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A STUDY ABOUT THE IMPACT OF SALARY, RECOGNITION AND REWARD ON BOOSTING EMPLOYEE MOTIVATION IN MALAYSIAN EDUCATIONAL SECTOR. By Ousmane Habib Fafona

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A STUDY ABOUT THE IMPACT OF SALARY, RECOGNITION AND REWARD ON BOOSTING EMPLOYEE MOTIVATION IN MALAYSIAN EDUCATIONAL SECTOR.
Ousmane Habib Fofana

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Master Candidate, [Asia Pacific University of Technology and Innovation](#) habibousmanefof@yahoo.fr Rahilah Ahmad Lecturer, [Asia Pacific University of Technology and Innovation](#) rahilah@apu.edu.my Today, employee motivation is a crucial element for human resource empowerment at the workplace. Employee motivation is illustrated as a tool that drives employees towards the achievement of goals set by the organization. The aim of this paper is to find out the impact of salary, recognition and reward on boosting employee motivation in Malaysian educational sector. Hence, this study has identified and explained all important factors impelling employee motivation. For the fact that employee motivation is a complex and sophisticated topic, it will be indispensable for managers to know employee motivation concept in general. The paper has clearly elaborated the dependent variable of the topic as well as the independent variables influencing employee motivation at workplace. However, this research emphasizes human resource practitioners in their role of motivating employees in order to make them give their best for the achievement of organizational goals. A total of 100 questionnaires distributed to random employees in order to figure out the hypothesis and elements describing the impact of salary, recognition and reward in boosting the employee motivation in the Malaysian educational sector. The result found [a strong and positive relationship between the variables](#). Final [the](#) study supported all objectives pre-established by the research. Therefore, this illustrated the importance of the evaluated independent variables to the concept of employee motivation in the Malaysian education sector. Keywords: Motivation, salary, recognition, reward, education. In-Absentia Background of the study Overview of the Malaysian education sector Malaysia is a South-East Asian country. With a federal constitutional monarchy model, Malaysia is a multicultural country (dataworldbank.org, 2016). Malaysia during the last 20 years has known a huge economic transformation (cia.gov, 2016). However, the major economic transformation of the nation has impacted all

the sectors in the country more specifically the educational sector. Today Malaysian education sector is seen as one of the most prolific in the region and this success has made the country one of the favourite destinations for foreign students (Grapragasem, Krishnan and Mansor, 2014). Furthermore, the country education success is in part due to the huge economic potential of the country but also the human capital engaged in the sector. The workers in the Malaysian education sector will be the main focus of this research in order to identify how effectively Salary, Recognition and reward are boosting employee's motivation in the same sector in Malaysia (Grapragasem, Krishnan and Mansor, 2014).

Definition of the concept of motivation

Motivation is a very important element for human resource management, motivation does not only impact learning process, but it builds a total change within an individual in the way he carries out his duty (Zamecnik, 2014). The term motivation takes its origin from the Latin term "movere" which means literally "to move" or "movement" therefore motivation is a process of continuous movement which drives an individual toward a motive inner in order to achieve a certain goal (Heathfield, 2015). However, the meaning of the term motivation does not stop only to its literal definition. Being an important topic, motivation does not have a standard definition, thus many contemporary authors have defined the concept of motivation. Barzoki, Attafar and Jannati (2012) stated that motivation is the will to achieve. However, Kreitner (1995), added that motivation can be defined as psychological process which gives behaviour purpose and direction. Motivation can also be a set of energetic forces which result from both within and beyond an employee being in order to initiate work-related behaviour as well as to determinate its intensity, form and duration and achievement process (Hosseini, 2014). Furthermore, it has been concluded by Akhtar et al. (2014) that motivation is an important feature used by a given organization in order to drive employees positively toward organisational goal and achieve success. This definition describes the concept of definition on both organisational and employee perspectives. According to Zamecnik (2014), motivation is a concept with various approaches and definitions having in common of satisfying the human need by offering certain opportunities or satisfying a number of needs which will call the individual for more involvement in conducting his task. Today, all organisations focus is to achieve success and continuous growth, therefore the achievement of this is based mostly on human capital performance within the organisation however organisations shall be able to come out with relevant strategies in order to trigger employee motivation as well as encourage them in the fulfilment of their organizational task (Abbah, 2014). The study is based on the aspects influencing employee motivation in the working environment such as training programs, empowerment, promotions and rewards which can bring major impact on employee motivation process and performance as well.

