

**THE RELATIONSHIP BETWEEN MOTIVATIONAL
FACTORS AND JOB PERFORMANCE AMONG NON-
EXECUTIVE STAFF AT INSTITUT PENDIDIKAN GURU
KAMPUS BATU LINTANG (IPGKBL) KUCHING,
SARAWAK.**

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“DECLARATION OF ORIGINAL WORK”

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Hereby, declare that:

- This work has not previously been accepted in substance for any degree, locally or overseas, and is not being concurrently submitted for this degree or any other degrees.
- This project-paper is the result of my independent work and investigation, except where otherwise stated.
- All verbatim extracts have been distinguished by quotation marks and sources of my information have been specifically acknowledged.

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ABSTRACT

The aim of this study was to determine the motivational factors and job performance among non-executive staff at Institut Pendidikan Guru, Kampus Batu Lintang in Kuching, Sarawak. The independent variables are salary, work environment and job security. Then, the dependent variables were job performance. This study was using census sampling method and the questionnaire has been used in this study were adapted from Conrad et al., (1999), Bushiri (2014), De Witte, (2000) and Borait et al., (1975). A total of 100 questionnaires were distributed to the non-executive staff at Institut Pendidikan Guru, Kampus Batu Lintang in Kuching, Sarawak. The total of returned questionnaire was 90 respondents. The data was analyses using SPSS Version 23.

The correlation analysis revealed that the three variables which were salary ($r=.570, p<0.01$), work environment ($r=.593, p<0.01$) and job security ($r=.673, p<0.01$) has strong, positive and significant relationship toward job performance. The findings of this study provide guidelines for the management to motivate their employees in term of their performance. Therefore, the study concludes that motivational factors have an relationship towards job performance.

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CHAPTER 1

INTRODUCTION

This research aims to examine the relationship between motivational factors and job performance. This chapter explains background of the study, statement of the problem, research objectives, research questions, significance of the study, limitations of the study, and definition of terms to provide further understanding towards this research that have been conducted at Institut Pendidikan Guru, Kampus Batu Lintang (IPGKBL) Kuching, Sarawak.

Background of The Study

The motivational factors are the most essential part in helping to increase the employees' job performance. Motivation in organizations is very significant for each employee to change behavior in positive ways (Aarabi, Subramaniam, and Akeel, 2013). The phases of motivation depend on how the employees maximize their efforts directly to the goals and maintain it (Aarabi et al., 2013). It means the higher efforts the employees give, the opportunity to achieve the organizations goals will be a success.

Therefore, a lot of research has been conducted regarding motivational factors and job performance. This study seeks to address the relationship between the independent variables such as Salary, Work Environment and Job Security and the dependent variable, which is Job Performance.

According to Idrees, Xinping, Shafi, Hua and Nazeer (2015), previous studies have stated that salary has a straightforward relation with job performance. Therefore, salary plays an important role in determining firm's productivity

The employee with a high salary seems to be motivated to perform their task contrary from employees with a low salary because they feel unmotivated and tend to neglect their work.

There is a significant relationship between work environment and job performance factor in the multinational organization (Aarabi et al., 2013). According to the same study, the top management or managers have to find a way on how to make the workplace environment more harmonious. Perhaps they can manage events which can strengthen relationship among their employees. Programs such as trips, office potluck, and tea breaks will create cheerful surrounding (Aarabi et al., 2013).

Job security was placed one of the three most significant motivational mechanisms between other divisions of category. Lack of job security may result in work turnover among the employees (Aarabi et al., 2013).

Statement of The Problem

Previous studies have been done regarding the relationship between motivational factor and job performance in particular industry in Malaysia. However, the variables used by other researchers were different from each other. There was no significance relationship between certain motivational factors on job performance that have been studied in industry environment. So, we want to identify if there was any relationship between the factors that we want to study in the office environment. Besides, the way they measured the findings also contrasted with one another. Therefore, we would like to

investigate the relationship between motivational factors and job performance. The main problem faced by the organization was did not know what the need of their employees to keep motivates them to do work. Level of employee's motivation is very important in order to keep company productivity unaffected. Previous researchers stated the fact that to produce employees with high performance, the organizations should make their employees satisfied with their job, at the same time it is to reduce employee's turn over (Elnaga and Imran, 2013).

Employees who perform well tend to be motivated and enable to produce high level of productivity for the organization (Ghaffari, Shah, Burgoyne, Nazri, and Salleh et al., 2017). If the employees are emotionally stable, they will tend to be satisfied and happy with their job, the management efforts to motivate employees become uncomplicated (Elnaga and Imran, 2013). A study has been conducted by Idrees et al. (2015), which proven that salary is competent as variable, if the salary is increase at the certain level the employees job performance also increase. Salary is also one of the great motivators for the employees (Idrees et al., 2015). Study by Aarabi et al. (2013), stated that employees will work diligently when they receive a raise in salary The same study also found that low salary will make the employees feel less motivated.

Recent evidence by Aarabi et al. (2013), found that friendly environment has an absolute effect towards job performance. To perform their job more effectively employees would likely want a friendly environment in their organization. It is also stated that many workers want to switch their jobs when they are stressful. Employees may accept the friendly-environment into the workplace as a stressful reliever from the

job (Woolf, 2014). A study conducted by Zhang (2016), mentioned that the lack motivation factor can cause turnover. Turnover among employees happen when the employee makes personal decision to leave the organization. Lack of job security also may cause job stress because they feel insecure with work in the organization. Stress at work also may cause the employees to become unproductive and cannot perform their tasks efficiently. Another study by Ekienabor (2016) which was conducted at Nigeria University among the academic staff on the impact job stress also agree that lack of motivation can cause job stress.

Research Objectives

There are three (3) research objectives for this study:

- RO1. To investigate the relationship between Salary and Job Performance among the non-executive staff at Institut Pendidikan Guru, Kampus Batu Lintang, Kuching Sarawak.
- RO2. To investigate the relationship between Work Environment and Job Performance among the non-executive staff at Institut Pendidikan Guru, Kampus Batu Lintang, Kuching, Sarawak.
- RO3. To investigate the relationship between Job Security and Job Performance among the non-executive staff at Institut Pendidikan Guru, Kampus Batu Lintang, Kuching, Sarawak.

Research Questions

There are three (3) research questions in this study:

- RQ1. Is there any relationship between Salary and Job Performance among non-executive staff at Institut Pendidikan Guru, Kampus Batu Lintang, Kuching, Sarawak?
- RQ2. Is there any relationship between Work Environment and Job Performance among the non-executive staff at Institut Pendidikan Guru, Kampus Batu Lintang, Kuching, Sarawak?
- RQ3. Is there any relationship between Job Security and Job Performance among the non-executive staff at Institut Pendidikan Guru, Kampus Batu Lintang, Kuching, Sarawak?

Significance of the Study

This study is significant to the organization, the non-executive staff and future researchers.

1. Organization

The findings of this study would help the management to be aware of the motivational factors that would help enhance the non-executive staff performance.

2. Non-Executive Staff

The findings of this study would help the non-executive staff to know the importance of motivational factors in relation to job performance.

3. Future researchers

The findings of this study can be used as a reference by future researchers conducting similar studies in future.

Limitations of the Study

The limitations of this study are:

1. The respondents for this research were limited to the non-executive staff of Institut Pendidikan Guru Kampus Batu Lintang, Kuching Sarawak.
2. Only the questionnaire has been used as the instrument to collect data.

The findings of this study cannot be used to generalize to other organizations.

