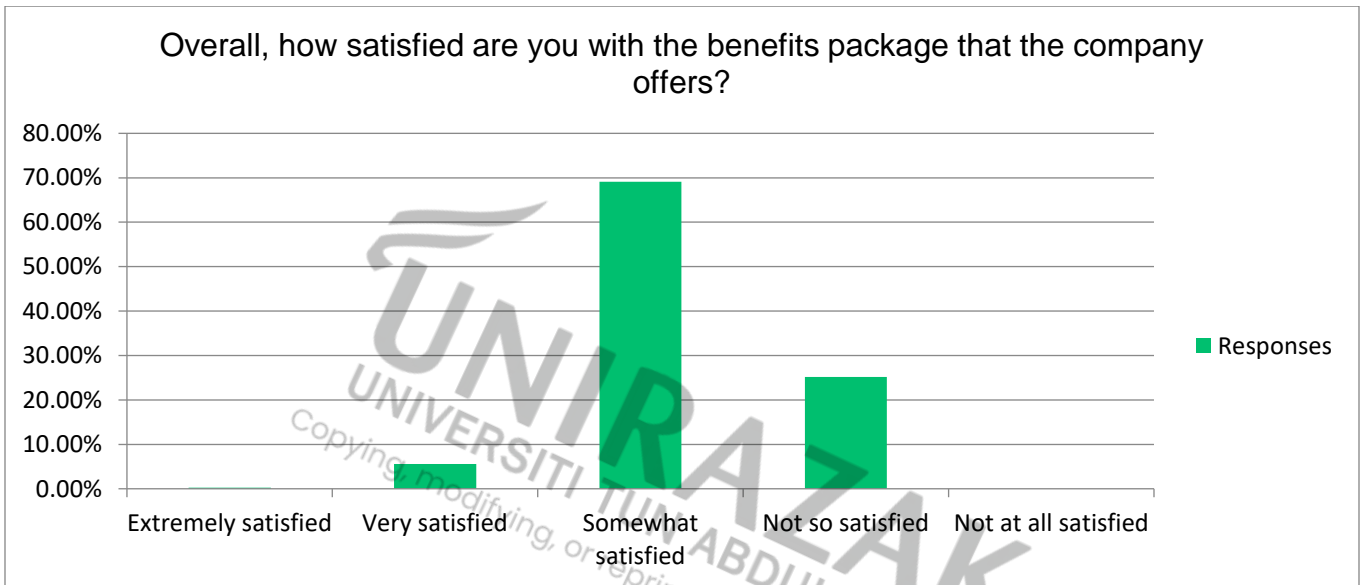
Answer Choices	Percentage	Frequency
Strongly agree	5.01%	45
Agree	36.82%	331
Neutral	38.60%	347
Disagree	17.58%	158
Strongly disagree	2.00%	18
Answered		899
Skipped		6

Table 4.31 Incentives and Benefits Motivation



Answer Choices	Percentage	Frequency
Yes	62.07%	558
No	37.93%	341
If No, (you may specify why)	0.00%	0
Answered		899
Skipped		6

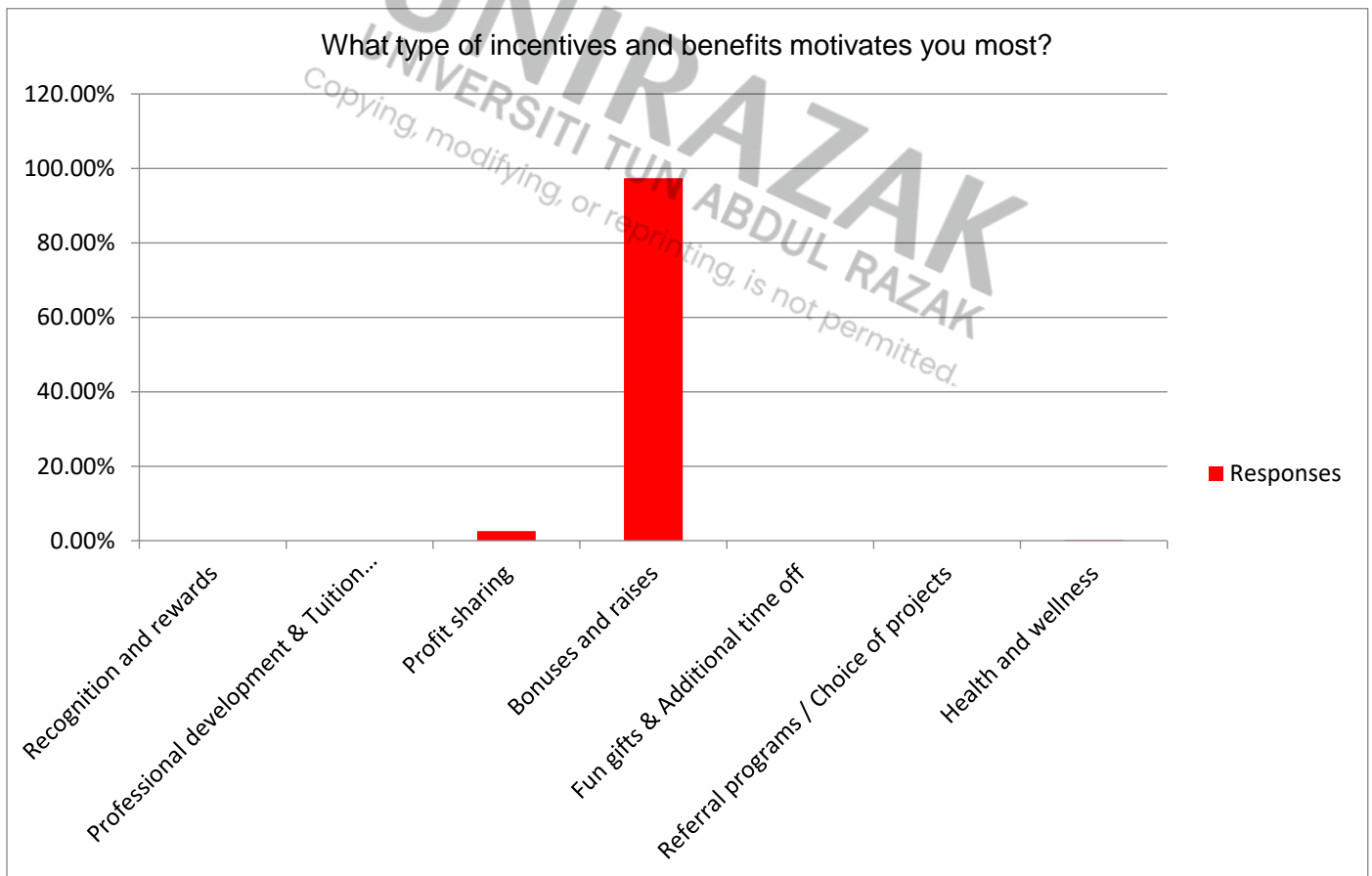
Table 4.32 Satisfaction on the Benefits Package from the Organization



