

**THE RELATIONSHIP BETWEEN MOTIVATION AND JOB
SATISFACTION ON EMPLOYEE'S PERFORMANCE IN
UNIVERSITI UTARA MALAYSIA (UUM)**

A thesis submitted to the College of Business
In partial fulfillment of the requirements for the degree
Master of Science (Management)
Universiti Utara Malaysia

By

Abdu Hakeem M. B Almarganhi
Matric No. 88536

@ Hakeem, 2008. All right reserved

55495
10/10/08

Declaration

I declare that all the work described in this dissertation was undertaken by myself (unless otherwise acknowledged in the text) and that none of the work has been previously submitted for any academic degree. All sources of quoted information have been acknowledged through references.

Hakeem
April 2008

**CENTER FOR GRADUATE STUDIES
UNIVERSITI UTARA MALAYSIA**

PERMISSION TO USE

In presenting this thesis in fulfillment of the requirements for the postgraduate degree from the Universiti Utara Malaysia, I agree that the Universiti Library may take it freely available for inspection. I further agree that the permission for copying of this thesis in any manner, in whole or in part, for scholarly purpose may be granted by my supervisor or, in his absence, by the Dean of the Center for Graduate Studies. It is understood that any copy or publication or use of this thesis or parts thereof for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the Universiti Utara Malaysia for any scholarly use which may be made of any material from my thesis.

Request for permission to copy or make other use of material in this thesis in whole or in part should be addressed to:

**Dean of the Center for Graduate Studies
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darul Aman
Malaysia**

ABSTRACT

The aims of this study are to investigate whether there is any relationship between employee performance, job satisfaction and employee motivation. The survey method was employed with the quantitative data were processed using a multivariate technique. Descriptive statistics such as frequency and percentage used to measure the percentage of returned questionnaire and also used to describe the respondents' profile such as their gender, educational background, their academic qualifications, and job title. Correlation and multiple regressions used for inferential statistics. The Pearson correlation used to measure the significance of linear bivariate between the independent and dependent variables thereby achieving the objective of this study. Multiple regressions used to determine the relationship between independent and dependent variables, the direction of the relationship, the degree of the relationship and strength of the relationship. This thesis found that job satisfaction has a significant positive influence to the employee's performance rather than motivation. The non-significance of motivation was found in the influence to the employee's performance. This study concludes that job satisfaction among support staff much more contribute to the employee's performance of support staff of UUM.

Keywords: Job Satisfaction, Motivation, Employee Performance, Support Staff

ACKNOWLEDGMENT

Praise and gratitude be given to Allah the Almighty for putting forward me such a great strength, patience, courage, and ability to complete this project.

My excessive gratefulness to my supportive and helpful supervisor, **Dr Nor Azila Bt Mohd Noor** for assessing and guiding me in the completion of the research. With all truthfulness, without her, the project would not have been a complete one. She has really been for me a center of motivation and guidance. I am truly grateful to his continual support and cooperation, as being prepared to assist me all along the completion of the project.

Sincerely, I would like to extend my appreciation to my uncle, Mr. Omran Almarganhi, for his fully support in my study and my entire life. My sincere thanks also go to my father, my mother and all my family. My demonstrative appreciations to all my friends, colleagues, all COB staff, and every one who has helped either directly or indirectly to the completion of this project.

sTABLE OF CONTENT

	Page
Cover	
Declaration	i
Permission to use	ii
Abstract	iii
Acknowledgement	iv
Table Of Content	v
List Of Table	vii
List Of Figure	viii
List Of Abbreviations	ix
 CHAPTER 1	 INTRODUCTION
1.1	Background of The Study 1
1.2	Problem Statement 3
1.3	Research Questions 4
1.4	Research Objectives 5
1.5	Significance of the Study 5
1.6	Scope of the Research 6
 CHAPTER 2	 LITERATURE REVIEW
2.1	Introduction 7
2.2	Employee Performance 7
2.3	Job Satisfaction 12
2.4	The Development Concept of Employee 15
2.5	Motivation and Performance of Employee 20
2.6	Theories Underlying Job Satisfaction, Employee Motivation and Employee Performance 22
2.6.1	Need Theories 22
2.6.2	Social Learning Theory 25
2.6.3	Satisfaction and Performance 26
2.7	Research Framework 27
2.8	Hypotheses 27
2.9	Summary 27
 CHAPTER 3	 RESEARCH METHODOLOGY
3.1	Introduction 28
3.2	Research Design 28
3.3	Variable Measurement 28
3.4	Population and Sample 33
3.5	Data Collection Technique 34

