# UNIVERSITI TEKNOLOGI MARA ALOR GAJAH MELAKA

"A Study On The Application Of Kovach's Motivational Theory Among Employees At Petronas Refinery (Malacca) Sdn Bhd".

BY: NORISAH BINTI PUTEH 2002606265

#### LETTER OF TRANSMITTAL

Norisah Binti Puteh Bachelor of Corporate Administration (Hons) Faculty of Administration And Law MARA University of Technology 78000 Alor Gajah Melaka

27 February 2004

En. Rozalli Hashim Advisor (Supervisor) of ADM 655 Faculty of Administration And Law MARA University of Technology 78000 Alor Gajah Melaka

Sir,

### Submission of Project Paper

With reference to the above matter, I hereby enclose the final project paper entitled" A Study On The Application Of Kovach Motivational Theory Among Employees At Petronas Refinery (Malacca) Sdn Bhd" for your kind perusal.

I hope that this project paper will meet the requirement of this subject.

Thank You,

(NORISAH PUTEH)

2002606265

#### **ABSTRACT**

Motivation is an important tool that is often under-utilised by the managers in today's workplace. Managers use motivation in the workplace to inspire people to work, both individually and in groups, to produce the best results for business in the most efficient and effective manner.

In this study, the researcher will focus on the application of motivational theory proposed by Kenneth A. Kovach. This is because Kovach's motivational theory are focusing on what employees want from their jobs with what their bosses though was important to the employees.

The purpose of this study are to study whether Kovach's intrinsic motivational factors exist among employees at Petronas Refinery (Malacca) Sdn Bhd and to study whether extrinsic motivational factors highlighted by Kovach influence motivational level among employees at Petronas Refinery (Malacca) Sdn Bhd.

The objectives of this study is to explain and investigates either Kovach's intrinsic and extrinsic motivational factors exist and influence motivational level among employees at Petronas Refinery (Malacca) Sdn Bhd.

The researcher will use sampling technique and using interview and questionnaires distribution method in order to obtain information.

By competing this study, the researcher hope will give recommendations and using findings/results to help Petronas Refinery (Malacca) Sdn Bhd to increase job satisfaction among their employees.

# TABLE OF CONTENTS

	PAGE
COVER PAGE	
LETTER OF TRASMITTAL	i
DECLARATION	100
ACKNOWLEDGEMENT	111
ABSTRACT	iv
CHAPTER I: Introduction	
Introduction	1 - 14
Background Of The Company	15 - 19
Problem Statement	20
Research Questions	21
Research Objectives	21
Scope Of Research	22
Significance Of The Study	23 - 24
Limitations Of The Study	25 – 27
CHAPTER II: Literature Review	
Conceptual / Research Framework	28
Dependent Variables	
What is Motivation?	29 - 31
Definitions Of Motivation	29 – 32
Roles Of Motivation	33 - 34
Kovach Motivational Theory	34 – 39
Independent Variables	
What People Want From Their Jobs	40
Intrinsic Factors	40 - 50
Extrinsic Factors	51 - 63
Job Satisfaction	64 - 66
Research Hypothesis	67
CHAPTER III: Research Methodology	
Research Design	68
Data Collection Method	68 - 69
Sampling Technique	70
Analysis Data Procedures	70
CHAPTER IV: Finding Analysis	
Presentation of Findings	71 – 115
CHAPTER V: Recommendations	116 – 119
REFERENCES / BIBLIOGRAPHY	120 – 121
APPENDIXES	

### LIST OF FIGURES

Figure 1 Maslow's Hierarchy of Needs Theory

Figure 2 Conceptual / Research Framework