Answer Choices	Percentage	Frequency
Extremely satisfied	0.22%	2
Very satisfied	5.54%	50
Somewhat satisfied	69.07%	623
Not so satisfied	25.17%	227
Not at all satisfied	0.00%	0
Answered		902
Skipped		3

Table 4.30, Table 4.31 and Table 4.32 admitting that salaries and competitive pay aren't enough to motivate employees isn't meant to dissuade employers from doing those things — just the opposite. Majority of the respondents in **Table 4.29** with 38.60% neutral on their salary and compensation offer for their role whereas 36.82% agree that it's fair to role the organization of E & E industry offer to them. Well, money is a powerful motivator in **Table 4.30** proved that when the graph shows majority of 62.07% with 558 respondents agree that incentive and benefits motivate them. Organization nowadays would like to believe that today, pay doesn't matter. To a certain extent, it is true. People do want the extras like great culture, benefits, and so on. But never make the mistake of assuming that pay is something that has been replaced. Because it hasn't as reflected by the 905 respondents of the E & E industry. Salary still remains one of the most impactful motivators that make an employee refrain from moving to greener pastures. Conferring to SHRM's survey, compensation or salary is still one of the top 3 drivers of job satisfaction.

Table 4.33 Incentives and Benefits Motivation



Answer Choices	Percentage	Frequency
Recognition and rewards	0.00%	0
Professional development & Tuition reimbursement	0.00%	0
Profit sharing	2.54%	23
Bonuses and raises	97.35%	881
Fun gifts & Additional time off	0.00%	0
Referral programs / Choice of projects	0.00%	0
Health and wellness	0.11%	1
	Answered	905
	Skipped	0

Table 4.33 shows that majority of respondents chooses bonuses and raises where 97.35% with 881 of respondents. This employee rewards tied to specific tasks are referred to as task-based performance bonuses and raises. When employees complete the related task, they become eligible to receive the reward. Such employee performance bonuses and raises are a great way to encourage greater productivity and effectiveness at work.

UNIRAZAK
UNIVERSITI TUN ABDUL RAZAK
Copying, modifying, or reprinting, is not permitted.

4.7 Reliability Analysis

Cronbach's alpha reliability was calculated to test the reliability analysis of measures across all construct items. According to Hair et al. (2018), overall Cronbach's alpha of questionnaire items is 0.853. This shows that all the 34 items of questionnaires are reliable and valid to measure the opinions of employees towards employee motivation where it indicates that high internal consistency of all instruments, hence convergent validity is supported.

Table 4.34 Reliability of Instrument

Scales	Description	Items	Cronbach's Alpha
SECTION 2	CAREER DEVELOPMENT (Intrinsic)	6	0.807
SECTION 5	MANAGEMENT RELATIONSHIP (Intrinsic)	13	0.811
SECTION 3	WORKING ENGAGEMENT (Extrinsic)	10	0.841
SECTION 4	COMPENSATION & BENEFITS (Extrinsic)	5	0.952

The results of Cronbach's alpha co-efficient for all variables as below table revealed that all the variables have acceptable reliability (internal consistency). From **Table 4.34**, Cronbach's alpha value for Section 4 is 0.952, follow by Section 3 which is 0.841, Section 5 is 0.811 and Section 2 is 0.807. In summary of the below table, all instruments had high internal consistency (>0.70).

Table 4.35 Comparison Model of Measurement

Condition 1	Organization working condition enhances your performance		Organization working provides freedom of opinion in this decision making		Organization working environment is supportive	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Strongly Disagree	46	5%	20	2%	32	4%
Disagree	154	17%	389	44%	115	13%
Neutral	379	42%	389	44%	215	24%
Agree	247	27%	65	7%	416	46%
Strongly Agree	79	9%	20	2%	127	14%
Total	905	100%	883	100%	905	100%

Condition 2	Organization assess your chances of salary improvement periodically		Organization gives salary on time which motivates you to perform better		Organization gives salary equivalent to your job task	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Strongly Disagree	36	4%	16	2%	0	0%
Disagree	90	10%	43	5%	26	3%
Neutral	108	12%	108	12%	400	44%
Agree	537	60%	527	59%	430	48%
Strongly Agree	129	14%	206	23%	44	5%
Total	900	100%	900	100%	900	100%

Condition 3	Organizational provides performance bonuses to boost your motivation		Organization recognizes your extra effort with bonuses		Organization gives bonuses on individual performances	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Strongly Disagree	2	0%	0	0%	0	0%
Disagree	31	3%	103	11%	103	11%
Neutral	317	35%	328	36%	237	26%
Agree	408	45%	409	45%	353	39%
Strongly Agree	142	16%	60	7%	210	23%
Total	900	100%	900	100%	903	100%

The results of the above **Table 4.35** show that employee do agreed that the intrinsic factor of working environment of the organization working environment must be supportive and is important with the highest frequency of 46%, a motivated employees who sense fulfilled at work contribute more efficiently to the organization’s performance and development growth of the organization (Lane et al., 2010) and organizations necessity to set a great working environment (Kim, Kim, Han, Jackson & Ployhart, 2017) in supportive their employee motivation and the extrinsic factor of salary where employee have the assess of chances to periodically improve their salary increment which is 60% and bonuses where organization recognized the employee effort

with the frequency of 45%. An overall of reward system is suggested by Aguenza and Som (2018) for employee motivation and to be practice on the salaries as a motivator effectually, the higher management or authorities obligated to consider the salary structures which must include the importance of institution attached to each job, payment as according to the employee performance, individual or special allowances, frontier benefits, annuities and others (Adeyinka et al., 2007).

Table 4.36 Correlation analyses and regression analysis

		Salary	Working Condition	Performance Bonuses
Salary	Pearson Correlation	1	-0.103	0.102
	Sig. (2-tailed)		0.043	0.208
	N	905	905	905
Working Condition	Pearson Correlation	-0.103	1	0.125
	Sig. (2-tailed)	0.043		0.123
	N	905	905	905
Performance Bonuses	Pearson Correlation	0.102	0.125	1
	Sig. (2-tailed)	0.208	0.123	
	N	905	905	905

4.8 Chapter Summary

This study of chapter summary obtainable and clarified that the data of this summary obtained during this project is based on research questions, specific objectives and hypotheses. Tables and figures were used to present the findings of this study. The data were analysed using inferential, descriptive and graphic analysis. Study factors affecting motivation were done using weighted mean, also motivation strategies analysis performed through regression analysis moreover if motivation policies were employed accordingly percentage were used and figure present the output. As the results, the study has revealed that the factors of salary, compensation and benefits seek in contributing knowledge about the effect of rewards and incentives is part of this research study under investigation that seeks to contribute under these specific circumstances. In inference, the employee performance is considered greatly influenced by the rewards that they obtain, either in the kinds of extrinsic or intrinsic, any employees that perform well and are consistently contributing to the organization, a reward and a play of a big role must become the priority to all organizational managers and leaders.

