

**A STUDY ON THE FACTORS AFFECTING JOB MOTIVATION AMONG  
BANK EXECUTIVES IN ALOR SETAR KEDAH**

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**MASTER OF SCIENCE MANAGEMENT  
UNIVERSITI UTARA MALAYSIA  
JUNE 2014**

**A STUDY ON THE FACTORS AFFECTING JOB MOTIVATION AMONG  
BANK EXECUTIVES IN ALOR SETAR KEDAH**

**BY**

**NURUL SHARIFAH BINTI SAMAT**

**A thesis submitted to Othman Yeop Abdullah Graduate School of Business in  
partial fulfillment of the requirement for the degree Master of Science**

**Management**

**Universiti Utara Malaysia**

**2014**



Othman Yeop Abdullah  
Graduate School of Business

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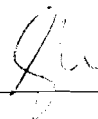
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## ABSTRACT

The aim of completing the study was to evaluate on a factor of job motivation, focusing on bank executives in Alor Setar, Kedah. This paper is based on empirical study using primary data collected through a well structured questionnaire. To ensure the validity and reliability of the questionnaire, the researcher used SPSS version 21 as a method in this study. Referring to this study, the test that used by the researcher were descriptive statistic, reliability test (Cronbach's Alpha), Pearson's coefficient and multiple regression. The researcher personally conducted the questionnaire on a sample size of 90 bank executives collected from a number of banks under Government Linked Companies (GLC) in the city of Alor Setar, Kedah. GLC companies are corporations controlled and held by the *bumiputra* or government. The findings, based on four different independent variables which consists of relationships, the nature of work, recognition and rewards, and staff training and development, showed that the two variables which are nature of work and staff training and development affect the dependent variable which represent by job motivation among bank executives in Alor Setar, Kedah. Regarding the analyses result in the study indicate that the nature of work has a positive relationship with job motivation, followed by others independent variable such as staff training and development. Therefore, this study provides insight into the bank in identifying the necessary motivational factors is given more emphasis. A study on job motivation is very popular and readily available as it is a favorite topic among researchers, however, this study will make a useful contribution because it focused on a small area in Alor Setar, Kedah.

## ABSTRAK

Tujuan dalam menyiapkan kajian ini adalah untuk menilai faktor motivasi kerja, dengan memberi tumpuan kepada eksekutif bank di Alor Setar , Kedah. Kajian ini adalah berdasarkan kajian empirikal dengan menggunakan data primer yang dikumpul melalui soal selidik yang distruktur dengan baik. Bagi memastikan kesahihan dan kebolehpercayaan soal selidik ini, penyelidik telah menggunakan perisian SPSS versi 21 sebagai kaedah dalam kajian ini. Merujuk kepada kajian ini, ujian yang digunakan oleh penyelidik adalah statistik deskriptif, ujian kebolehpercayaan (Alpha Cronbach ), pekali Pearson dan regresi . Penyelidik telah menjalankan soal selidik dengan menggunakan saiz sampel sebanyak 90 eksekutif bank yang dikumpul daripada beberapa bank daripada Syarikat Berkaitan Kerajaan di bandar Alor Setar , Kedah. Bank yang berada dibawah kawalan Syarikat Berkaitan Kerajaan adalah syarikat korporat yang dikuasai dan dimiliki oleh bumiputera atau kerajaan Malaysia. Penemuan berdasarkan kepada empat pembolehubah yang berbeza iaitu terdiri daripada hubungan, cara kerja, pengiktirafan dan ganjaran, serta latihan dan pembangunan kakitangan, dan keputusan menunjukkan bahawa terdapat dua pembolehubah iaitu cara kerja dan latihan dan pembangunan kakitangan mempengaruhi pembolehubah bersandar yang diwakili oleh motivasi kerja eksekutif bank di Alor Setar, Kedah. Merujuk keputusan analisis dalam kajian ini menunjukkan bahawa sifat kerja mempunyai hubungan yang positif dengan motivasi kerja, diikuti pembolehubah bebas lain seperti latihan dan pembangunan kakitangan. Oleh itu, kajian ini memberi gambaran kepada bank dalam mengenalpasti faktor motivasi yang sewajarnya diberi lebih penekanan. Satu kajian mengenai motivasi kerja adalah sangat popular dan mudah didapati kerana ia merupakan topik kegemaran di kalangan penyelidik, namun begitu, kajian ini akan membuat sumbangan yang berguna kerana ia menekankan kepada skop yang lebih kecil yang memberi tumpuan kepada kawasan kecil di Alor Setar, Kedah.

