Factors Influencing Employees' Motivation at Tenaga Nasional Berhad, Ipoh Perak

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ABSTRACT
The purpose of this research is to examine the factors that lead to employees’ motivation i.e incentives, stress level and management leadership style. A motivated and committed employee with a high level of job involvement is considered to be the essential asset for any organization who plays an important role in quality and productivity improvements in the organization. The research is conducted among employees of various departments at Tenaga Nasional Berhad, Ipoh. The research is based on deductive study as there has been a previous study on this topic. 70 personnel were randomly selected based on convenience sampling and responses were gathered by means of questionnaire. The gathered data was analyzed via SPSS 16.0 software. The result of the study is that incentives stress level and management’s leadership style does have a positive relationship with employees’ motivation.

Keywords: Employee motivation, incentives, Tenaga Nasional Berhad, stress level, management leadership style

1. Introduction

1.1 Background of Study

Motivation is defined as the procedure or step that initiates guides and sustaining goal-achieving behaviors. Motivation is what that triggers us to act, whether it is to going to the library to study and gain knowledge or to drive our car to a workshop to get it repaired for smooth driving. It involves the biological, emotional, social and cognitive forces that activate behavior. In daily usage, the term motivation is frequently used to relate why somebody does something. For example, we might say that an employee is so eager to achieve his monthly goal-bonus that he stays awake all night long finishing his project. Psychologists have come up with a number of different theories, including drive theory, instinct theory and humanistic theory. Well motivated and committed employees feel that they are highly valued by their
organization and that they are playing an important role in the organization that helps the organization to meet its goals and objectives. (Shore and Martin, 1989; Meyer, Paunonen, Gellaty, Goffin and Jackson, 1989). Employee motivation and willingness to work is very important for an organization’s success. A committed and motivated employee with an intensely high level of job involvement is measured as an important asset to an organization. Keeping the employee motivated, committed and involved in the job is always rewarding to a business as a motivated and committed employee is more productive and higher productivity leads to higher profits (Denton, 1987).

Employee motivation is one of the major concerns faced by the management of every organization. It is a challenge for every manager or supervisor to get his subordinates to perform and to become role models for others. They can then take these motivated employees as examples to create a positive environment and the willingness to work. It must also be taken into count that an employee may be hugely talented of doing a job but zero will be achieved if he is not willing to use his talent in the job given to him. The management has to make suitable use of motivation and make an effort to stimulate employees to pursue them. Hence this study is done to learn more about employees’ motivation at Tenaga Nasional Berhad, Ipoh.

2. Problem Statement

Employees who are motivated to perform their job are great assets to any organization. It is because motivation and job satisfaction is significantly linked. For this reason this study focuses on the employee motivation in the organization. This study tries to capture which actual experience, feelings and perception of employee’s behavior are most appropriate indicators that set the working conditions of employees in helping them to increase their motivation towards their work. There is a variety of factors that can manipulate a person’s level of motivation. For example:
1. The level of pay and benefits.
2. The perceived fairness of promotion system within a company.
3. Quality of the working conditions.
4. Leadership and social relationships.
5. Employee recognition.

3. Objective

To explore and understand the determinants that affects employees’ motivation at Tenaga Nasional Berhad, Ipoh Perak.

4. Research Question

RQ1: Is there any relationship between incentives and employees motivation.
RQ2: Is there any relationship between stress level and employees motivation.
RQ3: Is there any relationship between management’s leadership style and the extent of employee’s motivation.

5. Significance of the Study
The study is done to study on employees’ motivation in the organization. A high-quality motivational program process is vital for an organization to achieve its objective and goals. If well-organized motivational program for employees are made in almost all organization nationwide, the organization can achieve the competence to develop good organizational culture.

This study helps the researcher to realize the importance of effective employee motivation. This research study examines type of motivational factors among employees and discusses effort and steps that managements can contribute to increase the level of employee motivation. It provides a better view of overall employee motivation dimension that will be helpful for future researchers to build on and to learn better the factors that can help organizations to increase employees’ motivation and to achieve high level of performance from employees.

6. Literature Review

Two most renowned definitions of Motivation are of Bartol and Martin (1998) who define motivation as the strength that manipulate behavior, control behavior and underline the tendency to persist and Greenberg and Baron (1997) who defines motivation as the set of processes that arouse, direct and maintain human behavior toward achieving a certain goal. Aside from slight differences, both of these definitions fall along similar lines.