Research objectives

The main objective of this research paper is to study the factors influencing employee motivation at the workplace to mention here all Malaysian educational sectors. Therefore, specific objectives are resumed as follow:

1. To examine the relationship between salary and employee motivation.
2. To identify the relationship between recognition and employee motivation.
3. To evaluate the relationship between reward and employee motivation.

These objectives can help one to picture and identify what influences employee motivation, and it will help to illustrate which element is more effective and what needs to be corrected by human resource specialist in their programs of motivating employees.

METHOD AND MATERIALS

Method

This research involves an exploratory examination and therefore the study is involving the usage of both primary as well as secondary data. The usage of primary data will illustrate by the collection of raw form of quantitative data from employees to assessed through pre-established questionnaires then a

profound analysis will be made in order to convert those data into proper information. However, the secondary data is used in the literature review of the study and it serves also as independent variables. This technique is chosen to suit best to the motive of the study which is to identify the factors influencing employee motivation at the workplace. The study is involving a total of 100 random employees working in the Malaysian educational sector and this includes all level of employees. And the targeted population some might already be influenced by motivational factors at workplace and this will help to conduct effective and reliable research. However, the investigation is using a simple random sampling technique to select respondents. The method has been chosen in order to avoid one-sidedness and promote and ensure fair representation. The respondents include employees from both sectors of all type of organisation. The main instrument of this study consists of comprehensible self-elaborated questionnaires. Questionnaires will be distributed into a form of hard copy. Questionnaires will be designed according to the aim of the project and among different types of questions structures, multiple- choice questions will be dominating. Added to that questionnaire is designed following the research variable in order to be able to get reliable feedback on the given topic. The questionnaire consists of two parts. The first part or part A is consisting of demographic aspects. While the second part is about the variables. However, the instrumentation will be focused on the second part and show how the question was elaborated based on the independent variable and the independent variables. Research Framework SALARY RECOGNITION REWARD EMPLOYEE MOTIVATION Age Group Gender Employment status Education level Position Managerial level Income Experience Independent Dependent Variables Variable Respondent's characteristics Figure 1 Conceptual Framework Diagram The research framework pictures the independent variables, the dependent variable as well as the respondent characteristics. However, based on the research framework, precise hypotheses have been resulting as follow: H10: There is no positive relationship between motivation, salary, recognition and reward in the Malaysian educational sector. H11: There is a positive relationship between motivation, salary, recognition and reward in the Malaysian educational sector. H20: There is no positive impact of salary on boosting employee motivation in the Malaysian educational sector. H21: There is a positive impact of salary on boosting employee motivation in the Malaysian educational sector. H30: There is no positive impact of recognition on boosting employee motivation in the Malaysian educational sector. H31: There is a positive impact of recognition on boosting employee motivation in the Malaysian educational sector. H40: There is a positive impact of reward on boosting employee motivation in the Malaysian educational sector. H41: There is a positive impact of reward on boosting employee motivation in the Malaysian educational sector. Materials Table 1: Instrumentation of the Study Study Variables Sources Motivation (Greenberg and Baron, 2015), Robbins (1998), (Kooser, 2015), (Rizwan et.al 2014), (Abbah, 2014), (Demers, 2015), (Heathfield, 2015), (Kingir and Mesci, 2010), (Tinofirei, 2011), (Gupta and Subramanian, 2014). Salary (Barzoki, Attafar and Jannati, 2012), (Burton, 2012), Mikander (2010), (Gupta and Subramanian, 2014), Kooser (2015), (Nornberg, 2014), (Premuzic, 2013), Tinofirei (2011). Recognition (Kooser, 2015), (Saunderson, 2013), McClellan (2015). Reward (Tracy, 2014), (Mikander, 2010). The table above translates the instrumentation of the research. Each group represent a specific variable along with the sources. Data Analysis In order to ensure reliable and meaningful interpretation of data, the [Statistical Package for Social Science \(SPSS\) software](#) version 20.0 [will be](#) the ultimate tool to be used to perform data entry which will be analysed and processed using an analytical and descriptive statistical method such as frequency counts, percentage, mean and standard deviation.