	3.6	Data Analysis Technique	34
	3.7	Summary	35
CHAPTER 4		FINDINGS & DATA ANALYSIS	
	4.1	Introduction	36
	4.2	Profiles of Respondents	37
	4.3	Preliminary Result	43
	4.3.1	Data Reliability	43
	4.3.2	Relationship among Research Variables	45
	4.4	Regressions between Job Satisfaction and Motivation to the Employee Performance	46
CHAPTER 5		DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS	
	5.1	Introduction	47
	5.2	Summary of Study findings	47
	5.2.1	Employee Performance of UUM staff	47
	5.3	Discussion	48
	5.4	Managerial Implication	49
	5.5	Limitations of the study	50
	5.6	Conclusions	51
References			
Appendix 1		Questionnaire	
Appendix 2		Statistical Data Analysis Result	

LIST OF TABLE

3.1	Items for Minnesota Satisfaction Questionnaire	29
3.2	Employee Motivation	31
3.3	Employee Performance	32
3.4	Group and Position of Employment	33
4.1	Gender of Respondents	37
4.2	Race of Respondents	38
4.3	Education of Respondents	40
4.4	Department of Respondents	41
4.5	Job Title of Respondents	41
4.6	Job Tenure of Respondents	42
4.7	Summary of Reliability Test	45
4.8	Correlations Statistic between Job Satisfaction, Motivation and Employee Performance	46
4.9	Regressions between Job Satisfaction and Motivation to The Employee Performance	47

LIST OF FIGURE

Figure 3.1 Research Framework	28
Figure 4.1 Gender of Respondents	37
Figure 4.2 Races of Respondents	38
Figure 4.3 Educations of Respondents	39
Figure 4.4 Department of Respondents	40
Figure 4.5 Job Title of Respondents	41
Figure 4.6 Job Tenure of Respondents	42

LIST OF ABBREVIATIONS

HR : Human Resource.

UUM : University Utara Malaysia.

CHAPTER 1

INTRODUCTION

1.1 Background of The Study

In today's global business employees are increasingly expected to display effort, motivation and initiative in modern organizations. It is not only human competence depends on the success of an organization, but also how it motivates employee to an organization. The essential key to an organization's success and survival is adaptability. Organizations need to have the right employees that are able to manage at the speed of change and address business issues creatively (Robbins, 2005).

Globalizations had brought a lot of impacts on organizations. Those impacts made organizations to be aware of any changes that are happening everyday. The main reason for doing that is to be able to compete with each other and in order to keep surviving in the business area. Organizations also need to change to give satisfaction to its internal environment such as employee and supplier inside of the system or the organization (Robbins, 2005).

An organization could never stand without having employees. Employees are the main reason an organization could exist for a long time. They are the ones who play the major roles and make a lot of contributions to the organization. So organization should pay attention on them in order to keep them in the organization. That will also influence the

The contents of
the thesis is for
internal user
only

REFERENCES

- Ali, M. (2000). *Balancing job satisfaction and performance: A guide for human resource professionals*. Connecticut: Quorum Books.
- Bandura, A. (1982). Expatriate turnover tendencies in Saudi Arabia: An empirical examination. *The International Journal of Organizational Analysis*, 4(4): 393-407. Retrieved on 8 October 2006 from EBSCOhost Full Display.
- Bandura, A. (1997). Integrative strategic performance measurement systems: Strategy, strategic alignment of manufacturing, learning and organizational performance. *Working paper*.
- Benkhoff, B. (1997). Disentangling organisational commitment: the changes of the OCQ for research and policy. *Personnel Review*, Vol. 26 No. 1, pp. 114-20.
- Cetin, M. O. (2006). The relationship between job satisfaction, occupational and organizational commitment of academics. *Journal of American Academy Business*, 8(1): 78-88. Retrieved on 8 October 2006 from ABI/INFORM Global.
- Churchill, R. H. (1974). Job satisfaction and employee performance of Lebanese banking staff. *Journal of Managerial Psychology*, 18(4): 368-376. Retrieved on 15 August 2006 from <http://www.emerald-library.com>
- Cohen, M. (1998). *Applied business research: Quantitative and qualitative methods*. Singapore: John Wiley and Sons.