Several studies undertaken found that stress have a huge impact on employees’ job satisfaction, motivation and their overall job performance because most of the organization are focusing on better outcome from employees. In reality, modern eras have been known as the “age of anxiety and stress” (Coleman, 1976). There are a number of factors leading to stress of employees. However, Beehr and Newman (1978) had defined stress as circumstances which tend to push a person away from performing his or her normal daily routines and to perform duty or task beyond their normal task. We can conclude that it is truly essential for a person to identify the stress they are going through in their career.

Based on past researches and their study, several elements and factors are involved in impacting employees in a negative way. They are insufficient wage and job security, lack of training program, no development of new opportunities, poor manager qualifications and frequent job rotation for employees (Cheng & Brown, 1998). For example, in these years Lindner (1998) classified factors, affecting employees motivation according to importance degree, as attractive job, good wage, being praised, good working conditions, promotion opportunities, taking part in decisions and manager-staff relations. Lindner’s this research draw some similarities with Kovach’s (1999) research. Difference between these two researches is based on the difference way of classifying their importance. For example, in Lindner’s research for degree of importance, wages is in second place whereas in Kovach’s research job appraisal is in second place.

Job privacy and good terms of perks and rewards are relatively important to gain motivation of an employee (Shruthi, no year). This statement has been supported by Morris (2009) that employees tend to increase their work effort in order to achieve rewards given by superior. The higher the amount of reward can lead to higher motivation in employee’s
extrinsic effort to achieve it. However this statement is in total contrast from the study done by Mikander (2010) who mentioned in her research that reward system is not the main factor in employee’s motivation. Employees believe that they are paid by pro-rate bonus hence it’s not rewarding their hard work and experience. Chavakkad (2009) described factors that lead to employees motivation in which one of them is incentives. Organizations are so eager in motivating their employees and offer good incentive plans that employees are really happy with their management and feel highly appreciated thus feeling motivated their job. Hong and Waheed (2011) mentioned that the feel of affection for money has a significant relationship on the relationship between money and job satisfaction. Any organization in preparing a remuneration plan may need to consider the motivational factor of money and stress them above other motivational factors. This factor can be used to help improve job satisfaction, productivity and employees performance.

Kakkos and Trivellas (2011) defined motivation in regard with an example of a bank employee. They mentioned that the key elements that push a bank employee job performance forward is the satisfaction of higher order needs such as the growth needs which are the employee needs of self-actualization and self-esteem. Motivation could be also described as a driving force that makes people willingly want to put in their best in what they do and that motivation leads to an increase employee’s performance into other level and eventually the positive effect goes toward company’s success (Saleem, Mahmood and Mahmood, 2010). Stella (2008) mentioned though that motivation is good for employee’s performance but yet complaints about unsatisfactory performance exist however no evidence of why the complaints occurs are discussed in the research. Ajang (2009) said physiological stress acts as an important determinant of job satisfaction in the organization and satisfaction is the foremost important motivational factor in an organization. Burtin (2012) study is in neutral support of these authors regarding employee’s motivation and performance relationship where she mentioned motivation is a complex concept and can help or harm an organization depending on how it is used within an organization. If a manager takes the time to understand the needs of his or her employees, then the recognition can be extremely useful. Managers are not the only ones who can recognize others in the workplace. Employees can recognize each other as well. It has been proven to that one can not directly motivate someone else, but they can give them the tools they need to motivate themselves. Chen, Huang and Su (2012) defined employee and motivation relationship as employees with high work motivation will be willing to put more effort in their daily work routine. These employees work for intrinsic motivation rather than reward or incentives and that peer motivation also leads to high job satisfaction. Dr. Wani (2013) has a slight different opinion on employees’ motivation and job stress as he believes stress is relatively high at lower level employees such as clerical staff compared to higher level employees and it drastically effect motivation of the lower level employees. He further concluded that decrease in the level of employees’ motivation is due to high level of stress. Lesser chance for personal growth, lack of reorganization for personal talent, unfriendly working environment and ambiguous policies implemented by organization are other findings leading to stress that will eventually affect employees’ motivation.