Knowing that the total number of the respondents is 100, all data will be carefully keyed in individually and analysed in a group basis. However, findings will be represented graphically and illustrated using pie charts, graphical chart analysed in tables followed by complete explanation of all the information (Burns). Besides that in order to find out the coefficient reliability, Cronbach Alpha method was approached (Santos,2010). Added to that the linear relationship between variable was evaluated using the Pearson correlation (Borden, 2010). Finally, the Anova test was used to evaluate variation in a response variable. Most of the time the analysis of variance is used to test the equality between several means by relating variance to another related variance (Larson). Theoretical framework In order to identify the impact of salary, reward and recognition about boosting employee motivation at the workplace it will be very important to highlight a few important theories (Kroth, 2016). Many contemporary authors have established several theories. However, this research employed three theories which are Abraham Maslow theory of need, Hertzberg motivation and hygiene factors (Lunenburg, 2011). Abraham Maslow Theory of Needs Known as one of the most popular motivational theory. Maslow in 1943 suggested his theory of human motivation (Jerome, 2013). According to Maslow, human behaviour has always been goal-directed (Kroth, 2016). Therefore, motivation causes goal- directed behaviour, in this perspective, it is very clear that need can be handled through motivation (Jerome, 2013). Therefore, Maslow has founded his theory of need based on five hierarchical levels: Psychological needs, safety needs, need for love affection and belongingness, need for esteem and self-esteem. These elements define how a person motivation can be achieved accordingly. Herzberg motivation and hygiene factor also called the two-factor theory, Hertzberg found that human being is influenced by two main factors. According to Hertzberg, there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction (Dartey-Baah and Amoako, 2011). According to Hertzberg the direct opposite of satisfaction is no satisfaction while the other hand for dissatisfaction is no dissatisfaction (Ondabu, 2014).

RESULTS AND DISCUSSION In this part, only significant results will be explained even though the questionnaire had several options, only the result that scored the highest result will be approached as the study is looking for the factors that influence employee motivation. The result of the demographic information (Section A) illustrated the following: out of 100 respondents the result found that 33 respondents (33%) are aged between 20 to 25 years old, the gender question registered 54 respondents for (54%) claiming to be female, 63 participants (63%) are full-timer, talking about the education level 32 (32%) are master holder, for the position question 34 (34%) are admin, and for the managerial level 35 (35%) are mid-level, for the income 28 (28%) claim earning between RM3000 to RM5000, the experience question found that 30 (30%) have between 6 to 10 years of experience. Moreover, the findings for section B are elaborated in the table below

Table 2: Descriptive Statistics on factors that influence Employee Motivation

Item	Dominant response	frequency	percentage
The management is interested in motivating employees	Agree	48	48%
I am satisfied with my organization current motivation program	Agree	47	47%
The Good working condition of my Organization motivates me	Strongly Agree	41	41%
The friendly relationship between management and employees motivates me	Strongly Agree	46	46%
My Organization Career growth possibilities help me to get motivated	Strongly Agree	42	42%
High Salary motivates me more at work	Strongly Agree	49	49%
Salary increment motivates me more	Strongly Agree	44	44%
Perfect Salary package keep me motivated	Strongly Agree	50	50%
Good retirement funds keep me motivated	Strongly Agree	49	49%
The higher my salary the more I get motivated	Strongly Agree	56	56%
Awards and Recognition get me motivated positively	Strongly Agree	49	49%