- Cronje, M. (1995). An investigation of work values and resulting job satisfaction in relation to two work roles in Thailand. *The Business Review, Cambridge*, 5(1): 161. Retrieved on 12 October 2006 from ABI/INFORM Global.
- Dodd, P., McCue, S. & Wright, M. (1996). Management control systems design within its organizational context: findings from contingency-based research and directions for the future. *Accounting, Organizations and Society* 28: 127-168.
- Furnham, F. (1992). Gender differences in the job satisfaction of public employees: a study of Seoul Metropolitan Government, Korea. *Sex Roles: A Journal of Research*. Retrieved on 12 August 2006 from www.findarticles.com
- Frederickson, H. & Perry, K. (2005). Job satisfaction: empirical evidence of gender differences. *Women in Management Review*, 20(4): 279-288. Retrieved on 12 August 2006 from <http://www.emerald-library.com>
- Frederik, T. (1975). How important are job attitudes? Meta-analytic comparisons of integrative behavioral outcomes and time sequences. *Academy of Management Journal*, 49(2): 305-325. Retrieved on 19 September 2006 from EBSCOhost Full Display.
- Green, J. (2000). *Job satisfaction of community college chairperson*. (Doctoral dissertation, Virginia Polytechnic Institute and State University, 2000). Retrieved on 17 Augustus 2006 from.
- Georgopolus, W., Mahoney, T., & Jones, H. (1975). The impact on job satisfaction, job commitment, and turnover variations in rewards, costs, alternatives, and investments." *Journal of Applied Psychology* 68: 429-438.

- Hair, L. A. (2003). *HRM reality: Putting competence in context (2nd ed.)*. New Jearsey: Prentice Hall.
- Hancer, M. & George, R. T. (2003). Job satisfaction of restaurant employees: An empirical investigation using the Minnesota Satisfaction Questionnaire. *Journal of Hospitality and Tourism Research*, 27(1): 85-100. Retrieved on 15 August 2006 from <http://jht.sagepub.com/cgi/reprint/27/1/85.pdf>
- Herzberg, F. (1968). "One more time: how do you motivate employees?". *Harvard Business Review*, pp. 53-62.
- Hackman, O., & Oldham, G. (1980). Job satisfaction and organizational commitment in the Hong Kong fast food industry. *International Journal of Contemporary Hospitality Management*, 15(4): 214-220. Retrieved on 17 August 2006 from <http://www.emerald-library.com>
- Herzberg, F., Maunser, B., & Snyderman, B. (1959). *The Motivation to Work*. New York: John Wiley and Sons Inc.
- Hoy, W.K., & Miskel, C.E. (1996). *Educational Administration: Theory, Research, and Practice*. New York: McGraw Hill.
- Ivancevich, U., & Matteson, G. (1996). Gender and the relationship between perceived fairness in pay, promotion, and job satisfaction in a sub-Saharan African economy. *Women in Management Review*, 21(3): 224-240. Retrieved on 12 August 2006 from <http://www.emerald-library.com>

- Jewell, L. R., Beavers, K. C., Kirby, B. J. M. & Flowers, J. L. (1990). Relationship between levels of job satisfaction expressed by North Carolina Vocational Agriculture teachers and their perceptions toward the Agricultural education teaching profession. *Journal of Agricultural Education*. Retrieved on 15 September 2006 from EBSCOhost Full Display.
- Lawler, S. (1969). *Handbook of Leadership: A Survey of Theory and Research*. New York: Free Press.
- Lawler, S. (1975). Is empowerment just a fad? control decision making and IT. *Sloan Management Review*, pp. 23-35.
- Locke, E.A. (1976), The nature and causes of job satisfaction, in Dunnette, M.D. (Ed.), *Handbook of Industrial and Organizational Psychology*, Rand McNally, Chicago, IL, pp. 1297-349.
- Lofquist, D. B., & Weiss, J. (2003). Organizational culture and job satisfaction. *Journal of Business & Industrial Marketing*, 18(3): 219-236. Retrieved on 12 August 2006 from <http://www.emerald-library.com>
- Luthans, F. (1998), *Organizational Behavior, 8th ed.* Boston: McGraw-Hill.
- Maiga, J. C. (2003). Job satisfaction among employee assistance professionals: A national study. *Journal of Employment Counseling*, 39: 50-60. Retrieved on 12 October 2006 from EBSCOhost Full Display.
- Maslow, A.H. (1954). *Motivation and Personality*. New York: Harper & Row Publishers.