Kouloubandi, Jofreh and Mahdavi (2012) mentioned in their study that a motivated employee is one who is always excited and prepared for his daily job task. Madjar and Gilson (2008) mentioned the impacts of individual motivation, the stage of creative process,
and the setting where the creativity took place had differential impacts on incremental creativity and radical creativity. They found that intrinsic motivation had greater impact on radical creativity, whereas extrinsic motivation had greater impact on incremental creativity. Rana and Munir (2011) indicated that several studies have stressed the negative impact of highly workload among employees. Workload stress can be defined as unwillingness to perform a work or frequent absence and a sensation of regular pressure for example no effort is enough followed by the general physiological, psychological, and behavioral stress symptoms (Division of Human Resource, 2000). Ahsan, Abdullah, Fie and Alam (2009) said that it is very important that the organization understands the needs of its employees and provide what is best for the employees. Constant appraisal programs and appreciation should be given to restore and motivate the employees.

Motivation is an important factor that could lead to either a happy employee or stressed employee. A happy employee is willing for offer more to a company compared to a stressed employee. Stress is a key motivator for employees to strive under it (Ismail and Hong, 2011) and improve their performance. Role ambiguity plays an important role in employees’ motivation compared to stress for a customer service executive at an investment bank. Providing employees with a transparent and well written job description helps to create a more positive environment among employees. It also leads to a positive communication between employees, supervisors and the management and this helps to reduce stress level among employees. Salleh, Nair, and Harun (2012) mentioned that management plays an important role to motivate employees as well. Superior helps to increase motivation of retail workers. As retail work is dull and boring, superior have to find ways to cheer up the working environment thus helping to motivate employees who are bored and encouraging them to complete their work on time. This statement is supported by Romle and Shamsudin (2006) mention that top-level management can make a difference in motivating employees by taking the right step for promotion. Seniority, job status and qualification should not be the single and main criterion in organizational promotion, but those who demonstrate set of leadership behavior efficiently in work place, talent and high dedication should be considered for a promotion to higher managerial level. Roos (2005) mentioned that motivation impact younger employees compared to older ones. Older employees were less motivated by competition and status in the workplace than their younger colleagues, and also more focused on customer needs and the company’s commercial perspective. They are less affected by the need to attain job satisfaction. Lin (2007) stated attitude and behavior of managers and management towards their employees could have a great impact on the employees. How employees feel they are treated by their managers either in a positive or negative manner could impact the employees’ decision of staying with the company or leaving the company. Managers should be given training by organization on how to treat an employee when performing their human resource task and managers should also be very considerate when commenting on employees while having appraisal session. This is important as managers should know which employees should be retained due to high performance and choose certain strategy while doing appraisal with these employees.

Luthan (1998) mentioned that motivation should not be considered as the sole clarification of behavior, as it acts in a combination of other external factors and with the surroundings. Luthan highlights that, like the other cognitive process, motivation as well
cannot be visualized. All that can be visualized is behavior, and this should not be equated with causes of behavior. Learning experience seemed to have no impact on employee’s stress level (Ladegard, 2011). Ladegard continued that level of stress did not reduced after coaching and the change was small. The effect appeared to be showing result only after nine months later. There are many factors that may have impact on these individual variations in coaching outcomes. One of it could be because training is not directly related to a reduction in stress, but indirectly related through an increase in social support.

Stress management refers to the wide spectrum of techniques and psychotherapies aimed at controlling a person's levels of stress, especially chronic stress, usually for the purpose of improving everyday functioning at work. Patterson, Chung and Swan (2013) stress that stress management program given to police officers are giving positive result to the officers. This may be due to officers are trained better and exposed to knowledge on how to control anger and stress during their duty.

Ursin & Eriksen’s cognitive arousal theory of stress mentions that a person’s feelings of desperation, defenselessness and inability to cope in stressful situations can cause poor emotional health, which can potentially lead to feelings of frustration, denial or anger (Ursin & Eriksen, 2002). For example, if a person feels that he or she is not able to manage stressful conditions, it can lead to the raise of his or her feelings of displeasure with their job. Bandura’s (1977) self-efficacy theory proposes that if a person has high self-efficacy for example to belief that he or she is able to fulfill the task given by top management, this will not raise his or her negative cognitive thoughts. Ismail, Yao and Yunus (2009) agree that stress acts as a significant determinant of job satisfaction in the organizational sector. Majority employees say that the level of workload and stress in their organization is high.