Definition of Terms

The definition of terms for this study are as follow:

Motivation

Motivation is internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job, role or subject or to make an effort to attain goal (Ganta, 2014).

Job Performance

Job performance can be defined and assessed in terms of quantifiable outcomes of work behaviour's such as amount of sales, numbers sold and also in terms of behavioural dimensions which may include work-related communication, decision making, problem solving among other skills (Alshuwairakh, 2016).

Salary

Salary can be defined as a fixed amount of money paid to worker usually measured at monthly and annual basis, not hourly, as opposed to wages, salary is a fixed amount of money or compensation paid to employee by an employer in return of work done (Idrees, Xinping et. al., 2015).

Work Environment

A work environment can be referred to as an area where employees will perform their task. The physical form of working environment involves space, physical layout, noise, tools, materials, and employee's relationship with other co-workers, managers and subordinates (Suharno, Purwanto, and Rachmand, 2017).

Job security

Job security can be defined as protection against job loss (Kraja, 2015).

Non-Executive

Someone who has non-executive position in a company gives advice but is not responsible for making decisions or ensuring that decision are carried out. (Oxford Dictionary)

CHAPTER 2

LITERATURE REVIEW

This chapter explains the independent variables and dependent variables for this study. There are three independent variables in this study which consisted of Salary, Work Environment and Job Security which is based on (Aarabi et al., 2013). The dependent variable for this study is Job Performance.

Motivation

Motivation has four drivers which is, bond, acquire, defend and comprehend and there also have organizational level of motivation which is the reward system, the culture, the job design and performance-management, and the resources allocation processes (Bhumika and Jeeyaram, 2014). The study conducted by Saifullah (2015), motivation is a drive that makes people willing to put their best when do something. Motivation is a person's internal disposition to be concerned with and approach incentives and at the same time avoid a negative incentive. Employees motivated needed for the survival of the company and it helps to increase productivity (Saifullah, 2015).

According to Muda, Rafiki and Harahap (2014), are defined the motivation as a willingness or the desire to do something, conditioned by the activities' or the ability to satisfy with some of needs. Manners of self-satisfaction, self- fulfillment and commitment are related to the motivation which is expected to produce a better quality of the work and oblige to the organization policies which will extensively materialize

efficiencies and competitive advantages. Motivation increase job performance by making the work more meaningful and interesting. It also makes the employees more productive and improves their subsequent job performance (Muda et al., 2014).

Hygiene Factors

This study is only focus on the Hygiene Factors. Hygiene Factors (dissatisfies) are concerned with the environment in which the job is performed. According to the Quible Zane K, (2014) the Hygiene Factors include nine factors, first is Company policy and administration. Company policy and administration are effectiveness of the organization and the way in which its policies are administered. Secondly is working and relationship with supervisors which is included the technological expertise of the supervisors as well as the fairness with which the supervisor deals with subordinates. Thirdly, working conditions are environment of the place of work and adequacy of the equipment and supplies. Next, Salary included all types of compensation. In addition, hygiene factors also include the Interpersonal relations. It means there is a relationship between an employee and his or her peers. Then Personal life is an impact that an individual's personal life may have on job performance and vice versa. Other factors are Relationship with subordinates. Relationship with subordinates is the success with which the supervisor relates to subordinates. Besides is Status, which refers to the amount of status the job provides. Finally is Security, which is about the amount of security provided by the job.

For this study, the researcher only focuses on three factors from Hygiene Factors which is salary, interpersonal relations (work environment) and job security as a theory that related with the independent variables.

Salary

According to the Ghaffari et al. (2017), salary is one of the hygiene factor to encourage people to work comfortable as well as feel motivated to perform their task very well and at the same time a manager who is also able to identify and understand what the employees need to appreciate them in the appropriate way in order to motivate them. Besides that, salary by the worker raises some essential concerns on the corporate needs in the organization and this factor also can increase more productivity of the organization and employee performance.

This study conducted by Aarabi et al.(2013), Malaysia service industry payment towards job performance is also known as salary which is money is the fundamental inducement. For example, there is no other incentive and motivational techniques comes even close to it with respect to it influential value. It also can be pay, promotion, bonuses and other types of reward to motivate and encourage high-level performance of employees.

According to the Idrees et al. (2015), salary is compensation given to the employee's. It can be measured at monthly and annuals basis, not measure based on hour because salary is the fixed amount of money that paid to the employee so the top management hope in return the employees will work hard in their position or complete their task on time. Salary is the most obvious reward that top management use to motivate their employees so that the employees can do better to develop the organization.

Salary can be paid in terms of hourly wage, a rate of wage for each unit produced and piece work rate or rate of wage per month of year as well as it can be cash and non-cash payment. For the non-cash payment, the employees received house and transport

facility while cash is can be bonuses or basic salary. More importantly, the salary is useful for the top management to be aware that higher job performance can lead to higher level of job satisfaction which it can enhance profitability as well as productivity (Idrees et al., 2015)

This study also mentioned that the salary is not necessary for worth living but also inflation, economic growth and productivity. Besides that, the salary is very important if the employees want to be effective make sure it is linked to performance management for real. If the organization has an effective of wages strategy, they can contribute on the viability of the unit of work such as achieve the targets of work, goals, vision and mission of the organization (Idrees et al., 2015).

Work Environment

A work environment can be referred as an area where employees will perform their task. It is also a place that will give a positive and negative affect on the quality of their job performance. A positive environment can enhance employee's motivation to their job effectively. Research conducted by Woolf (2014), found that work environment at work culturally involving in entertaining and casual positive occurrences in the workplace such occurrences are tends to get a healthy working environments for employee. These events were probably bring a positive environment in which ideas and information are shared freely.

According to Suharno, Purwanto and Rachmand, (2017), the physical form of working environment involves space, physical layout, noise, tools, materials, and employees relationship with other co-workers and all of these aspect mentioned have a significant and positive relation on the quality of the job performance.

P. Lankeshwara(2016), stated that the environment of the area they are performing their task can give an impact whether it is good or bad environment. If the employees are having a good environment, they could implement their energy and their excellent focus to perform well. According to Pawirosumarto, Sarjana et al. (2017) stated that work environment not only involves physical environment which is the area where employees do their job but it also includes a working relationship between the other co-workers and relationship between subordinates and its superiors.

Based on previous study conducted by Fluegge(2014), there is much unscientific evidence which follow a same idea and proposes that happy at work should improve job performance. Chandra and Priyono, (2016), stated that to increase the job become more efficient and effective it will require the existence of a good working environment that capable of supporting the job performance properly.

Job Security

Job security is one of the reasons employees stay in the organization, as well act as a motivational tool to enhance employees performance. Therefore, job security refers to a certainty that the employees have low risks of becoming unemployed while job insecurity means there are high risk to become unemployed in the future. The study conducted by Aarabi et al. (2013), found that there is significant relationship between job security and employees performance. In the finding, employees will be motivated if they feel secure about their job. The main reason of higher turnover among employees is because they lack of job security. When the top management is not aware of this reason, it could also affect the organization reputation.

According to a study conducted by Lucky, Mohd Sobri, and Hamzah (2013), stated the civil service in Malaysia has high job security rather than people who work in private sectors. Therefore, this study found that employees with high job security more likely to perform their task effectively and efficiently, this is because they feel more secure about their future and remain in the organization. However, job security play as an important role that contribute to organization overall performance as well as an individual itself (Lucky et al., 2013).