UNIRAZAK
UNIVERSITI TUN ABDUL RAZAK
Copying, modifying, or reprinting, is not permitted.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Summary of the Study

In this chapter, the study would impart the summary conclusions and recommendations of the study on the factors influencing employee's motivation and the impact on employee's performance in the electrical & electronics in Penang. In the context of this study, it is tested using a questionnaire survey and data was collected and were analysed using inferential, descriptive and graphic analysis.

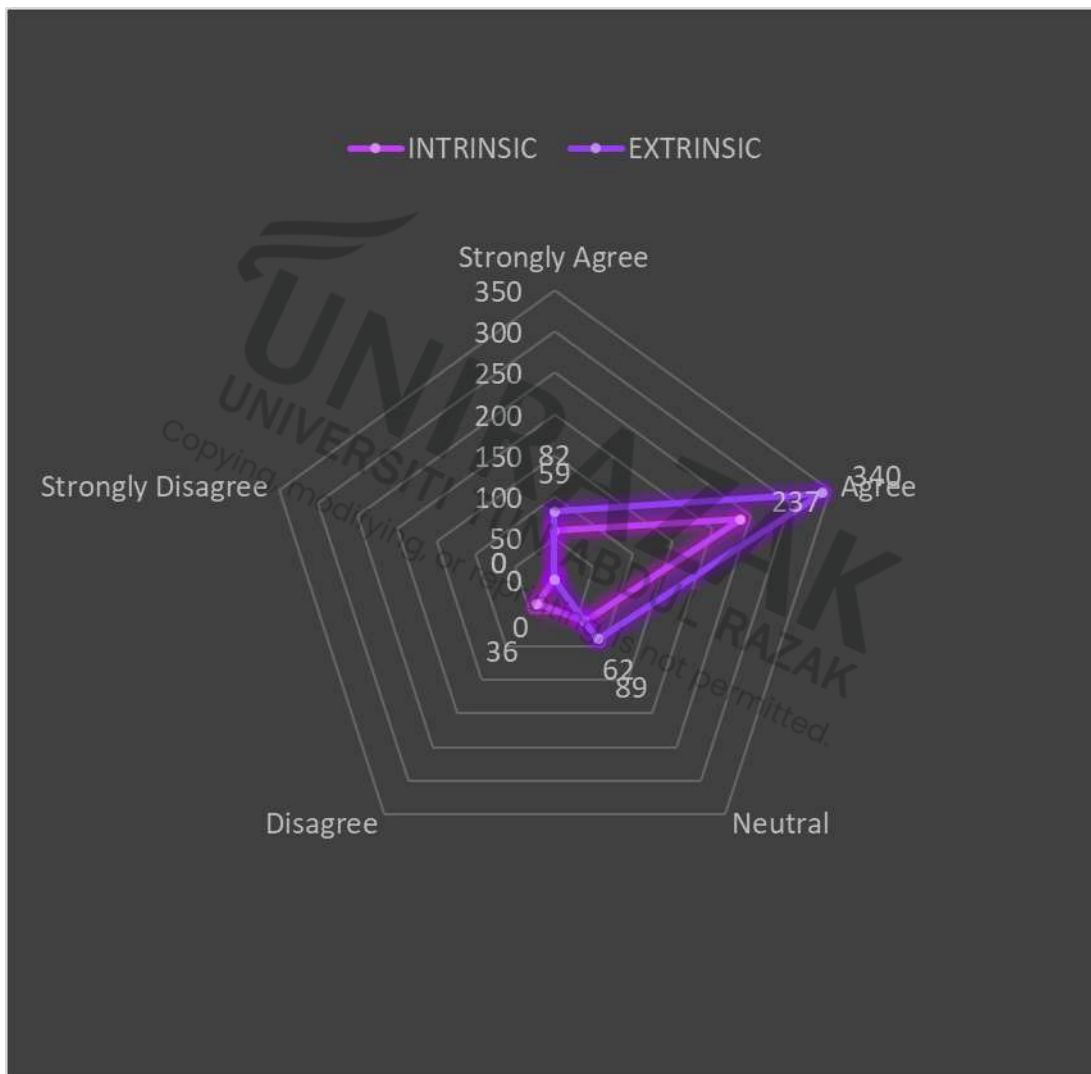
The reviewing of literature of this study indicated that the principle of unmotivated employees indeed would lead to a poor performance where this study found out that there are numerous factors that would impact the motivations of the employees. Several key elements that would affect the motivation of the employee involve a lot of element. The element that affect that contribute are fairness in compensation, providing a better training for employees, providing a space where the employees can develop their skills and abilities, to exercise a proper management styles, and having an honesty of manager to employees, to enhance the trust between the management and the employees, providing a flexible and high-quality working environment for the employee because employee performance represents the motivation of each employee. That is why it's essential to comprehend and understand the different factors that would greatly impact and influence the motivation of employees.

No doubt, it is the duty of the employees to accomplish and attain the company objectives and goals, but the management as well because it is their responsibility to let their employees see about the organizational goals and direction of the company. It's the obligation of both the employees and the organization to unite the objectives of employees with the objectives of the company in order to achieve the success of both the organization and the employee. Ever since motivation influences the performance intensively, it is crucial to consistently to enhance, develop and search for new alternative ways to motivate the employees in order to improve their job performance and overall satisfaction.

5.2 Research Finding Discussion

For this study of discussion, this project research contains two main discussion aims (1) on the intrinsic reward impact on the employee motivation towards the employee performance, (2) the extrinsic reward impact on the employee motivation towards the employee performance.

Table 4.37 Correlation of intrinsic and extrinsic analysis



5.2.1 The Review Demonstrate

This study of the above **Table 4.37** has identified the autonomy and empowerment, trust and recognition as the intrinsic rewards factor that influencing the employee motivation where it's so observable that recognition is one of the main rewards that employees' value greatly with attention and evaluation can be also a good incentive that encourages workers to continue to show their better performance. (Chaudhary, 2012), (Ryan & Deci, 2000).