Based on Kaymazaa (2010) he concluded in his study that person working in more than one department on rotation have the opportunity to make contact and develop social dialogue with other employees. When the social context within management is considered to develop interpersonal relationships, the opportunity presents itself for a happier working environment and this increases motivation however his study did not verify the hypothesis that job rotation facilitates the determination of more productive job or position for the person and that this determination increases motivation. Kingir and Mesci (2010) mentioned even though job rotation has a positive effect on motivation, however duration of time affects the motivation of employees. Employees’ don’t like to be forced to work for long hours thus de-motivating them if asked to do unwanted over-time. Superior has to play their role in dividing the additional work hours assigned to employees.

7. Methodology

7.1 Data Collection Method

The data for the study will be collected through primary source. Primary data are in the form of “raw material” to which statistical methods are applied for the purpose of analysis and interpretations. The data for primary source will be distributed and gathered from employees of the organization. Questionnaire will be used as the data collection method.

7.2 Sampling
A fixed division of population, from which the objective of the study will be analyzed, is called as sample (Chavakkad, 2009). A sample is selected representative of the whole population for the purpose of the study. For this study, convenience sampling will be used as the method to collect the data. Convenience sampling is a non-probability sampling technique where subjects are selected based on their convenience and this will cause less hassle for both researcher and participant to fill the questionnaire given to them (Castillo, 2009). The subjects are selected just because they are easiest to recruit for the study and the researcher did not consider selecting subjects that are representative of the entire population. The response to various elements under each question will be totaled for the purpose of various statistical testing. A sample of 70 respondents in total was selected based on convenience sampling and from various departments at Tenaga Nasional Berhad Ipoh.

7.3 Data Screening

Various statistical methods will be used to compare the data collected from each respondent. SPSS software version 16.0 is used to generate the findings from the collected data. Normality test will be done to check on the data given to respondents and Reliability test will be carried out to test on how reliable the data which is gathered from the respondents is. Skewness and Kurtosis is used to test on how skewed a distribution is and also to check on descriptive statistic that can be derived to describe a distribution. Skewness (-1 > 0 < +1) and Kurtosis (-2 > 0 < +2) is considered as normal data. Cronbach’s Alpha is used where if the result is <0.7, the data is considered reliable for the study. Pearson product-moment correlation coefficient (Pearson Correlation ‘r’) is a measure of the correlation between two variables and is used in this study to determine on the acceptance or rejection of the hypothesis.

Table 1: Normality Test (Skewness & Kurtosis)

<table>
<thead>
<tr>
<th>Statistics</th>
<th>Incentives</th>
<th>Stress Level</th>
<th>Management Leadership Style</th>
<th>Employees Motivation</th>
</tr>
</thead>
<tbody>
<tr>
<td>N Valid</td>
<td>56</td>
<td>56</td>
<td>56</td>
<td>56</td>
</tr>
<tr>
<td>Missing</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Skewness</td>
<td>-.502</td>
<td>-.301</td>
<td>-.294</td>
<td>-.488</td>
</tr>
<tr>
<td>Std. Error of Skewness</td>
<td>.319</td>
<td>.319</td>
<td>.319</td>
<td>.319</td>
</tr>
<tr>
<td>Kurtosis</td>
<td>1.208</td>
<td>.314</td>
<td>.218</td>
<td>2.183</td>
</tr>
<tr>
<td>Std. Error of Kurtosis</td>
<td>.628</td>
<td>.628</td>
<td>.628</td>
<td>.628</td>
</tr>
</tbody>
</table>

Table 1 the result of normality test via usage of Skewness and Kurtosis test for questions used in questionnaire. The questions were normally distributed because of average value of skewness and kurtosis is -1 > 0 < +1 and -2 > 0 < +2. According to average value of
skewness (±1) and kurtosis (±2), all the items are normal and the questionnaires used in this study are assumed to be normally distributed.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Cronbach’s Alpha</th>
<th>Cronbach’s Alpha Based on Standardized Items</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incentives</td>
<td>0.764</td>
<td>0.771</td>
<td>8</td>
</tr>
<tr>
<td>Stress Level</td>
<td>0.864</td>
<td>0.863</td>
<td>9</td>
</tr>
<tr>
<td>Management Leadership Style</td>
<td>0.902</td>
<td>0.903</td>
<td>8</td>
</tr>
<tr>
<td>Employees Motivation</td>
<td>0.865</td>
<td>0.869</td>
<td>8</td>
</tr>
</tbody>
</table>

*source from SPSS 16.0 software.

Since the Cronbach’s Alpha is > 0.7 for all variables, we can conclude that the consistency level of the scale and sample is high.