A study conducted by Senol (2015) in the context of Malaysia found that employee's ethnicity group could change employee's perceptions towards job security (2015). It is because, some employee's ethnicity group are overshadowed the another group. For example, some organization was controlled by Chinese employees, other ethnic group such as Malay and Indian could be less secure about their job and will also affect their job performance (Senol, 2015).

Job Performance

Job performance is how well employees perform their job. Many business personnel directors assess the job performance of each employee on an annual or quarterly basis in order to help them identify suggested areas of improvement. According to Idrees et al. (2015), job performance of employees can be measured by using a standard and comparing with other individual job performance in that organization.

Based on study that was conducted by Jayaweere (2015), job performance are defined as behaviours or the activities that were performed in order to achieve the

organization's goals and objectives. Performances are important for organizations where it can lead to business success (Jayaweere, 2015).

According to the study that is conducted by Sai and Bhatti (2014), performance is an accomplishment of employees and output, where it is acknowledged by organization in employees work adopted from skill, effort and the nature of work condition which is a part of the job performance.

Conceptual Framework

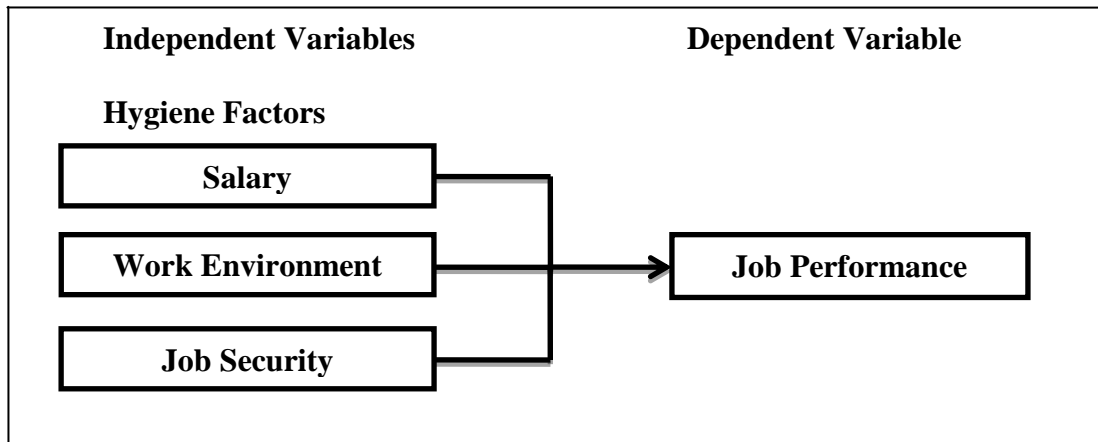


Figure 2.1 Conceptual Framework Adopted from Aarabi et al., (2013)

The above conceptual framework is adopted from a study conducted by Aarabi et al. (2013), which is based on hygiene factors. This study was done in Malaysia about Motivational Factors and Job Performance among employees at Malaysian Service Industry. The independent variables for the study were Salary, Work Environment, and Job Security. The dependent variable was Job Performance. According to Aarabi et al. (2013), they find out that employee's salary, work environment and job security are the important factors of job performance. Therefore the researcher wants to investigate the relationship between motivational factors and job performance to identify whether the motivation factors have relationships with job performance among non-executive staff at Institut Pendidikan Guru Kampus Batu Lintang, Kuching Sarawak.

CHAPTER 3

METHODOLOGY

Introduction

This chapter explains the methodology the researcher has used in this study. The purpose of the study is to examine the relationship between motivational factors and job performance among the non-executive staff at Institut Pendidikan Guru, Kampus Batu Lintang, Kuching Sarawak. This methodology explains the research design, population, samples, unit of analysis, instrument, validity of instrument, pre-test, data collection procedures and data analysis.

Research Design

Research design is an arrangement plan to guide the researcher in the decision of system and strategies for the social affair, gathering and analysing information (Aarabi et al., 2013). This research type is a correlational research. According to Arniati (2012), correlation research examines the relationship between variables. It provides some indications as to how two or more things are related to one another or in effect what they share or have in common or how well a specific outcome might be predicted by one or more information. In addition, this research is a quantitative research.

Sampling Frame

The sampling frame is the source from which a sample is drawn. In this study, the sampling frame consisted of the list of non-executive staff from Institut Pendidikan Guru Kampus Batu Lintang, Kuching Sarawak. The list was provided by Puan Siti Azura binti Said, Head of Human Resource department.

Population

Aarabi et al. (2013), explained that a population is a group of people who have similar attributes. It is a group of population to whom the researcher needs to sum up the consequences of the study. The total population for this study is the non-executive staff at Institut Pendidikan Guru, Kampus Batu Lintang, Kuching Sarawak.

Sampling Technique

This method of sampling is to identify the right group of population to ensure the population is sufficient. This study was conducted by using census sampling technique. According to Salkind (2014), census samplings technique can be known as study that occurs if the entire population is too small. For this study, the researcher focused on the non-executive staff from Institut Pendidikan Guru Kampus Batu Lintang, Kuching, Sarawak.

Sample Size

The size of the group that has been surveyed generally determined the size of the sample. According to Salkind (2014), sample size is a sub-group of targeted population in which results of the research has a meaning beyond the limited setting for which they were originally acquires. Based on the population at Institut Pendidikan Guru Kampus

Batu Lintang, Kuching Sarawak. The researcher included all the respondents which consisted of 100 non-executive staff.

Unit of Analysis

Unit of analysis is one of the most significant parts in a research project. According to Sedgwick (2014), unit of analysis can be defined statistically as the “whom” or “what” for which information and data is analyzed and based on that the conclusions are made. The unit of analysis for this study consisted of 100 non-executive staff which is from grade N29 until H11 in Human Resource department at Institut Pendidikan Guru Kampus Batu Lintang, Kuching Sarawak.

Data Collection Procedures

Data collection procedures are an essential part of research design (Sekaran and Bougie, 2013). The data collection methods included interviews, questionnaire or observations of the people. This study has collected data through questionnaire procedures. The benefit of using questionnaire was that the information could be collected in a large amount from a large population in a fast way and in a relatively cost effective way. Each set of questionnaire was attached together with a cover letter. The function of the cover letter was to explain the purpose of the research. Then, the questionnaires were distributed personally to the respondents in the selected department at Institut Pendidikan Guru Kampus Batu Lintang, Kuching Sarawak. A week later, the researcher collected the completed questionnaire from the respondents. All the data were analyzed then using SPSS.

Table 3.1 shows the data collection procedures.

Data Collection Procedures

Duration	Details
Week 2 26 th February 2018	Design Questionnaire
Week 3 7 th March 2018	Pre-test
Week 4 14 th March 2018	Actual Study

Instrument

The instrument that has been used in the research is the questionnaire. The questionnaire has been used in this study were adapted from Conrad et al., (1999), Bushiri (2014), De Witte, (2000) and Borait et al., (1975) has been used in previous studies. In the questionnaire, it consisted of three sections.

Section A: Demographic Background

Section A focused on the demographic information of the respondents such as: gender, age, marital status, educational background and ethnicity of the respondent.

Section B: Factors of Employees' Motivation

Section B contains information about respondents' perceptions towards the factors that motivate employees' on their organization which are salary, work environment and job security which are measured using Likert Scale (1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree)

Section C: Determinants of Employees' Performance

Section C consists of information on respondent's perceptions towards the determinants of employees' performance and measured using Likert Scale (1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree).