The results of this study, extrinsic motivation may assist the employees to form and to preserve a healthy and professional relationships with the employer that will result in the increased in cohesion, a positive company culture and to improved productivity where it plays a crucial role in determining the actions and behaviour models of a company's employees where every organization or company, their employees are extrinsically motivated by their compensation they obtain for their work done. (Pratheepkanth, 2011; Lotta, 2012). Burton (2012)

5.2.2 The Intrinsic Rewards on the Employee Motivation towards Performance

This study identified the autonomy and empowerment, trust and recognition as the intrinsic rewards factor that influencing the employee motivation where it's so observable that recognition is one of the main rewards that employees' value greatly with attention and evaluation can be also a good incentive that encourages workers to continue to show their better performance. As per, (Chaudhary, 2012), with moral incentives which include more recognition, firmness and positively on feedback that an employee delivers to his manager and are more responsibility in according to what Chaudhary (2012) claim, where the intrinsic factors are a set of behaviour which people are involve in and whose are result for enjoyable or are for occasionally inspiring when employees need motivation through work efficiency and a sense of loyalty and value therefore, in general, the inner motivation that are obtained from a person or his movement influences their performance and a sense of feeling of well-being (Ryan & Deci, 2000).

Trust is one of the most important factors in between the employees and the employer where its influences the employee motivational level because trust is a powerful factor that keeps people

together. The perception of trust is defined based on action from communication, behaviour and decision. Apart from trust, delegation is also one of the crucial factors that enable the effectiveness of the management of individuals in order to give them a business away from pressure and this will motivate them to do more where it is proved that delegation is the process of giving tasks to an employee and giving them the full authority to make the assigned decisions for these tasks without consulting the superior.

Ziegler, et al. (2009) claim that the need to accomplish any aims or purposes is one of the biggest drivers of the employee performance and Zhou (2011) describes achievement as the ability to obtain a result based on the specific goals or objectives where this reward factor to the employee's performance is called an achievement. Ziegler, et al. (2009) proclaim that persistence is one of the main factors that contribute and influence to the employee achievement. And Tremblay et al. (2010) consider that the employee confidence in success is to enhance their need for achievement, hence, the different types of accomplishment categories that confidence have in success, perseverance, goal setting and commitment. The main reasons of achievement are an individual desire that cannot be imposed on an employee will alternatively be improved, especially for those who are already self-motivated Redmond (2010).

5.2.3 The Extrinsic Rewards on the Employee Motivation towards the Employee Performance

Extrinsic rewards systems are designed based on the organizational process for performance structures that determine the level of employee compensation. Therefore, it is essential to assess the remuneration systems as being a fair procedure to all of the employees in terms of standard operations, rules, regulations and the remuneration mechanisms (Pratheepkanth, 2011; Lotta, 2012). Burton (2012) assumes that management decisions in awarding employee compensation must be above all else. When employees feel that their organization is fair in awarding extrinsic rewards, they are committed to organizational performance and sustainable development. Besides that, the employees may contribute their best efforts to seek means of improvement and to ensure the quality of their deliverables task or work in order to receive the recognition and the respect from their team or supervisors.

In organizational behaviour, extrinsic motivation plays a crucial role in determining the actions and behaviour models of a company's employees where every organization or company, their employees are extrinsically motivated by their compensation they obtain for their work done. Nonetheless, salary is not the main factor of single extrinsic motivation influence since countless organizations offer many other rewards, such as bonuses, commissions and that the intangible extrinsic rewards such as praise and peer recognition are typically obtainable in many workplaces. Literally, the importance of extrinsic motivation basically incurs in the office as it may because this will increase the productivity by offering the rewards at the end of the completion of the tasks assigned, this will definite be able to increase the productivity in the workplace. Therefore, if the employees are aware and know that there is a reward at the end of their hard work, they will definitely likely to maintain fully focus and input their best efforts towards their task. Attaining rewards for the completion of tasks assigned may be vary, but nevertheless it could be including salary, compensation and benefits, praise and more. Receiving the earning a salary for the successful in the completion of tasks is an important instance of the extrinsic motivation in the workplace.

In the meanwhile, in the workplace, extrinsic rewards are used to motivate the attention of the employees in their tasks assigned in which they are not initially interested. In adding the other sources of motivation serve typically to encourage the employees to acquire the new knowledge and skills. Hence, the management of the company may use the extrinsic rewards as the source of feedback to influence the productivity and the performance of its employees. Moreover, a long-term objective of promotion or career advancement for the employee is also the example of extrinsic motivation in compelling them to apply for a position with the possibility of internal promotion where it may also work as an external reward for the dedication of work done, the quality of work and in maintaining the long-term positions and the positive relationships within a company and the employee.

This study also shows that sustaining and maintaining positive relationships may be an external reward of an effective communication and empathy with an active listening between employee and the employer. In workplace, this extrinsic motivation may assist the employees to form and to preserve a healthy and professional relationships with the employer that will result in

the increased in cohesion, a positive company culture and to improved productivity.

5.3 The Implication of the Research

5.3.1 Theoretical of Implication

In the terms of theoretical implication of the research, this project study established a positive and an optimistic relationship that the intrinsic and extrinsic factors rewards impacting and are influencing the employee's motivation and the impact on employee's performance in the electrical & electronics in Penang. Therefore, the context of this study braced the interrelationship in prevailing the theories and the past study of this research about the intrinsic and extrinsic factors in rewards impacting and are influencing the employee's motivation and the impact on employee's performance.

5.3.2 Employee Motivation and the Impact on Employee Performance

The conclusion of this study has significant implication impact of employee motivation in employee performance when a motivated influenced employee is seen to be loyal to their organization and they may find a value and create a positive social status in their work. Thus, they may also drive themselves to always discover their very best selves for the organization and nurture the environment of the whole workflow becomes more efficient and productive. Thus, the organizations' capacity will see an increase in their daily yield to produce a high-quality output of work is increases. With time gradually flows, the employees may take on more and more task and responsibilities without compromising the quality of their work. In addition to this study as the current trend of highly competitive market in the industry of electrical & electronics era, each of the organization in the industry needs to make a competitive sustainable profit margin to keep their organization afloat.

The revenue of profit is various as it depends on the quantity and quality of a company's work. Thus, as a result, the organization may increase both of their quality and their productivity effectively with the help of their motivated workers along with this outcome, the companies may contribute or offer to their employees an appropriate recognition and incentives of reward while acquiring a highly motivated employee to increase the company overall productivity significantly.

Therefore, it is so crucial that the organizations must take numerous initiatives and inventiveness to always keep their employees stay motivated. And with these motivated employees, the organizations than may increase the quality and quantity of the work they produce and perform. Consequently, with the increased in the profit margin this allow the company to give better salaries to their employee, upgraded their incentives and increase more rewards, and to provide more compensation and benefits to make their employees' lives tranquil. As a result, the employees will definite stay loyal and engaged with the organization and keep evolving with it.

5.4 Limitation of the Research

Based on this study research, there are several research limitations that still can be improved and is still have the allowable open opportunities for further future research to explore. Initially, the first limitation research of this study analysed is that the sample size for the respondent for the allocation of time is not sufficient enough because is it due to the limitation of the research given time constraint, additionally, the research respondents that took part are only based from Penang region only where the electrical & electronics industry is still available wide in the whole Malaysia. Henceforth, the collected data analysed and the results generated factually unable to generalized for the whole population of employee working in the electrical & electronics industry in Malaysia.

