

## CHAPTER 5

### ANALYSIS AND DISCUSSION

#### 5.1 Introduction

This chapter discusses the result of data analysis presented in previous chapter 4. The chapter begin with a brief recap of the research including the gaps that have been identified in the literature, which fill the urge to conduct this study. Following this, the chapter presents an integrated discussion of the analysis results in Chapter 4, together with the assumptions and the conceptual framework described in Chapter 3.

#### 5.2 Recapitalization of the Study

As shown in Figure 5.1, this study was conducted to investigate the factors that influence employee's motivation in Yayasan Dakwah Islamiah Malaysia. This study also wants to examine the moderating effect of job satisfaction in the relationship between the factors of motivation (salary, transformational leadership, job enrichment, training and development and empowerment) and motivation. In addition, this study wants to examine the moderating effect of job involvement in the relationship between the factors of motivation (salary, transformational leadership, job enrichment, training and development and empowerment) and motivation.

To answer the previous objectives, the data for the current study was collected from 185 employees at Yayasan Dakwah Islamiah Malaysia, Putrajaya through questionnaires. The following sections discussed in details the findings of this study.

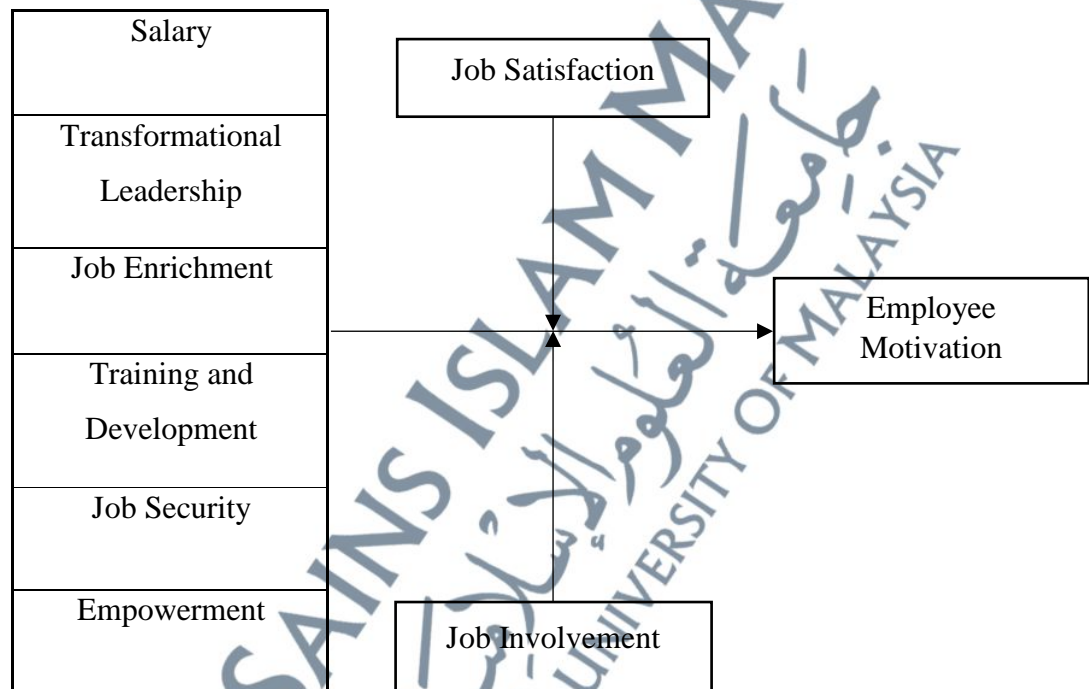


Figure 5.1: Framework of Study

### 5.3 Findings and Discussion

#### 5.3.1 Salary and Motivation

The conceptual framework (Figure 5.1) of this study predicted that salary would have a direct and positive relationship with motivation. This study argues the salary can be a factor that motivate employees in organization. The results from data analysis provides support to the Hypothesis. It indicated a positive and significant relationship

between salary and motivation. The finding reveals that salary is one of the factors that can enhance the employee's motivation in Yayasan Dakwah Islamiah Malaysia. The finding is in line with previous studies that indicate salary as an indicator that can affect employees' motivation (Onanda, 2015; Sudiardhita et al., 2018; Lorincova et al., 2016; Muhammad Hasmi et al., 2019; Krstic et al., 2019; Siddiqui & Rida, 2019; Martono et al., 2018). Elizabeth (2017) concluded that salary was a highly motivating factor for the employees and management should look into increasing the monetary and benefits package they give.