Validity of Instrument

The validity and reliability of instrument is used to measure the accuracy in the questionnaire that was designed before the researcher distributed the questionnaire to the respondents. As the questionnaire used in this research was adapted from the previous researcher therefore the questionnaire is valid and reliable to be used and proceeds. There were two types of validity instrument used for this research which consisted of face validity and content validity to ensure that there were no errors occur in this research and examined whether it was according to or related with the research objectives and research questions.

The face validity was conducted by Mdm. Pauline Jau, a lecturer from Faculty of Business and Management, UiTM Sarawak, Kampus Samarahan. She would be responsible for checking of the study, the items used, and grammatical errors and to check the accuracy of the designed questionnaire. On the other hand, the researcher has chosen Mdm. Norlina binti Mohamed Noor to do the content validity to measure the questionnaires before it could be distributed to the respondents.

Pre-test

The pre-test was conducted at Institut Pendidikan Guru Kampus Batu Lintang, Kuching Sarawak. The researcher has distributed a minimum 3 sets of questionnaires to

this organization. This was to ensure that the questionnaire was appropriate and not complicated

Data Analysis

The data analysis elaborates the techniques of data manipulation used to obtain the information requires to answer the research question. The questionnaire was analyzed using Statistical Package for the Social Sciences (SPSS) Version 23.

Table 3.2
Data Analysis

Research Objectives	Concept/Construct	Research Questions	Scale	Measurement
To investigate the relationship between Salary and Job Performance among non-executive staff at Institut Pendidikan Guru, Kampus Batu Lintang, Kuching.	Herzberg's Hygiene Factors which is Salary, Work Environment and Job Security which will have an impact to the Job performance.	RQ1: Is there any relationship between Salary and Job Performance among non-executive staff at Institut Pendidikan Guru, Kampus Batu Lintang, Kuching?	Interval	Pearson Product Moment -Mean -Correlation
To investigate the relationship between Work Environment and Job Performance among non-executive staff at Institut Pendidikan Guru, Kampus Batu Lintang, Kuching.	Herzberg's Hygiene Factors which is Salary, Work Environment and Job Security which will have an impact to the Job performance.	RQ2: Is there any relationship between Work Environment and Job Performance Institut Pendidikan Guru, Kampus Batu Lintang, Kuching?	Interval	Pearson Product Moment -Mean -Correlation
To investigate the relationship between Job Security and Job Performance among non-executive staff at Institut Pendidikan Guru, Kampus Batu Lintang, Kuching.	Herzberg's Hygiene Factors which is Salary, Work Environment and Job Security which will have an impact to the Job performance.	RQ3: Is there any relationship between Job Security and Job Performance among non-executive staff at Institut Pendidikan Guru, Kampus Batu Lintang, Kuching?	Interval	Pearson Product Moment -Mean -Correlation

CHAPTER 4

FINDINGS AND DISCUSSION

Introduction

This chapter shows the results of the study using Statistical Package for the Social Sciences (SPSS) Version 23 of which data was collected through distribution of questionnaires at Institut Pendidikan Guru Kampus Batu Lintang (IPGKBL) Kuching Sarawak. The first part presented the response rate, demographic profile of the respondents such as Gender, Age, Race, Marital Status and Educational Background. The second part discussed the descriptive analysis, normality, reliability, and correlation. The primary motive for this study is to determine the relationship between the motivational factors and job performance among non-executive employees at IPGKBL Kuching, Sarawak.

Survey Return Rate

The researcher has distributed 100 questionnaires as stated in Table 4.1 to non-executive employees at IPGKBL, Kuching Sarawak. The questionnaire has been distributed on 14th March 2018 until 29th March 2018, which is by using census sampling method. Out of 100, which 90 questionnaire (90%) were returned and usable.

Table 4.1
Survey Return Rate

No of Questionnaires distributed	No of Returned Questionnaires	Response rate(%)
100	90	90%

Cleaning the data

There are two methods to cleaning the data, which is visually and descriptive, which is visually and descriptive. To detect any missing data for categorical and continuous variables, it can be done by viewing the data in the questionnaire. Then, to identify frequency of gender, age, marital status, educational background and ethnicity. It can be done by using the frequency measurement. Therefore, to detect valid and missing items in the questionnaire, it can be measure by runs the data using the descriptive statistics. For this study, there is no missing data detected.

Demographic Profile of respondents

This section described the profile of the respondents in this study. For the demographic background, frequency and percentages were used. The profile of respondents, the demographic background includes gender, age, race, marital status and educational background. Table 4.2 tabulates the information about demographic profile of respondents. From the results shown in table 4.2, the majority of respondents for this study are female (53.3%) and aged between 36-45 years (40%). Most of them are malay (55.6%) and (45.6%) were SPM holders and majority of them are married (73.3%).

Table 4.2
Demographic Profile of the Respondents

VARIABLES	LABEL	Frequency	Percentage
Gender	Male	42	46.7
	Female	48	53.3
Age	21 years old and below	7	7.8
	22 - 35 years' old	12	13.3
	36 - 45 years' old	36	40.0
	Above 46 years' old	35	38.9
Race	Malay	50	55.6
	Chinese	3	3.3
	Iban	18	20.0
	Others	19	21.1
Educational Background	PMR	10	11.1
	SPM	41	45.6
	STPM	6	6.7
	Diploma	33	36.7
Marital Status	Single	20	22.2
	Married	66	73.3
	Divorced	4	4.4

Descriptive analysis

Referring to the 5-point Likert Scale measuring the level of agreement used for this research, the result from the descriptive analysis show that the mean for salary are 3.91, work environment 4.16, job security 4.02 and job performance are 3.99. Majority of the respondents agreed that salary, work environment and job security influenced job performance. The details are shown in Table 4.3.

Table 4.3

Mean And Standard Deviation for motivational factors and job performance

Variables	N	Mean	Std. Deviation
Salary	90	3.91	.68
Work Environment	90	4.16	.62
Job Security	90	4.02	.60
Job Performance	90	3.99	.55

Normality Test

The purpose of normality test was to check the data before the data can be computed for correlational analysis. According to Pallant (2009), the values for skewness and kurtosis ought to be between -2 and +2 for the data to consider as normal. From the test, the result for normality shows that all the data are normal since the value for skewness and kurtosis are within the range as suggested by Pallant (2009). As shown in table 4.4 below the skewness value for salary was -0.59 and kurtosis value was 0.283. The skewness value for work environment was -0.645 and the kurtosis value was 0.939 while for job security was -0.322 and kurtosis value was 0.257. In addition, the skewness value for job performance was -0.430 while kurtosis value was 1.305.

Table 4.4
Normality Test for the Variables

Variable	Skewness	Kurtosis
Salary	-0.593	0.283
Work Environment	-0.645	0.939
Job Security	-0.322	0.257
Job Performance	-0.430	1.305

Reliability Test

Cronbach's Alpha is the reliability coefficient that needs to be done to measure the scale's internal consistency, where this refers to the degree to which the items are reliable. However, the cronbach alpha coefficient should be above 0.7, where it will be considered as acceptable, while the values over 0.8 are more reliable. Besides, if the value was under 0.7 there are necessities to consider removing the items because the values are not reach the Cronbach's Alpha preferable value (Pallant, 2009). The reliability test was done by the researcher and Table 4.5 illustrates the Reliability test result for all the variables, start from salary, work environment and job security was above 0.7, which means it was acceptable while work environment were above 0.8, means that the results were preferable.