7.4 Conceptual Framework

<table>
<thead>
<tr>
<th>Independent Variable</th>
<th>Dependent Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incentives (Inc)</td>
<td>H₁</td>
</tr>
<tr>
<td>Stress Level (SL)</td>
<td>H₂</td>
</tr>
<tr>
<td>Management’s Leadership Style (MLS)</td>
<td>H₃</td>
</tr>
<tr>
<td></td>
<td>Employees Motivation (EM)</td>
</tr>
</tbody>
</table>

7.5 Hypothesis

H₁: There is significance relationship between incentives and employees’ motivation.
H₂: There is significance relationship between stress level and employees’ motivation.
H₃: There is significance relationship between management’s leadership style and the extent of employees’ motivation.
8. Results

8.1 Correlation Test

<table>
<thead>
<tr>
<th>Correlations</th>
<th>Incentives</th>
<th>Stress Level</th>
<th>Management Leadership Style</th>
<th>Employees Motivation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incentives</td>
<td>Pearson Correlation</td>
<td>1</td>
<td>.289*</td>
<td>.085</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.031</td>
<td>.531</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>56</td>
<td>56</td>
<td>56</td>
</tr>
<tr>
<td>Stress Level</td>
<td>Pearson Correlation</td>
<td>.289*</td>
<td>1</td>
<td>.456**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.031</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>56</td>
<td>56</td>
<td>56</td>
</tr>
<tr>
<td>Management Leadership Style</td>
<td>Pearson Correlation</td>
<td>.085</td>
<td>.456**</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.531</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>56</td>
<td>56</td>
<td>56</td>
</tr>
<tr>
<td>Employees Motivation</td>
<td>Pearson Correlation</td>
<td>.506**</td>
<td>.530**</td>
<td>.629**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>56</td>
<td>56</td>
<td>56</td>
</tr>
</tbody>
</table>

* Correlation is significant at the 0.05 level (2-tailed).
** Correlation is significant at the 0.01 level (2-tailed).

H1: There is significant relationship between incentives and employees’ motivation. The relationship between incentives and employees’ motivation is statistically significant and strong (r = 0.506) at 0.000 level. In other word, accept H1.

H2: There is significant relationship between stress level and employees’ motivation. The relationship between stress level and employees’ motivation is statistically significant and strong (r = 0.530) at 0.000 level. In other word, accept H2.

H3: There is significant relationship between management’s leadership style and the extent of employees’ motivation. The relationship between incentives and employees’ motivation is statistically significant and strong (r = 0.629) at 0.000 level. In other word, accept H3.
9. Discussion

9.1 Summary

This study was conducted at Tenaga Nasional Berhad, Ipoh. 70 respondents were selected from various departments of the organization. In the introduction of the research, background of the study, problem statement, research objectives, research questions, and significance of the study is explained. In the literature review, factors leading to employees’ motivation are discussed such as incentives, stress level and management leadership style. The literature review was done by analyzing journals and text on related researches and topics. These include past studies and theories that support the direct and indirect relationship of the topic discussed. The next section mainly discusses on the methodology used for the study. These include methods that were used in the process of collecting data (convenience sampling) and analyzing data (normality test, reliability test using Cronbach’s alpha, and correlation Pearson ‘r’). The result of the study showed that there is a significance relationship between incentives, stress level and management leadership style with employees’ motivation.

10. Recommendation

Employees’ Motivation is relatively important to all organizations for example like Tenaga Nasional Berhad. The management needs to plan wisely on how to motivate their employees in order for the employees to perform their job better. A motivated employee is a real gem for any organization as he or she will help to achieve the organization’s goals and objectives. Since incentives play an important role in motivating employees, the managers should put the reward on top of other attributes of the job. Managers should also know how to distribute rewards wisely without disrupting their subordinates’ motivation. In addition, employees should also need to know how to motivate themselves. This will help them in managing their emotions and hence reducing their stress level. When they know how to manage their stress level, it will help employees to increase their work rate. Increase in self motivation and with reduced stress will help motivate employees on doing their job more efficiently. This study found that management leadership style plays an important role as well in motivating employees. Hence, top management, managers and supervisors must work together in contributing techniques and ways to help each other and their subordinates in achieving the goals of their organization.

References


Shruthi, M. (No Year), “A Study on Stress Management of Employees at Syndicate Bank Hassan”.

