

CHAPTER 6

CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

This chapter discusses the conclusion and recommendation to denote the result of the study systematically. The chapter begins with a brief finding of this study. The chapter also highlights the solid points of the thesis along with a discussion on the practical implications for the management of organizations. Finally, the chapter addresses the limitations of this study together with suggestions for future research. The chapter closes with a conclusion of the study.

6.2 Finding of the study

This study was conducted to investigate the factors that influence employee's motivation in Yayasan Dakwah Islamiah Malaysia. This study also examined 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 examined 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.

Based on the data analysis that have been conducted. This study has found that the factors that influence employees' motivation in YADIM are salary, transformational leadership, and job security. This study also provides empirical evidence about the role of job satisfaction and job involvement as moderator in the relationship between salary, transformational leadership and job security and motivation.

6.3 Implication of Study

6.3.1 Theoretical Implication

This study contributes to the theoretical development by providing empirical evidence about the factors that influence motivation in Yayasan Dakwah Islamiah Malaysia, an Islamic organization. The factors are salary, transformational leadership and job security. These findings are unique because it is based on the result from multivariate analysis that examine simultaneously the effect of various factors (e.g., salary, transformational leadership, job enrichment, training and development, job security, empowerment) on motivation. In previous studies, those factors have been tested separately among the sample in non-Islamic organizational context.

In addition, this study is unique because it provides additional empirical evidence to support the role of job satisfaction and job involvement as a moderator. This is another theoretical contribution of this study. In specific, job satisfaction has been recognized as a moderator in the relationship between training and development, and motivation, and between job security and motivation. Similarly, job involvement also has been recognized in this study as a moderator between job security and motivation. Such findings have extended the discussion in the literature that previously focusing on the moderating effect of job satisfaction and job involvement in different relationships. For instance, 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), 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).

6.3.2 Practical Implications

The findings of the current study can be used by other organization, particularly the Yayasan Dakwah Islamiah Malaysia to enhance the motivation of their employees. This study found that if organizations want to enhance the employees' motivation, they need to offer an attractive salary scheme, which suit with current living cost. Second, organizations must encourage the leaders at all level (e.g., high level management, head of department, supervisors) to demonstrate transformational leadership style in managing organization, department, and staff under their supervision. The psychological aspects of employees can be mastered if the leader or manager in organization implement transformational leadership approach. Third, organizations need to show some sort of guarantee in term of job security to maintain the level of motivation among their employees. Although, the relationship between job security and motivation in this study is negative, however, job security has been recognized in this study as one of the significant factors that can enhance employee's motivation, particularly in the context of Yayasan Dakwah Islamiah Malaysia.

In addition, the organizational management also need to have a plan or mechanism on how to improve employees' level of job satisfaction and job involvement. It is due to both aspects show significant contribution in strengthening the effect of training and development and job security on motivation. Provide opportunity for employees to handle variety of task, career development, positive work conditions and colleagues and decrease workload are the example of initiative that can be taken by

organization to improve the employees' level of job satisfaction. Similarly, organization also can provide an opportunity for career growth, improve employee engagement and work life balance to encourage job involvement.

6.3.3 Limitations and Suggestion for Future Study

This study has some limitations that can be overcome by future researchers to extend the knowledge and applicability of the results.

First, this study was conducted among the employees at Yayasan Dakwah Islamiah Malaysia, Putrajaya. The findings can be only applied to the context of this study. Therefore, this study encourages future studies to collect data from the other Islamic Organizations to validate the findings of this study. The future researchers can collect data from other Islamic Organization under the Prime Minister Department Malaysia to assess the factors that can significantly enhance employee's motivation.

Second, this study is a cross sectional study (the data of this study have been collected on the basis of one time). Therefore, future researchers are encouraging to collect the data using a longitudinal data to access the factor of employee's motivation among Islamic Organization Department.

Third, in the current study, only salary, transformational leadership, and job security are considered as factors of employee's motivation. Future researchers can include or explore other factors that can influence the motivation of employee' in an Islamic Organization.

Finally, the data related to employees' motivation have been collected through the employees' point of view. Future studies are encouraging to collect the data based on employer or supervisor point of view. Besides that, future researchers are suggested to conduct the research using both quantitative and qualitative research. By including the qualitative approach, the understanding on how salary, transformational leadership and job security influence employees' motivation can be exploring in detail.

6.4 Conclusion

This study was conducted to examine the factors that influence employee's motivation in an Islamic Organization known as Yayasan Dakwah Islamiah Malaysia (YADIM). This study also was conducted to examine the moderating effect of job satisfaction and job involvement in the relationship between the motivational factors (salary, transformational leadership, job enrichment, training and development and empowerment) and motivation.

This study is a quantitative study, and cross-sectional data technique was executed. Self-administered questionnaire was used as a tool to measure variables of this study such as salary, transformational leadership, job enrichment, training and development, job security, empowerment, motivation, job satisfaction and job involvement. Data collected at Yayasan Dakwah Islamiah Malaysia was obtained from 185 employees. The results of the study were obtained through SPSS version 22.

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.