### **5.3.2 Transformational Leadership and Motivation**

The conceptual framework (Figure 5.1) proposed in this study further predicted that transformational leadership would have a positive and significant relationship with the employee's motivation. This study argues that the implementation of transformational leadership in organizations will be able to enhance employees' motivation in Yayasan Dakwah Islamiah Malaysia. The results from data analysis indicate a positive and significant relationship between transformational leadership and motivation, which provide support to hypothesis 2 of this study. It means, if we want to enhance the motivation of employees at Yayasan Dakwah Islamiah Malaysia, the management of Yayasan Dakwah Islamiah Malaysia need to implement transformational leadership in managing the organization. This finding is in line with previous studies that have been conducted in various context such as at banking (Adeel et al., 2017), telecommunication (Farid Ahmad, Tasawar Abbas, Shahid Latif & Abdul Rasheed, 2014), education (Diana et al., 2019; Lee & Kuo, 2019) and factory sector (Hadi et al., 2018). In fact, researchers such as Nirmal, Abhishek, Dave and Chowdhury (2018) argue that the transformational leadership is not only related to employee motivation but also their job performance. The link between transformational leadership and motivation is possible due to when the organizational management implement transformational leadership, the psychological aspects of employees can be mastered that leads to increased motivation (Susilo, 2018).

### 5.3.3 Job Enrichment Motivation

The conceptual framework (Figure 5.1) developed in this study further predicted that job enrichment will have a positive and significant relationship with employees' motivation. This study argues that the implementation of job enrichment can enhance employees' motivation in organization. Results from data analysis indicate non-significant but positive relationship exists between job enrichment and motivation. The results indicated that the implementation of job enrichment unable to influence employee motivation at Yayasan Dakwah Islamiah Malaysia. The findings did not provide support to the hypothesis 3 of this study. This finding is contradicted with previous studies that found job enrichment positively and significantly affects work motivation (Iman & Wayan, 2018; Azeez & Abimbola, 2016). According to Nanle (2015), job enrichment account for employee motivation at 66 percent. The possible reason is due to job enrichment provides many opportunities for people's development (Supriya, 2016). Job enrichment also making the work so interesting because it provides the employees with tasks and responsibilities normally done by a senior employee or supervisor, and usually comes with more freedom and control over the planning, execution, and evaluation of job tasks, compare to the traditional practice that focus on specialization, or division of labor, dividing work into many components, and assigning each component to a separate worker results in employee boredom, and consequently loss of efficiency, and low productivity (Fred, 2011). Azeez and Abimbola (2016) argues job enrichment provides skill variety, job identity, feeling important in the eyes of others, responsibility, challenge, realizing ones competence, freedom, participation in decision making, performance feedback from the job done, growth and sense of achievement which leads to internal motivation.

#### **5.3.4 Training and Development and Motivation**

The conceptual framework (Figure 5.1) developed in this study predicted that training and development would have a positive and significant relationship with the motivation. This study argues that the implementation of training and development factor in organizations can enhance employees' motivation. However, the results from data analysis indicate non-significant but positive relationship exists between training and development and motivation. The finding does not provide support to the hypothesis 4 of this study. It means that the implementation of training and development unable to enhance the motivation of employees who work at Yayasan Dakwah Islamiah Malaysia. This finding is contradicted with previous research that found the link between training and development and motivation (Katarzyna, 2017; Tugce Gullu, 2016; Imran & Aiman, 2015; Mamofokeng, Lira & Paul, 2018). In fact, Vandana and Manisha (2014) concludes that training and development contributes greatly to employees' motivation in comparison with other factors like technology, management behavior, and working environment.

#### **5.3.5 Job Security and Motivation**

The conceptual framework (Figure 5.1) developed in this study predicted that job security would have a positive and significant relationship with motivation. This study argues that job security factor in organizations can enhance employees' motivation. The results from data analysis indicated a significant relationship between job security and motivation. However, the direction of the relationship is negative. It means, lack of job security can enhance motivation of employees in Yayasan Dakwah Islamiah Malaysia. Therefore, the result only partially supports the hypothesis 5 of this study. The finding is contradicted with previous research that found a positive and significant link between job security and motivation (Fazil, 2014; Raymond, 2017; Ojokuku & Salami, 2011; Bhashkar & Tathagata, 2014). In fact, the job security has been recognized as the second most important factor for motivation (Lorincova et. al., 2016).