The following subsequent limitation of this study in this research is only manage to measure on the intrinsic and the extrinsic factor that influencing the employee motivation as the factor impacting the employee performance, yet other factors such as quality of work (accuracy, thoroughness, competence), quantity of work (productivity level, time management, ability to meet deadlines), job knowledge (skills and understanding of the work), working relationships (ability to work with others, communication skills) where the other factor and element contributing to the influence of motivation should also took into thoughtful consideration in order to increase the scope and perception of this research to attain more concrete and solid conclusions.

An additionally limitation of this research study is the selection of inclusion on only one type of business industry which is electrical & electronics manufacturing industry only. For that reason, the collected data for this study is just typically based on electrical & electronics industry

in which principally dissimilar type of industries have different type of organization and system which may stimulate and surface a diverse response or reaction on the data collected from the survey by the respondent (employee) as the factor and environment impact mainly unlike.

Last but not least as a summary, the upcoming of the research study would definitely include the above factors and improve to widen the scope of research to ensure the analysis that attain from the research study resulted and demonstrated a more reliable data that would be more appropriate and suitable to be universally use as the guideline to all others industry as the key factors for the employee performance methodologies.

5.5 Recommendation for Future Research

Generally, at the humble backdrop of the clarifications of this exploration and the findings of the investigation survey, this research study would optimistically propose few of the following recommendations towards the finding of the whole project. A definite comprehensive wider and broader scope and perspective of research has to be for this study to be suggested that the researchers needed to conduct on these similar studies. Furthermore, this study only focuses mainly on the electrical & electronics industry where, the outcome to conduct on others industry area with others key factors would be much constructive and practical. Additionally, it would also strengthen and support the results and benefit the other industries or firms to benchmark the possible strategies to enhanced the approaches in strengthening the factor to boost and lift the enhancement on the employee motivation and drives the employee towards the quality and productivity of work and lifts up the employee performance in an organization. Organizations that preserve their employees motivated, their production may be done without any interruption and disturbance. Consequently, these organizations will certainly achieve a great harmony of combination in the whole production workflow synchronizing the whole organization management system in influencing the productivity positively.

5.5.1 Recommendation for Motivating Employee

Motivating employees today are not an easy task in the current competitive business environment where multiple and numerous methods of different companies operating globally have in the market where some of the strategies are prevalent transversely all over the organizations striving to improve the employee motivation. As a result, the most effective employee motivation in this present day will focus on what the employees deem to be important. For that reason, it depends on the employer to make a sufficient effort in supporting the employee motivation and to make a success on it. Organizations today discover that flexibility in job design and reward systems has resulted in employees increased in longevity with the company and it is indeed proven in improving the productivity and as well as a better morale.

Every organization have a duty to look into further the perspective of employee motivation factor and agree and recognize the impact of the employee motivation to be implemented on the long and the short term in the organizational for the company goals and objectives. The acknowledgement of the organizations on the impact of the employee motivation on the various aspects which impacting the organization productivity, production and employee performance, as well as the attendance and the employee absenteeism levels, handling the employee turnover rates and as well as the employee stress levels, and so, the organization and the general management must deliberate in implementing the policies and must ensure to practices positively in term to bring the effective affect to the employee motivation.

5.5.2 Recommendation for Intrinsic Factors that Influence Employee Motivation

Equally the organization and the management together with the employees must appreciate the influence of the intrinsic factors on the employee motivation levels. The organization must effectually exploit the extrinsic factors in influencing the employee motivation as an effective approach and policy for establishing a positive key towards the employee motivation. The organization should also take in such extrinsic factors as a job security and increase the monetary incentives among the other practices that be able to positively stimulus the intrinsic factors and to facilitate the establishment to the higher levels of the employee motivation.

5.5.3 Recommendation for Extrinsic Factors that Influence Employee Motivation

Overall of this study of research shows that the organizations in the current business era must give their commitment to offer more attention to the extrinsic factors that impacts on the employee motivation. Organization must recognize and acknowledge the extrinsic factors in their human resource management standard practices so as to make sure that the employees are well motivated to perform their tasks. Organizations should take into account that the extrinsic factors that influence employee motivation levels also do impact on their employee personality as well as the intrinsic factors and the impact on the general aspect of the employee motivation in all levels. The management of the organization must put effort to ensure the effectiveness and adequate dissemination of information across all its employees.

5.6 Conclusion

5.6.1 Intrinsic Factors that Influence Employee Motivation

The influence of the intrinsic factors is so important in that they eventually constitute the internal driving force in the individual which starts and sustains as a chain of action and reaction to the whole research study. The key element of intrinsic in motivating factors go deep to the core of the employee's where observation about their jobs and about how they feel on that where their tasks that they are assigned are meaningful and relevant. The factor of intrinsic motivation really influences the employee into developing a certain mind set in regarding to their jobs. With such perceptions and control of the level of the employee motivation. Consequently, being inborn, such issues as the employee's perception about them being appreciated by the organization and opinion about their jobs is among the other subjective factors that are therefore so crucial in determining the level of their satisfaction that an employee may feel in regarding to their jobs. Hence, they ought to create a conducive environment at work to enhance the workers' performance ever since there appears to be various differences in their needs and behaviours based on demographic factors. Therefore, the management should create and establish a good relationship with the employees in the work place to determine and address the employees' problems and their motivation factors effectively.

5.6.2 Extrinsic Factors that Influence Employee Motivation

When it comes to these factors were the extrinsic factor are impacted by the nature where it involves the environmental of the surrounding, that is the reason the employee motivation is a function of many factors when it's linked to the extrinsic factor where the implementation is within the controls of the organization and management and are also the external obligation on the employee. Consequently, the organizations may leverage these factors to boost up their employee's levels of motivation. This manner in which the organization will handles or will manages these extrinsic factors are indeed a crucial step in determining not only the level of employee motivation on their own but also to influence other factors, especially the intrinsic factors that further act as a determinant of the level of motivation of the employees. It is significant for the employers to have to know their employee's current needs and priorities.

5.6.3 Impacts of Employee Motivation on Employee Performance

Motivation is measured as a predictor of a job performance where the impact of motivation in the workplace will eventually help to boost the employee morale. At the same time, the results and outcome from a motivated employee will harvest a high level of productivity in their work and as well as lower down the level of absenteeism in the workplace. Besides that, a motivated employee will also have reduced the turnover rate since employees are enjoying their work. As a result, understanding what is the factors that motivates the employees in a given organization becomes a crucial matter in that where it will help the management to concentrate more on those motivating factors and how to improve them ultimately. Subsequently, the multiplier effects of the employee motivation on the employee performance is that, it impacts it directly on the employee performance where this resulting to safe costs arising from when employee absenteeism and turnover rate goes down and also help to boost the organization bottom line due to the increased of output in their productivity.