Allowances and bonuses impact positively my motivation at work Agree 45
 45% Incentives and pecuniary benefits boost my motivation at work Agree 45
 45% I get highly motivated by being offered a good welfare and Social
 benefit packages Strongly Agree 50 50% Career development sponsorship
 from the management boost my motivation level Strongly Agree 49 49%
 Prompt promotion on the job helps me boost my motivation Strongly Agree
 49 49% I get more motivated by a fair appraisal system Strongly Agree 44
 44% Being appreciated motivates me better Strongly Agree 48 48%
 Constructive feedback helps me to get motivated Strongly Agree 47 47% I
 get motivated when my boss encourages me Strongly Agree 48 48%
 Continuous and Positive Appreciation Strengthen my Motivation level Agree
 48 48% The table above illustrated that most of the participants answered
 agree and strongly agree and this translates that the respondents were
 positively motivated or impacted by the three motivation variables (Salary,
 reward and recognition) from which survey question derived. Table 3:

Cronbach's alpha value of variables Scale Number of Items Cronbach's Alpha

Motivation 5 0.943 Salary 5 0.938 Reward 6 0.951 Recognition 5 0.946
 Cronbach's Alpha 0.924 The above table is the Cronbach value of a variable.
 The motivation represents 0.943, salary 0.938, reward 0.951 and recognition
 0.946. Therefore, the Cronbach alpha is 0.924. In conclusion, all variables
 have shown a good result. Table 4: Model summary Model R R Square

Adjusted Square R Std. Error of the Estimate 1 .912a .831 .826 .38155 The
 linear Correlation Coefficient between employee motivation as the dependent
 variable and salary, reward, and recognition as independent variables is 0.
912, which shows a very strong positive relationship between the dependent
variable and the independent variables. R-squared measures how close the
data are to the fitted regression line. It is also known as the coefficient of
determination, or the coefficient of multiple determination for multiple. From
the above information, as R Square = 0.831 which means that R Square =
83.1%, which means that among the total variation of the variable employee
 motivation in Malaysia education sector, we can explain 83.1% from the
linear association between salary, reward, and recognition, 16.9% of
 variations in employee motivation can be explained by other factors not
 analysed. Table 5: ANOVA Model Sum of Squares df Mean Square F Sig. 1

Regression Residual Total 68.781 13.976 82.756 3 96 99 22.927 .146
 157.489 .000b Since the P-Value on the Anova table above is less than 0.05,
therefore the results of the regression analysis are significant. Table 6:

Coefficients Coefficientsa Model Unstandardized Coefficients B Std. Error
Standardize d Coefficients Beta t Sig. 1 (Constant) Salary Reward 20.275
2.707 2.051 .431 .124 .170 .597 .047 .638 5.718 .299 .000 .000 .000

Recognition 1.170 .163 .150 1.048 .000 Here is the regression model: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + E$
 $Y = \text{Motivation}$ $X_1 = \text{Salary}$ $X_2 = \text{Reward}$ $X_3 = \text{Recognition}$
 $Y = 20.275 + 2.707 X_1 + 2.051 X_2 + 1.170 X_3 + E$ From the
multiple regression analysis, one can deduce the strength of significant
relationship between dependent and independent variables. Table 7:

Correlation between independent variables and dependant variable Employee
 motivation Salary Reward Recognitio n Employee motivation Salary Reward
 Recognition Pearson Correlation Sig. (2-tailed) N Pearson Correlation Sig. (2-
tailed) N Pearson Correlation Sig. (2-tailed) N Pearson Correlation Sig. (2-
tailed) N 1 100 .812** .000 100 .765** .000 100 .724** .000 100 .812**
.000 100 1 100 .658** .000 100 .661** .000 100 .765** .000 100 .658**
.000 100 1 100 .836** .000 100 .724** .000 100 .661** .000 100 .836**
.000 100 1 100 **. Correlation is significant at the 0.01 level (2-tailed). H1:

Salary positively affect employee motivation in Malaysia education sector.
There is a significant, very strong and positive correlation between salary
and employee motivation in Malaysia education sector ($r=0.812$, $p=0.00$).
This correlation indicates that a good salary package tends to motivate

employees within Malaysia education sector. Since the p-value of salary and employee motivation in Malaysia education sector is 0.000 (which is less than .05), we can conclude that there is a significant correlation between employee motivation in Malaysia education sector and salary. Decision rule: Reject H20 and accept H21 which says there is significant employee motivation in Malaysia education sector and salary. H2: Reward positively affect employee motivation in Malaysia education sector. There is a significant, strong and positive correlation between reward and employee motivation in Malaysia education sector ($r=0.765$, $p=0.00$). This correlation indicates that employee motivation in Malaysia education sector with better rewards tend to motivate employees within Malaysia education. Since the p-value of reward and employee motivation in Malaysia education sector is 0.000 (which is less than .05), we can conclude that there is a significant correlation between employee motivation in Malaysia education sector and reward. Decision rule: Reject H30 and accept H31 which says there is a significant relationship between employee motivation in Malaysia education sector and reward. H3: Recognition affects employee motivation in Malaysia education sector. There is a significant, strong and positive correlation between recognition and employee motivation in Malaysia education sector ($r=0.724$, $p=0.00$). This correlation indicates that employee motivation in Malaysia education sector with a better appraisal system motivates employees. Since the p-value of recognition and employee motivation in Malaysia education sector is 0.000 (which is less than .05), we can conclude that there is a significant correlation between employee motivation in Malaysia education sector and recognition. Decision rule: Reject H40 and accept H41 which says there is a significant relationship between employee motivation in Malaysia education sector and recognition. Conclusion According to the findings from the inferential analyses, all proposed IVs are significant and positively correlated to the DV. Therefore, all proposed hypotheses (H1 to H4) in this study are accepted. This statement is supported by the findings of the present study that reveal a significant relationship salary, reward and recognition and employee motivation in Malaysia education sector. The overall result of the hypotheses testing. To answer the first research question (Q1), the significant factors boosting employee motivation in Malaysia education sector are salary, reward, and recognition. The variable salary has the highest impact in boosting employee motivation in Malaysia education sector, followed by reward, and recognition. In conclusion, the present study is successful in testing the proposed hypotheses. Moreover, the research questions are answered as well as achieving the objectives of this study. In other words, this study is complete, and the findings of the study could be beneficial to both employees, and the education sector (employers). References Abbah, M. (2014). Employee Motivation: The Key to Effective Organizational Management. 16th ed. [ebook] Bauch: Journal of Business and Management. Available at: <http://www.iosrjournals.org/iosr-jbm/papers/Vol16-issue4/Version-1/A016410108.pdf> [Accessed 15 Feb. 2016]. Adegbuyi, O., Oke, A.O., Worlu, R.E. and Ajagbe, A.M. (2015) Archival Review of the Influence of Organizational Strategy on Organizational Performance. Akhtar, N., Aziz, S., Hussain, Z., Ali, S. and Salman, M. (2014). Factors Affecting Employees Motivation. 4th ed. [ebook] Journal of Asian Business Strategy. Available at: [http://www.aessweb.com/pdf-files/1-147-4\(10\)2014-JABS-125-133.pdf](http://www.aessweb.com/pdf-files/1-147-4(10)2014-JABS-125-133.pdf) [Accessed 15 Feb. 2016]. Alghazo, A. and Al-Anazi, M. (2016). The Impact of Leadership Style on Employee's Motivation. International Journal of Economics and Business Administration, Vol. 2(No. 5), pp.37-44. An Examination of the Factors that Influence Motivation in the Workplace. (2010). 1st ed. [ebook] Available at: http://trap.ncirl.ie/548/1/maria_o_connor.pdf [Accessed 16 Feb. 2016]. Asim, M. (2013) 3153 Impact of Motivation on Employee Performance

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