Table 4.5
Distribution of Cronbach's Coefficient Alpha

Variables	No of Item	Cronbach's alpha
Salary	6	0.855
Work Environment	5	0.919
Job Security	6	0.836
Job Performance	6	0.870

Correlation

Analysis using Pearson Product Moment Coefficient is used to determine the relationship between the variables. Correlation result was used to analyze and measured the strength between two variables and the relationships. The results show that there is strong, positive and significant relationship between salary ($r=0.570$, $n=90$) work environment ($r=0.593$, $n=90$) and job security ($r=0.673$, $n=90$) towards job performance. The strength of relationship was suggested by Cohen (1988) as cited from Pallant (2009). Table 4.6 shows the guidelines to interpret the strength of the relationship as suggested by Cohen (1988).

Table 4.6
Correlation guidelines, Cohen (1988).

DEGREE OF CORRELATION	rValues
Small	.10 to .29 or -.10 to -.29
Medium	.30 to .49 or -.30 to -.49
Large	.50 to 1.0 or -.50 to -1.0

Table 4.7
Pearson Product-Moment Correlations between Motivational Factors and Job Performance

Item	Salary	Work Environment	Job Security	Job Performance
1 Salary	1	0.636**	0.617**	0.570**
2 Work Environment		1	0.706**	0.593**
3 Job Security			1	0.673**
4 Job Performance				1

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

Discussions

RQ1. Is there any relationship between Salary and Job Performance among non-executive staff at Institut Pendidikan Guru Kampus Batu Lintang, Kuching Sarawak?

Table 4.7 shows that there was a large, positive and significant relationship ($r=0.570$, $p<0.01$) between salary and job performance. The result indicates that employee needs to have sufficient salary in order to perform well in their job. According to Idrees, Xinping, Shafi, Hua and Nazeer (2015), previous studies have stated that salary has a straightforward relation with job performance. Therefore, Salary plays an important role in determining firm's productivity. In contrast, based on finding found by Aarabi et. al. (2013), there is relationship between salary and job performance but it were found to be not significant..

RQ2. Is there any relationship between Work Environment and Job Performance among the non-executive staff at Institut Pendidikan Guru Kampus Batu Lintang, Kuching Sarawak?

For work environment the result shows that there is large, positive relationship and significant towards job performance, where the values was ($r=.593$, $p<0.01$). It means that the respondent needs to work in happy environment in order to make them perform with their job. P. Lankeshwara, (2016) stated that the environment of the area they are performing their task can give an impact whether it is good or bad environment. If the employees are having a good environment, they could implement their energy and their excellent focus to perform well. As stated by Suharno, Purwanto and Rachmand, (2017), the physical type of workplace includes space,

physical design, noise, tools and employees relationship with other colleagues has a significant and positive relation on the quality of the job performance.

RQ3. Is there any relationship between Job Security and Job Performance among the non-executive staff at Institut Pendidikan Guru Kampus Batu Lintang, Kuching Sarawak?

Therefore, for job security, the result shows that there is large, positive relationship and significant towards job performance where the values was ($r=.673$, $p<0.01$). The result indicates that the respondent needs to feel secure in their job, to increase their job performance. The study conducted by Aarabi et al. (2013), found that there is significant relationship between job security and employees performance. In the finding, employees will be motivated if they feel secure about their job. According to study conducted by Lucky, Mohd Sobri, and Hamzah (2013), stated that government servant in Malaysia have high job security rather than people who work in private sectors. Therefore, this study found that employees with high job security more likely to perform their task effectively and efficiently, this is because they feel more secure about their future and remain in the organization.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

The objective of this study was to a study on the relationship between motivational factors and job performance. This chapter requires the researcher to presents the conclusions and comes out with the recommendations based on the findings.

Conclusion

The objective of this study is to determine the relationship between motivational factors and job performance among non-executive staff at Institut Pendidikan Guru Kampus Batu Lintang (IPGKBL) in Kuching, Sarawak.

Based on the results of this study, it revealed that all the three motivational factors had a relationship towards job performances. In other hand, the most influenced motivational factors towards job performance are job security, followed by work environment and lastly salary.

Recommendations

Based on the findings, it suggests that the organization need to prepare better salary for employees. For the employees, they should know the important of motivational factors in relation to job performance in order to improve themselves. In this study, the researcher has used Herzberg's two factor theory, which is motivational

factors and hygiene factors. The researcher has focuses on hygiene factors which were salary, work environment and job security towards job performance. Then, since the researcher has focuses on the hygiene factor, the future researcher should use another factor such as training, promotion, and responsibility. Besides, the future researcher should use large sample size rather than the small sample size and using other methods such as interview. Therefore, the future researcher should conduct the same research at different organization such as private sector to get different result.

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APPENDICES

APPENDIX A: LETTER OF CONSENT

Serial No.			
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Dear Respondent,

INVITATION TO PARTICIPATE IN A SURVEY

I am student of UiTM taking a Bachelor in Office Systems Management (Hons.) BM232 are conducting a research entitled ***THE RELATIONSHIP BETWEEN MOTIVATIONAL FACTORS AND JOB PERFORMANCE AMONG NON-EXECUTIVE EMPLOYEES AT INSTITUT PENDIDIKAN GURU KAMPUS BATU LINTANG***. I am inviting you to participate in this research by completing the surveys.

Please be assured that your responses will be kept confidential for academic purposes.

Should you have further enquiries regarding the research, you may contact the researcher at sitnurfaezahibrahim95@gmail.com or 011-25174977. You may also contact my research supervisor, Puan Pauline Jau or 013-8113993.

Thank you for your cooperation.

***SITI NUR FAEZAH BINTI IBRAHIM
RESEARCHER***

APPENDIX B: QUESTIONNAIRE

SECTION A: DEMOGRAPHIC INFORMATION
SEKSYEN A: MAKLUMAT DEMOGRAFI

Please tick (✓) the appropriate box that represents the answer/response to your background.

Sila tandakan (✓) di dalam kotak yang berkenaan yang mewakili latar belakang demografi anda.

1. Gender / **Jantina:**

Male / **Lelaki**

Female / **Perempuan**

2. Age / **Umur:**

< 21 years old / **21 tahun dan ke bawah**

22 – 35 years old

36 – 45 years old
tahun

> 46 years old / **46 dan ke atas**

3. Marital Status / **Status Perkahwinan:**

Single / **Bujang**
Bercerai

Divorced /

Married / **Berkahwin**

4. Educational Background / **Latar Belakang Pendidikan:**

PMR / **PMR**

SPM / **SPM**

STPM/ **STPM**

DIPLOMA /
DIPLOMA

5. Ethnicity / **Etnisiti:**

Malay / **Melayu**

	Chinese / Cina
	Iban / Iban
	Others / Lain-lain : _____ (Please State / Sila Nyatakan)

SECTION B: FACTORS OF EMPLOYEES' MOTIVATION
SEKSYEN B: FAKTOR MOTIVASI PEKERJA

Listed below are a series of statements that represent attributes that contribute to factors of employee's motivation and job performance. Please indicate your agreement or disagreement to the statements by circling the appropriate number using the scale provided. **Senarai di bawah ialah siri-siri kenyataan yang mewakili sifat-sifat yang menyumbang ke arah faktor motivasi pekerja dan prestasi pekerja. Sila nyatakan tahap persetujuan atau sebaliknya terhadap kenyataan berkenaan dengan membulatkan angka menurut skala yang diberikan.**

Rating scale / **Skala ukuran** :

1	2	3	4	5
Strongly disagree / Sangat tidak setuju	Disagree / Tidak setuju	Neutral / Neutral	Agree / Setuju	Strongly agree / Sangat setuju

Salary/Gaji

No	1	2	3	4	5
No	Salary (Fixed amount of money or compensation paid to employee by an employer in return of work done) Gaji (Jumlah wang atau pampasan yang dibayar kepada pekerja oleh majikan sebagai balasan kerja yang telah dilakukan)				
1.	Salary motivates me more in the organization / Gaji memberi saya motivasi yang lebih di dalam organisasi.				
2.	The bonus provided by the organization is attractive / Bonus yang disediakan oleh organisasi sangat menarik.				
3.	I am satisfied with my salary at present / Saya berasa berpuas hati dengan kadar gaji saya pada masa ini.				
4.	I am rewarded with the quality of my performance / Saya diberikan ganjaran untuk kualiti prestasi kerja saya.				
5.	Increase in salary can improve my job performance / Kenaikan gaji dapat memperbaiki prestasi kerja saya.				