REFERENCES

- Aarabi. M. S, Subramaniam. I. D, Akeel. A. A. A, 2013, Relationship between Motivational Factors and Job Performance of Employees in Malaysian Service Industry, Asian Social Science; Vol. 9, No. 9; 2013 ISSN 1911-2017 E-ISSN 1911-2025. [Accessed 25thJul 2016].
- Abadi, F. E., Jalilvand, M. R., Sharif, M., Salimi, G. A., & Khanzadeh, S. A. (2011). A Study of Influential Factors on Employees' Motivation for Participating in the In-Service Training Courses Based on Modified Expectancy Theory. *International Business and Management*, 2 (1), 157-169.
- Abiodun, R. (2010). Leadership Behavior Impact on Employee's Loyalty, Engagement and Organizational Performance: Leadership Behavior and Employee Perception of the Organization. AuthorHouse.
- Abeyasekera. S, 2000, QUANTITATIVE ANALYSIS APPROACHES TO QUALITATIVE DATA: WHY, WHEN AND HOW, Statistical Services Centre, pp. 1-12 [Online] Available through: http://www.reading.ac.uk/ssc/resources/Docs/Quantitative_analysis_approaches_to_qualitative_data.pdf [Accessed 15th Mar 2015].
- Alshmemri, M., Shahwan-Akl, L., & Maude, P. (2017). Herzberg's Two-Factor Theory. *Life Science Journal*, 14(5), 12-16.
- Banerjee, A., & Chaudhury, S. (2010). Statistics without Tears: Populations and Samples. *Industrial Psychiatry Journal*, 19(1), 60.
- Bruce, A. (2003). How to motivate every employee: 24 proven tactics to spark productivity in the workplace. McGraw-Hill eBooks. <http://ci.nii.ac.jp/ncid/BA6503735X>
- Cameron, K. (2015). Organizational Effectiveness. *Wiley Encyclopedia of Management*, 1-4.
- Coventry, P. A., Fisher, L., Kenning, C., Bee, P., & Bower, P. (2014). Capacity, Responsibility, and Motivation: A Critical Qualitative Evaluation of Patient and Practitioner Views about Barriers to Self-Management in People With Multimorbidity. *BMC Health Services Research*, 14(1), 1-12.
- Durrheim, K. (2006). Research Design. *Research in Practice: Applied Methods for the Social*

Sciences, 2, 33-59.

- Elliot, A., & Zahn, I. (2008). Motivation. In: N. Salkind (Ed.), *Encyclopedia of Educational Psychology*. (Pp. 687-693). Thousand Oaks, CA: SAGE Publications, Inc.
- Fisher, D. M. (2012). Facet Personality and Surface-Level Diversity as Team Mental Model Antecedents: Implications for Implicit Coordination. *Journal of Applied Psychology*, 97(4), 825-841.
- Gilley, A., Gilley, J. W., & Mcmillan, H. S. (2009). Organizational Change: Motivation, Communication, and Leadership Effectiveness. *Performance Improvement Quarterly*, 21(4), 75-94.
- Golshan, N. M., Kaswuri, A.H., Agashahi, B, Amin, M, & Ismail, W.K.W. Effects of Motivational Factors on Job Satisfaction: An Empirical Study on Malaysian Gen-Y Administrative and Diplomatic Officers 3rd International Conference on Advanced Management Science IPEDR Vol 19.
- Guay, F (2010). Intrinsic, Identified, and Controlled Types of Motivation for School Subjects in Young Elementary School Children. *British Journal of Educational Psychology*, 80(4), 711–735.
- Sector', *African Journal of Business management*, Vol 4, No. 10, Pp. 2157-2163.
- Hafiza. N. S, Shah. S. S, Jamsheed. H, Zaman. K, 2011, RELATIONSHIP BETWEEN REWARDS AND EMPLOYEE'S MOTIVATION ON THE NON-PROFIT ORGANIZATIONS OF PAKISTAN, pp. 327 –334. [Online] Available through: http://saycocorporativo.com/saycoUK/BIJ/journal/Vol4No2/Article_11.pdf [Accessed 5th Aug 2016].
- Harwell. M. R, 2011, RESEARCH DESIGN IN QUALITATIVE/QUANTITATIVE/ MIXED METHODS, *The Sage handbook for research in education*, pp. 147-163. [Online] Available through: http://www.sagepub.com/sites/default/files/upm-binaries/41165_10.pdf [Accessed 15th Mar 2016].
- Heathfield. S. M, 2015, What Is Employee Motivation. [Online] Available through: <http://humanresources.about.com/od/glossary/g/employee-motivation.htm> [Accessed 4th Mar 2016].
- Imran, R., Fatima, A., Zaheer, A., Yousaf, I., & Batool, I. (2012). How to Boost Employee Performance: Investigating the Influence of Transformational Leadership and Work Environment in a Pakistani Perspective. *Middle-East Journal of Scientific Research*,

11(10), 1455-1462.

John. A, Gyamfuaa. K. A, Adwoa. N. T, Anita. K. A, Agnes. A, 2012, EFFECTS OF MOTIVATION ON EMPLOYEES PERFORMANCE AT FIRST ALLIED SAVINGS AND LOANS LIMITED, ADUM BRANCH–KUMASI, pp. 1-57. [Online Available through:
<http://ir.csuc.edu.gh:8080/xmlui/bitstream/handle/123456789/30/MOTIVATION.pdf?sequence=1> [Accessed 8th Mar 2016].

Kamalian, A. R., Yaghoubi, N. M., & Moloudi, J., (2010) Survey of Relationship between Organizational Justice and Empowerment (A Case Study). *European Journal of Economics, Finance and Administrative Sciences*, 24, 165-171.

Luthans, F. (1995). *Organisational Behaviour*. (7th Ed.). McGraw-Hill, Inc. Mcleod, S. (2007). Maslow's Hierarchy of Needs. *Simply Psychology*, 1, 1-8.

Maiya, U., Krishnamurthy, M. V., & Sukhesh, P. (2011). Employees' Perception Towards Organizational Success Through Performance Management System. *Indian Journal of Commerce and Management Studies*, 177–184.
<https://www.scholarshub.net/index.php/ijcms/article/view/58>

Medcof, J. W., & Song, L. J. (2013). Exploration, exploitation and human resource management practices in cooperative and entrepreneurial HR configurations. *International Journal of Human Resource Management*, 24(15), 2911–2926.
<https://doi.org/10.1080/09585192.2012.756055>

Mehmood. N, Irum. S & Ahmed. S, (2012). A Study of Factors Affecting Job Satisfaction (Evidence from Pakistan). *Interdisciplinary Journal of Contemporary Research in Business*. Vol 4, No 6.