### **5.3.6 Empowerment and Motivation**

The conceptual framework (Figure 5.1) developed in this study predicted that empowerment would have a positive and significant relationship with motivation. The result from data analysis indicated a positive relationship between empowerment and motivation. However, the result is not significant. It means that the implementation of empowerment practice unable to enhance the motivation of employees in Yayasan Dakwah Islamiah Malaysia. This finding fails to provide support to the hypothesis 6 of this study. This finding is contradicted with previous studies indicating that empowerment of workers affects the positive motivation of work. If the empowerment of employees is increased, their motivation to work will also improve (Iman & Wayan, 2018; Ovidiu, 2013; Quratul Ain, 2011; Hasan, Mehmet & Demet, 2011; Shafique & Nadeem, 2018; Ju et al., 2019; Jaya & Ananda, 2017). A possible reason to explain the link between empowerment and motivation is due to employee empowerment is a kind of motivational strategy which gives the employees a sense of satisfaction towards their job and organization (Jaya & Ananda, 2017).

### **5.3.7 Job Satisfaction as a Moderator**

As presented in the conceptual model (Figure 5.1), job satisfaction is expected to moderate the relationship between the motivational factors (salary, transformational leadership, job enrichment, training and development, job security, empowerment) and motivation. In other word, this study proposed that the effect of motivational factors (salary, transformational leadership, job enrichment, training and development, job security, empowerment) on motivation will be greater if employees satisfy with their work.

The results from data analysis have shown a significant moderating effect of job satisfaction on the relationship between two motivational factors (training and development, job security) and motivation, which provide support to hypothesis 10 and hypothesis 11 of this study. It means, the effect of training and development and job security on motivation are greater when employees show high level of job satisfaction.

The findings of this study provide another empirical evidence about the role of job satisfaction as a moderator, particularly in the relationship between the motivational factors (training and development, job security) and motivation. Previously, job satisfaction has been regarded as a moderator in the relationship between transformational and conditional- rewarding leadership on the organizational silence perceptions of workers (Omer et al., 2018), substance consumption levels and employee absenteeism (Jaarsveld & Keyser, 2018), meaningful work and mental health (Blake et al., 2018), burnout and productivity (Woo & Kim, 2017), leadership behavior and trainee work engagement (Akinlawon & Shamila, 2018), transformational leadership and engagement (Odunayo & colleagues, 2018), reward and transformational leadership on the intention to quit (Jauhar et al., 2017), burnout and turnover intentions (Zaharie et al., 2018), maternity leave policies and occupational self-efficacy (Awotoye et al., 2017).

### **5.3.8 Job Involvement as a Moderator**

As presented in the conceptual model (Figure 5.1), job involvement is expected to moderate the relationship between the motivational factors (salary, transformational leadership, job enrichment, training and development, job security, empowerment) and motivation. In other word, this study proposed that the effect of motivational factors (salary, transformational leadership, job enrichment, training and development, job security, empowerment) on motivation will be greater if employees show high job involvement.

The results from data analysis have shown a significant moderating effect of job involvement on the relationship between job security and motivation, which provide support to hypothesis 16 of this study. It means, the effect of job security on motivation are greater when employees show high level of job involvement.

The findings of this study provide another empirical evidence about the role of job involvement as a moderator, particularly in the relationship between job security and motivation. Previously, job involvement has been regarded as a moderator in the relationship between organizational commitment and job satisfaction (Chi et al.,

2018), job satisfaction and organizational commitment (Tiwari et al., 2014), emotional intelligence and retention (Mahfuz, 2013), workplace incivility and perceived work ability (Kabat-Farr et al., 2019).

#### **5.4 Conclusion**

The analysis results indicated that the factors that influence employees' motivation at Yayasan Dakwah Islamiah Malaysia are salary, transformational leadership and job security. In addition, job satisfaction moderates the relationship between training and development, and motivation. Job satisfaction also moderate the relationship between job security and motivation. Moreover, job involvement has been regarded as a moderator in the relationship between job security and motivation.