6.	Incentives are important for motivation of workers / <i>Insentif adalah penting sebagai motivasi kepada pekerja dalam organisasi.</i>	1	2	3	4	5
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Adapted from Conrad et.al (1999)

Work Environment/Persekitaran kerja

No.	Work Environment (An area where employees will perform their task) <i>Persekitaran kerja</i> (Kawasan di mana pekerja akan menjalankan tugas mereka)					
1.	I feel comfortable with my office building space to make me stay in the office / <i>Saya berasa sangat selesa dengan ruang pejabat yang telah disediakan sekaligus membuat saya ingin terus kekal bekerja di pejabat ini</i>	1	2	3	4	5
2.	I have a good relationship with other employees/ <i>Saya mempunyai hubungan yang baik dengan pekerja lain</i>	1	2	3	4	5
3.	I have a good relationship with our supervisor / <i>Saya mempunyai hubungan yang baik dengan penyelia kami</i>	1	2	3	4	5
4.	I do receive a good feedback from our supervisor? / <i>Saya menerima maklum balas yang baik dari penyelia kami</i>	1	2	3	4	5
5.	I do receive a good job security in this organization / <i>Saya menerima keselamatan perkerjaan yang baik dalam organisasi ini</i>	1	2	3	4	5

Adapted from Bushiri (2014)

Job Security / Jaminan Kerja

No.	Job Security(assurance that you will be able to work in your job as long as you please and will not become unemployed) Jaminan Kerja (jaminan bahawa anda akan dapat mengekalkan pekerjaan anda dan tidak akan menganggur)					
1.	I have a clear vision of what I am supposed to do in my job / <i>Saya mempunyai matlamat yang jelas tentang apa yang sepatutnya saya lakukan di dalam tugas saya.</i>	1	2	3	4	5
2.	I have a chance to participate in designing work objectives / <i>Saya mempunyai peluang untuk mengambil bahagian dalam mereka bentuk objektif kerja dalam organisasi.</i>	1	2	3	4	5
3.	I have a good relationship with my boss in my job / <i>Saya mempunyai hubungan yang baik dengan bos saya di dalam tugas saya.</i>	1	2	3	4	5

4.	I don't think I might get fired in the near future / <i>Saya tidak terfikir bahawa saya mungkin akan dipecat pada masa hadapan.</i>	1	2	3	4	5
5.	I have job security and stability at my work / <i>Saya mempunyai jaminan kerja dan kestabilan di tempat kerja saya.</i>	1	2	3	4	5
6.	Job security motivates me to perform higher / <i>Jaminan kerja mendorong saya untuk melaksanakan tugas dengan lebih baik.</i>	1	2	3	4	5

Adapted from De Witte (2000)

SECTION C: DETERMINANTS TO EMPLOYEES PERFORMANCE SEKSYEN C: PENENTU KEPADA PRESTASI PEKERJA
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Rating Scale / ***Skala Ukuran***

1	2	3	4	5
Strongly disagree / <i>Sangat tidak setuju</i>	Disagree / <i>Tidak setuju</i>	Neutral / <i>Neutral</i>	Agree / <i>Setuju</i>	Strongly agree / <i>Sangat setuju</i>

Job Performance / Prestasi Kerja

No.	Job Performance (assesses whether a person performs a job well) Prestasi kerja (Penilaian sama ada pekerja melakukan kerja dengan baik)	1	2	3	4	5
1.	I am satisfied with my performance because it is mostly good / <i>Saya berasa berpuas hati dengan prestasi saya kerana kebanyakannya baik.</i>	1	2	3	4	5
2.	I set appropriate priorities for tasks / <i>Saya menetapkan keutamaan dalam tugasan.</i>	1	2	3	4	5
3.	I can manage time, information and data effectively / <i>Saya dapat menguruskan masa, maklumat dan data secara efektif.</i>	1	2	3	4	5
4.	My performance is better than of my colleagues with similar qualifications / <i>Prestasi kerja saya adalah lebih baik daripada rakan sekerja yang mempunyai kelayakan yang sama seperti saya.</i>	1	2	3	4	5
5.	I do achieve targeted goals (KPIs) set by the organisation / <i>Saya boleh mencapai sasaran (KPIs) yang telah ditetapkan oleh organisasi.</i>	1	2	3	4	5
6.	With the help of the management in organization, my performance has improved over time / <i>Dengan bantuan pihak pengurusan dalam organisasi, prestasi saya bertambah baik dari semasa ke semasa.</i>	1	2	3	4	5

Adapted from Borait et.al (1975)

APPENDIX C: DATA ANALYSIS
DEMOGRAPHIC DATA PROFILE OF RESPONDENTS

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	42	46.7	46.7	46.7
	FEMALE	48	53.3	53.3	100.0
	Total	90	100.0	100.0	

Ages

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<21 YEARS OLD	7	7.8	7.8	7.8
	22 - 35 YEARS OLD	12	13.3	13.3	21.1
	36 - 45 YEARS OLD	36	40.0	40.0	61.1
	>46 YEARS OLD	35	38.9	38.9	100.0
	Total	90	100.0	100.0	

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SINGLE	20	22.2	22.2	22.2
	DIVORCED	4	4.4	4.4	26.7
	MARRIED	66	73.3	73.3	100.0

Total	90	100.0	100.0
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Educational Background