Muchinsky, P. M. (1977). Employee Absenteeism: A Review of the Literature. *Journal of Vocational Behavior*, 10(3), 316-340.

Mudor, H. & Tooksoon, P. (2011). “Conceptual Framework on the Relationship between Human Resource Management Practices, Job Satisfaction and Turnover”, *Journal of Economics & Behavioral Studies*. Vol. 2(2): Pp. 41 – 49.

Muhammad R. A & Wajidi. F.A (2013) Factors Influencing Job Satisfaction in Public Health Sector of Pakistan. Double Blind Peer Reviewed International Research Journal Publisher: Global

- Journals Inc. (USA).
- Orpen, C. (1979). The Effects of Job Enrichment on Employee Satisfaction, Motivation, Involvement, and Performance: A Field Experiment. *Human Relations*, 32(3), 189-217.
- Oso. W.Y and Onen, D. (2005). *A General Guide to Writing a Research Proposal and Report, a Handbook for Beginning Researchers*. Options Press and Publishers, Kisumu, Kenya.
- Rukhmani, K., Ramesh, M., & Jayakrishnan, J., (2010). Effect of Leadership Styles on Organizational Effectiveness. *European Journal of Social Sciences*, 15 (3), 365-369.
- Saif, K.F., Nawaz, A., Jan, A. & Khan, M.I. Synthesizing the Theories of Job-Satisfaction across the Cultural/Attitudinal Dimensions. *Interdisciplinary Journal of Contemporary Research in Business*, 2012, 3 (9): 1382-1396.
- Sansone, C., & Harackiewicz, J. M. (Eds.). (2000). *Intrinsic and Extrinsic Motivation: The Search for Optimal Motivation and Performance*. Elsevier.
- Santrock, J. (2009). (4th Ed.) *Educational Psychology*. New York, NY: Mcgrawhill
- Semykina, A., & Linz, S. J. (2013). Job Satisfaction And Perceived Gender Equality In Advanced Promotion Opportunities: An Empirical Investigation. *Kyklos*, 66(4), 591-619.
- Sisk, D. (2009). Achievement Motivation. In B. Kerr (Ed.), *Encyclopedia of Giftedness, Creativity, and Talent*. (Pp. 13-16). Thousand Oaks, CA: SAGE Publications, Inc.
- Snoeker. N, 2010, Pay factor, employee satisfaction and motivation: A survey on the influence of pay factors and character traits on perceived reward satisfaction and motivation. [Accessed 25th Jul 2016].
- Stella. O, 2008, Motivation and Work Performance: Complexities in Achieving Good Performance Outcomes; A Study Focusing on Motivation Measures and Improving Workers Performance in Kitgum District Local Government, pp. 2-83. [Online] Available through: <file:///C:/Users/user/Downloads/Stella%20Opu%20HRE.pdf> [Accessed 8th Mar 2016].
- Westover, L.A. (2010). Enhancing Long-Term Worker Productivity and Performance: The Connection of Key Work Domains to Job Satisfaction and Organizational Commitment. *International Journal of Productivity and Performance Management*, 59(4):372-387
- Whittaker, C. (2008). Hotel Operator Motives in UK Sale And Leaseback/Management-Back Transactions. *International Journal of Hospitality Management*, 27 (4): 641-648.

APPENDIX A: SURVEY INTRODUCTION

Dear Respondent,

I am Saw Yu Pang, M22701010, an (ODL), Open Distance Learning working student pursuing Master of Business Administration at University Tun Abdul Razak. As a requirement for partial fulfilment of the course, all students are required to carry out a research on a topic relevant to the course of study. My topic is FACTORS INFLUENCING EMPLOYEE MOTIVATION AND THE IMPACTS ON EMPLOYEE PERFORMANCE IN THE ELECTRICAL & ELECTRONICS (E&E) COMPANIES IN PENANG, MALAYSIA.

I humbly request for your sincere support in completing this research survey information which is required in the questionnaire, so as to enable this research to achieve its success. Your sincerity in this research will be of great honour and will be highly appreciated. Any information provided herein shall be used solely for the purposes of this research only and will be treated with utmost private and confidentiality.

Thank you very much.

Yours faithfully,

Cindy Saw

Saw Yu Pang

APPENDIX B: QUESTIONNAIRES SURVEY SECTION

SECTION 1: EMPLOYEE INFORMATION

a. 6 QUESTIONS

Q1. What is your job role?

Answer Choices

Individual Contributor

Supervisor / Technician / Engineer

Team Lead / HOD

Manager

Senior Manager

Regional Manager

President / Vice President

Management / C-Level / General Manager

Partner

Owner / Director

Volunteer

Intern

Other

Q2. What department do you work in?

Answer Choices

Accounting / Finance

Administration

Customer Service

Manufacturing / Production

Sales / Marketing

Operation

Human Resource

Legal

IT / Business Intelligence

Engineering

New Product / R & D

Public Relations

Others

Q3. What is your age?

Answer Choices

18 to 24

25 to 34

35 to 44

45 to 54

55 to 64

65 to 74

75 or older

Q4. What is the highest level of education you have completed?

Answer Choices

Did not attend school

SPM or IGSCE or O level or Equivalent

STPM or A level or Equivalent

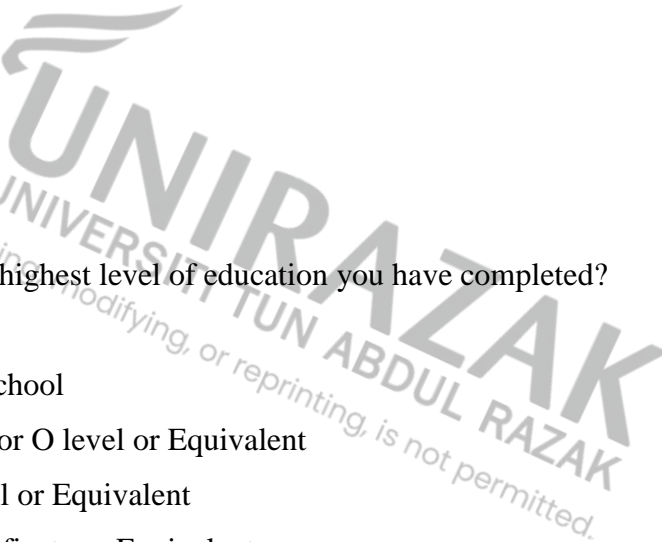
Vocational Certificate or Equivalent

Degree or Equivalent

Master Degree or Equivalent

PhD or Doctorate

Others

UNIRAZAK
UNIVERSITY TUN ABDUL RAZAK
Copying, modifying, or reprinting, is not permitted.

Q5. About how many years have you been in your current organization?

Answer Choices

Less than 1 year

At least 1 year but less than 3 years

At least 3 years but less than 5 years

At least 5 years but less than 10 years

10 years or more

Q6. What is the industry of your organization?