- Martell, C., & Carroll, A. (1995). The effect of organizational culture and leadership style on job satisfaction and organizational commitment: A national comparison. *Journal of Management Development*, 23(4): 321-338. Retrieved on 17 August 2006 from <http://www.emerald-library.com>
- McClelland, R. T.(1962). Factors affecting job satisfaction of employee adults with multiple sclerosis. *Journal of Rehabilitation*. Retrieved on 12 August 2006 from www.findarticles.com
- McCormick, G. J. & Ligen, W. R. (1985). Perceived overqualification and dimensions of job satisfaction: A longitudinal analysis. *The Journal of Psychology*, 134(5): 537-555. Retrieved on 10 September 2006 from EBSCOhost Full Display.
- Mitchell, M. A. (1987). How important is compensation for job satisfaction of retail trainers? Some evidence. *Employee Benefit Plan Review*. Retrieved on 15 September from EBSCOhost Full Display.
- Mowday, R. (1982). The measurement of organizational commitment, *Journal of Vocational Behaviour*, Vol. 14, pp. 224-7.
- O' Malley, K. (2000). The effect of participative performance evaluation on accountants' psychological empowerment, organizational commitment, and job satisfaction. *Working paper*.
- Osborn, D.J. (1994). Why quality initiatives are failing: the need to address the foundation of human motivation. *Human Resource Management*, Vol. 33 No. 4, pp. 601-16.

- Osborne, M. (2003), Attitudinal organizational commitment and job performance: a meta-analysis, *Journal of Organizational Behavior*, Vol. 23, pp. 257-66.
- Preffer, J. (1979), Scales for the measurement of some work attitude and aspects of psychological well-being, *Journal of Occupational Psychology*, Vol. 52, pp. 129-48.
- Quarstein, V.A., McAfee, R.B., & Glassman, M. (1992). The situational occurrences theory of job satisfaction, *Human Relations*, Vol. 45 No. 8, pp. 859-73
- Robbins, S. P. (2005). *Organizational behavior*(11th ed.). New Jersey: Prentice Hall.
- Robbin, S. P., & Langton, A. (2005). *Organizational behavior* (4th ed.). Irwin: McGrawHill.
- Saari, L.M. & Judge, T.A. (2004). Employee Attitudes and Job Satisfaction. *Human Resource Management*, 43(4), 395–407.
- Schappe, S. P. (1998). The influence of job satisfaction, organizational commitment, and fairness perceptions on organizational citizenship behavior. *The Journal of Psychology*, 132(2): 277-290. Retrieved on 15 August 2006 from EBSCOhost Full Display.
- Schultz, B. (1994). Supervisory actions, job satisfaction and turnover intentions of Irish trainee accountants. *The Irish Accounting Review*, 12(2), 47-73. Retrieved on 12 October 2006 from ABI/INFORM Global.
- Sekaran, U. (2000). *Research method for business: A skill building approach*. 3rd Ed. New York: John Wiley and Sons.

- Smith, E., Kendall, J. M., & Hulin, G. F. (1969). *Measurement of Satisfaction in Work and Retirement*. Chicago: Rand McNally .
- Tietjen, M. A., & Myers, R. M. (1998) Motivation and Job Satisfaction . *Management Decision*, 36/4, 226–231.
- Tosi, D., Rizzo, J., & Carroll, T. (1990). Organizational commitment: A mediator of the relationships of leadership behavior with job satisfaction and performance in a non-western country. *Journal of Managerial Psychology*, 15(1): 6-28. Retrieved on 15 August 2006 from <http://www.emerald-library.com>
- Ulrich, C. (1997). Job satisfaction and gender: an expanded specification from the NLSY. *International Journal of Manpower*, 25(2): 211-234. Retrieved on 12 August 2006 from <http://www.emerald-library.com>
- Wright, L., & McMahan, F. (1992). The impact of organizational culture and person-organization fit on organizational commitment and job satisfaction in Taiwan. *The Leadership and Organization Development Journal*, 25(7): 592-599. Retrieved on 17 August 2006 from <http://www.emerald-library.com>