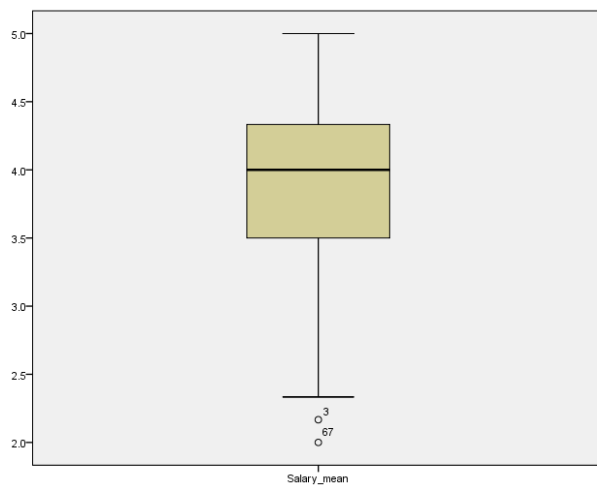
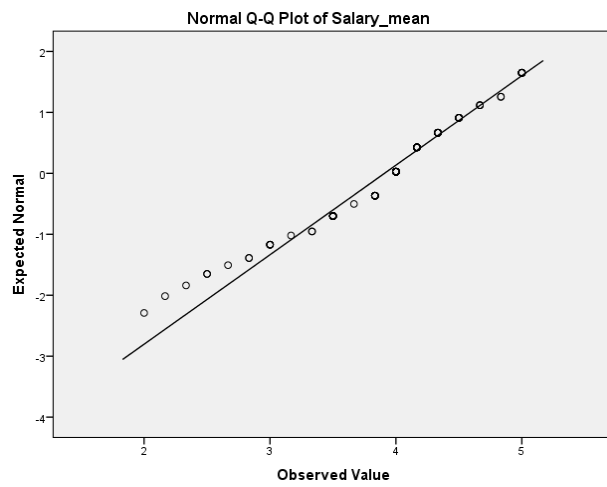
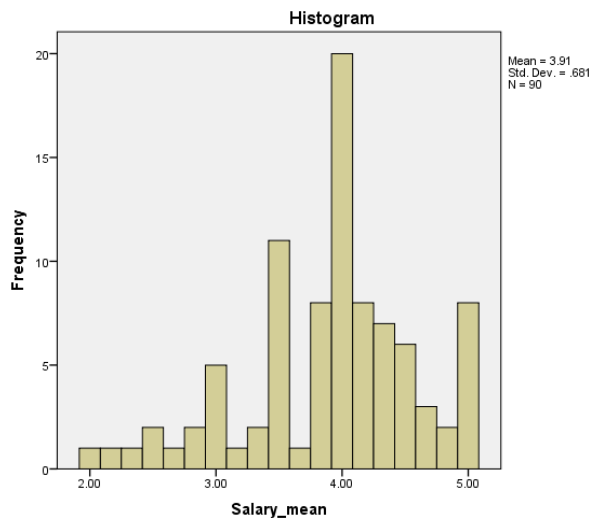
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM	41	45.6	45.6	45.6
	DIPLOMA	33	36.7	36.7	82.2
	STPM	6	6.7	6.7	88.9
	PMR	10	11.1	11.1	100.0
	Total	90	100.0	100.0	

Ethnicity

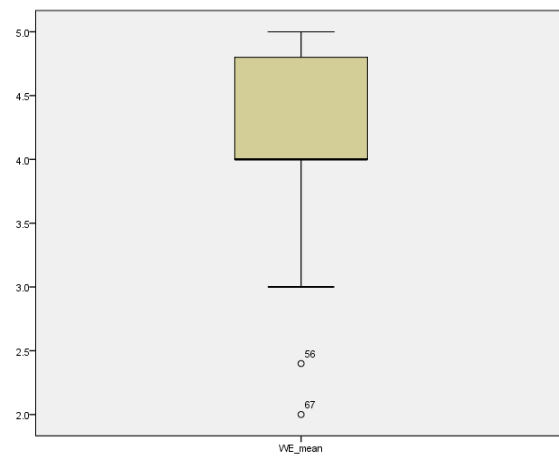
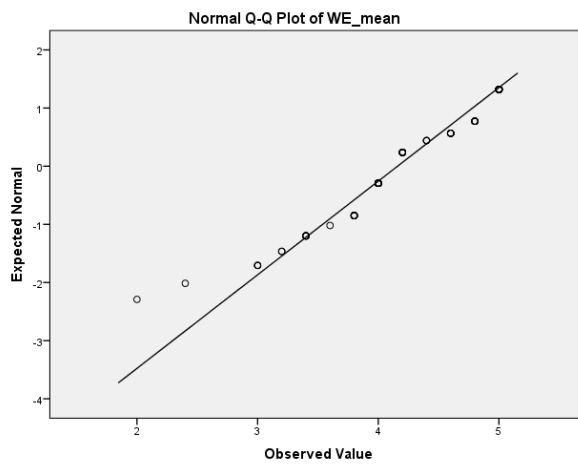
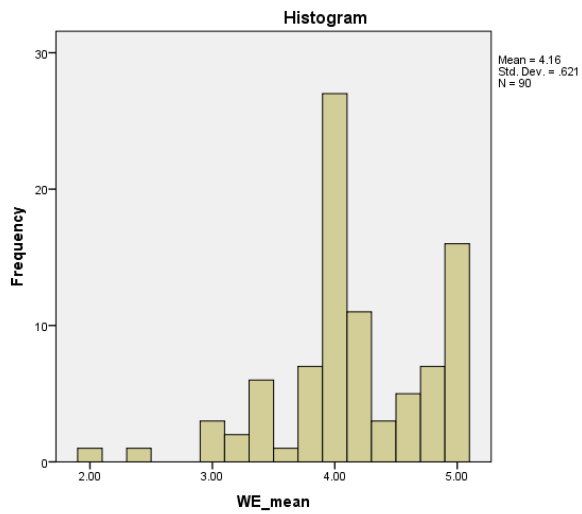
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALAY	50	55.6	55.6	55.6
	CHINESE	3	3.3	3.3	58.9
	IBAN	18	20.0	20.0	78.9
	OTHERS	19	21.1	21.1	100.0
	Total	90	100.0	100.0	

NORMALITY TEST

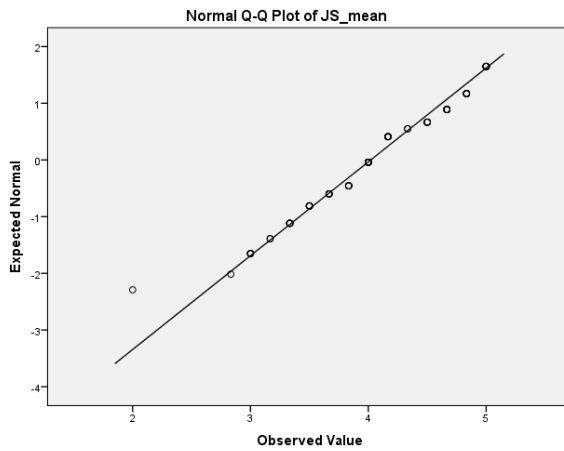
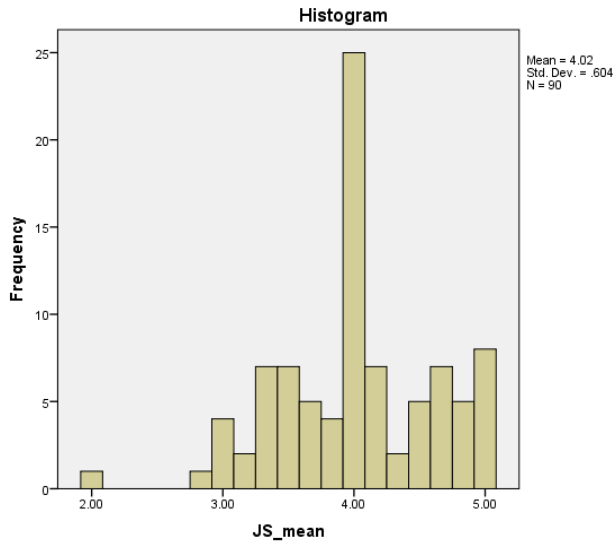
Normality Test for Salary