Answer Choices

Agriculture

Infrastructure and Communication

Electronics and Electrical

Oil, Gas, and Energy

Tourism

Wholesale and Retail

Healthcare

Others

Other (please specify)

UNIRAZAK
UNIVERSITI TUN ABDUL RAZAK
Copying, modifying, or reprinting, is not permitted.

SECTION 2: CAREER DEVELOPMENT (Intrinsic)

a. 6 QUESTIONS

Q7. How satisfied are you with your career growth opportunities offer at work?

Answer Choices

Extremely satisfied

Very satisfied

Somewhat satisfied

Not so satisfied

Not at all satisfied

Q8. All employees in your organization have an equal opportunity for advancement.

Answer Choices

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

Q9. I am satisfied with the investment my organization makes for me in the training and development on my work.

Answer Choices

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

Q10. I feel confident that I can develop and grow my career at my company.

Answer Choices

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

Q11. Do you think your current role lets you grow and develop new skills?

Answer Choices

Yes


No

Q12. Have you been promoted for the past 1 year in your organization?

Answer Choices

Yes

No


UNIRAZAK
UNIVERSITI TUN ABDUL RAZAK
Copying, modifying, or reprinting, is not permitted.

SECTION 3: WORKING ENGAGEMENT (Extrinsic)

a. 10 QUESTIONS

Q13. I understand how my work impacts the organization's business goals, mission and vision.

Answer Choices

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

Q14. I feel motivated at work and I am often so involved in my work that the day goes by very quickly.

Answer Choices

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

Q15. I receive recognition from my superior, management and company that motivates me to put forth my best work.

Answer Choices

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

Q16. On a scale of 1-5 star, how excited are you usually to go to work?

Answer Choices

Star

Q17. Are you feeling motivated to be productive at your work performance? If NO, what would motivate you to be more productive? A new coffee machine, 4-day workweek “feel free to speak your mind!

Answer Choices

Yes

No

If No, (you may specify why)

Q18. What are the biggest challenges you are currently facing while working in your organization?

(Multiple answer is allowed)

Answer Choices

Toxic working environment / toxic colleague

Poor management / organization

Working too many hours / No work life balance

Worry about spreading COVID to my family or people I live with

Overall mental health / No motivation to work

Poor superior leadership / No team work

I have family problem / Personal Problem not related to work / Others

Q19. Employees at this organization support, respect and trust each other.

Answer Choices

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

Q20. Employees in my organization are willingly to accept changes and are cooperatives with the organization for the changes.

Answer Choices

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

Q21. You're doing a fantastic job in your organization! But, are you happy with what you do now with your organization?

Answer Choices

Yes

No

If No, (you may specify why)

Q22. How likely are you to recommend your organization to a friend to work?

Answer Choices

Likely

Unlikely

UNIRAZAK
UNIVERSITI TUN ABDUL RAZAK
Copying, modifying, or reprinting, is not permitted.

SECTION 4: COMPENSATION & BENEFITS (Extrinsic)

a. 5 QUESTIONS

Q23. I feel that my salary and compensation is fair, relative to similar roles at my company.

Answer Choices

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

Q24. Do you think your organization incentives and benefits motivates you?

Answer Choices

Yes

No

If No, (you may specify why)

Q25. What type of incentives and benefits motivates you most?

Answer Choices

Recognition and rewards

Professional development & Tuition reimbursement

Profit sharing

Bonuses and raises

Fun gifts & Additional time off

Referral programs / Choice of projects

Health and wellness

Q26. I am satisfied with the amount of paid leave offered by my organization.

Answer Choices

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

Q27. Overall, how satisfied are you with the benefits package that the company offers?

Answer Choices

Extremely satisfied

Very satisfied

Somewhat satisfied

Not so satisfied

Not at all satisfied


UNIRAZAK
UNIVERSITI TUN ABDUL RAZAK
Copying, modifying, or reprinting, is not permitted.

SECTION 5: MANAGEMENT RELATIONSHIP (Intrinsic)

a. 13 QUESTIONS

Q28. Do seniors and colleagues appreciate you for your work in your organization?

Answer Choices

Yes

No

Other (please specify)

Q29. I feel that my work is seen and appreciated within my team or company.

Answer Choices

Yes

No

Q30. The recognition I receive from my direct manager/lead/co-workers motivates me to do my best.

Answer Choices

Yes

No

Q31. Do you feel your concerns and opinions are taken into consideration in regards to the development, decision making in your organization's culture?

Answer Choices

Yes

No

Q32. Communication between senior leaders and employees is good in my organization.

Answer Choices

Strongly agree

Agree

Neutral

Disagree

Strongly Disagree

Q33. Overall, did you feel that your work environment was positive or negative?

Answer Choices

Very positive

Positive

Neither positive nor negative

Negative

Very negative

Q34. My supervisor and I have a good working relationship.

Answer Choices

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

Q35. From Most Dislike 1 to Most like-5, Please rank the following workplace factors based on how important they are to you.

Answer Choices

Good pay

Job security

Growth opportunities

Favourable working conditions

Interesting work

Loyalty to employees

Constructive management

Organizational appreciation for work done

Understanding/helping with personal issues

Being involved in things

Q36. Rate your level of satisfaction with the work culture in your organization that's motivate you.

Answer Choices

Smiley

Q37. Are you happy with the management style of your organization?

Answer Choices

Yes

No

If No, (you may specify why)

Q38. I am satisfied with the workplace flexibility offered by my organization.

Answer Choices

Strongly agree

Agree

Neutral

Disagree

Strongly Disagree

Q39. Overall, how satisfied or dissatisfied are you with your current job?

Answer Choices

Very satisfied

Somewhat satisfied

Somewhat dissatisfied

Very dissatisfied

Q40. Senior management and employees trust each other.

Answer Choices

Strongly agree

Agree

Neutral

Disagree

Strongly Disagree

..... **End of Questionnaire**


UNIRAZAK
UNIVERSITI TUN ABDUL RAZAK
Copying, modifying, or reprinting, is not permitted.

APPENDIX C: APPROVAL PAGE

TITLE OF PROJECT: FACTORS INFLUENCING EMPLOYEE MOTIVATION AND THE IMPACT ON EMPLOYEE PERFORMANCE IN THE ELECTRICAL & ELECTRONICS (E&E) COMPANIES IN PENANG, MALAYSIA.

NAME OF AUTHOR: SAW YU PANG (M22701010)

The undersigned is pleased to certify that the above candidates have fulfilled the condition of the project paper prepared in the partial fulfilment for the awards of the degree of Master of Business Administration.

SUPERVISOR

Signature : _____

Name :

Date :



ENDORSED BY

Dean

Graduate School of Business

Date:

THIS PAGE IS INTENTIONALLY LEFT BLANK