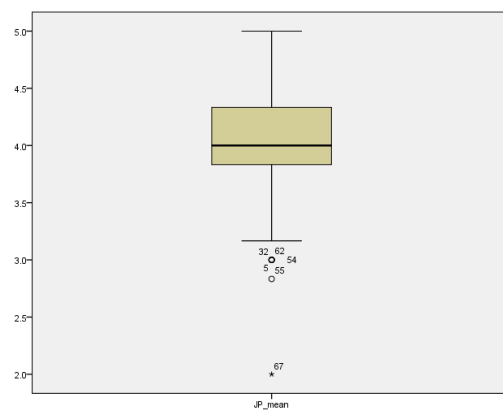
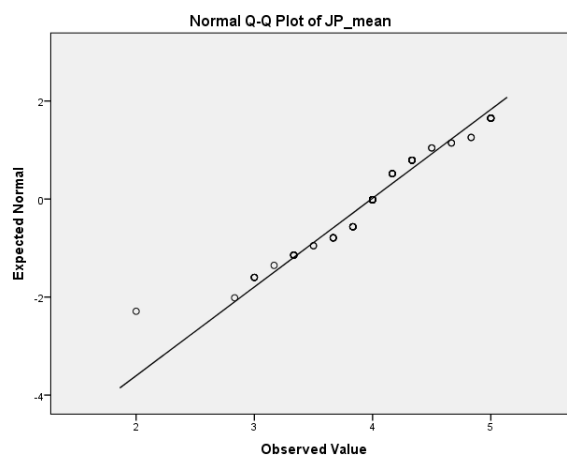
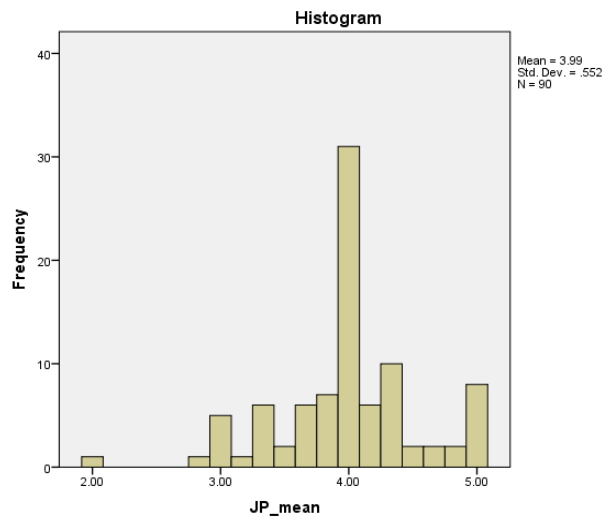
Normality Test for Work Environment



Normality Test for Job Security



Normality Test for Job Performance



RELIABILITY TEST*Reliability Test for Salary***Reliability Statistics**

Cronbach's Alpha	N of Items
.855	6

Item Statistics

	Mean	Std. Deviation	N
Salary Motivates Me More In The Organization	4.04	.847	90
The Bonus Provided By The Organization Is Attractive	3.73	1.026	90
I Am Satisfied With My Salary At Present	3.80	.864	90
I Am Rewarded With The Quality Of My Performance	3.67	.960	90
Increase In Salary Can Improve My Job Performance	4.02	.899	90
Incentives Are Important For Motivation Of Worker	4.19	.748	90

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted

Salary Motivates Me More In The Organization	19.41	11.795	.720	.817
The Bonus Provided By The Organization Is Attractive	19.72	10.922	.697	.821
I Am Satisfied With My Salary At Present	19.66	12.655	.537	.849
I Am Rewarded With The Quality Of My Performance	19.79	11.180	.717	.816
Increase In Salary Can Improve My Job Performance	19.43	11.619	.697	.820
Incentives Are Important For Motivation Of Worker	19.27	13.434	.494	.855

Reliability Test for Work Environment

Reliability Statistics

Cronbach's Alpha	N of Items
.919	5

Item Statistics

	Mean	Std. Deviation	N
I Feel Comfortable With My Office Building Space To Make Me Stay In The Office	4.11	.813	90
I Have A Good Relationship With Other Employees	4.22	.667	90
I Have A Good Relationship With Our Supervisor	4.23	.654	90

I Do Receive A Good Feedback From Our Supervisor	4.12	.732	90
I Do Receive A Good Job Security In This Organization	4.11	.694	90

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I Feel Comfortable With My Office Building Space To Make Me Stay In The Office	16.69	6.329	.648	.935
I Have A Good Relationship With Other Employees	16.58	6.337	.853	.890
I Have A Good Relationship With Our Supervisor	16.57	6.316	.882	.885
I Do Receive A Good Feedback From Our Supervisor	16.68	6.153	.814	.896
I Do Receive A Good Job Security In This Organization	16.69	6.352	.804	.899

*Reliability Test for Job Security***Reliability Statistics**

Cronbach's Alpha	N of Items
.836	6

Item Statistics

	Mean	Std. Deviation	N
I Have A Clear Vision Of What I Am Supposed To Do In My Job	4.16	.634	90
I Have A Chance To Participate In Designing Work Objectives	3.90	.794	90
I Have a good relationship with my boss in my job	4.10	.808	90
I Don't Think I Might Get Fired In The Near Future	3.72	1.071	90
I Have Job Security And Stability At MyWork	4.08	.768	90
Job Security Motivates Me To Perform Higher	4.17	.753	90

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted

I Have A Clear Vision Of What I Am Supposed To Do In My Job	19.97	10.055	.667	.804
I Have A Chance To Participate In Designing Work Objectives	20.22	9.546	.605	.810
I Have a good relationship with my boss in my job	20.02	9.056	.706	.789
I Don't Think I Might Get Fired In The Near Future	20.40	9.411	.393	.872
I Have Job Security And Stability At MyWork	20.04	9.324	.689	.794
Job Security Motivates Me To Perform Higher	19.96	9.167	.747	.783

*Reliability Test for Job Performance***Reliability Statistics**

Cronbach's Alpha	N of Items
.870	6

Item Statistics

	Mean	Std. Deviation	N
I Am Satisfied With My Performance Because It Is Mostly Good	3.98	.734	90
I Set Appropriate Priorities For Tasks	4.14	.628	90
I Can Manage Time, Information And Data Effectively	4.04	.616	90
My Performance Is Better Than My Colleagues With Similar Qualifications	3.83	.768	90
I Do Achieve Targeted Goals KPIs Set By The Organization	3.99	.645	90
With The Help Of The Management In Organization My Performance Has Improved Over Time	3.96	.833	90

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I Am Satisfied With My Performance Because It Is Mostly Good	19.97	7.651	.686	.846
I Set Appropriate Priorities For Tasks	19.80	8.049	.710	.843
I Can Manage Time, Information And Data Effectively	19.90	8.136	.699	.845
My Performance Is Better Than My Colleagues With Similar Qualifications	20.11	7.740	.619	.859
I Do Achieve Targeted Goals KPIs Set By The Organization	19.96	7.886	.738	.838
With The Help Of The Management In Organization My Performance Has Improved Over Time	19.99	7.449	.622	.861

CORRELATIONAL TEST

Correlations

		Salary_mean	WE_mean	JS_mean	JP_mean
Salary_mean	Pearson Correlation	1	.636**	.617**	.570**
	Sig. (2-tailed)		.000	.000	.000
	N	90	90	90	90
WE_mean	Pearson Correlation	.636**	1	.706**	.593**
	Sig. (2-tailed)	.000		.000	.000
	N	90	90	90	90
JS_mean	Pearson Correlation	.617**	.706**	1	.673**
	Sig. (2-tailed)	.000	.000		.000
	N	90	90	90	90
JP_mean	Pearson Correlation	.570**	.593**	.673**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	90	90	90	90

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