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# **CHAPTER ONE**

## **INTRODUCTION**

### **1.0 Introduction**

The first chapter will explain on background of study where the general ideas on the scope of the study are clarified. Then, the researcher will state some important sub topics found in this study as follows: (i) problem statement, (ii) research objectives, (iii) research interests, (iv) the meaning of terms and (v) organization of chapter remain.

### **1.1 Background of the Study**

The bank plays a significant role for a nation and also for the benefit and convenience of the society in the country. According to Gillani and Sariwal (1994) in their study defined the banking institution as an organization that can solve the debt one individual to another through the widespread acceptance of debt. The strength of the economy depends, amongst others, on a strong banking system. Each transaction performed by the banks should contribute to its profit. As regard, a part of lending or other activities that are geared and resembles a loan which can be easily and boost the creation, exchange, use, and distribution of wealth; means banking institutions alone are not able to make any property.

In order to ensure the success of large projects in the fields of trade and industry, banks play an important role in providing the necessary and important funds to the

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## Appendix A: Cover Letter For Questionnaire



Othman Yeop Abdullah  
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**UNIVERSITI UTARA MALAYSIA**

**OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS**

Dear respondents,

I am Nurul Sharifah Binti Samat, student of Master of Science (Management) in Universiti Utara Malaysia. I hereby designed questionnaire to study on the factors of job motivation among bank executives mainly in Alor Setar, Kedah.

The questionnaire is divided into six parts which is Part A, Part B, Part C, Part D, Part E and Part F. I would appreciate if you could answer the questions carefully. It will not take u longer than 10 minutes to finish up all the questions given. All the answers will be confidential and will be only used for the study purposes.

Thank you for the cooperation and it is much appreciated.

Sincerely,

**Nurul Sharifah Binti Samat**

Master of Science (Management)

Othman Yeop Abdullah Graduate School of Business

Universiti Utara Malaysia

06010 Sintok, Kedah.

## **Appendix B: Questionnaire**

### **MASTER OF SCIENCE (MANAGEMENT)**

#### **A STUDY ON THE FACTORS OF JOB MOTIVATIONS AMONG BANK EXECUTIVES IN ALOR SETAR, KEDAH**

Please tick the appropriate answers for each question without leaving any questions unfilled.

#### **PART A (DEMOGRAPHIC CHARACTERISRICS)**

1. Gender

(     )     Male

(     )     Female

2. Age

(     )     18-25

(     )     26-35

(     )     36-45

(     )     46-55

(     )     56+

3. Marital status

(     )     Single

(     )     Married

(     )     Widowed

(     )     Divorced

4. Race

- (     )     Malay
- (     )     Chinese
- (     )     Indian
- (     )     Others, please state: .....

5. Salary Range

- (     )     RM900 – RM3, 000
- (     )     RM3, 100 – RM6, 000
- (     )     RM6, 100- RM9, 000
- (     )     RM9, 100 – RM12, 000
- (     )     RM12, 100+

6. Years of current job

- (     )     Less than 1 year
- (     )     1-4
- (     )     5-9
- (     )     10-14
- (     )     15-19
- (     )     20-24
- (     )     25 and above

7. Academic qualification

- (     )     SPM
- (     )     STPM/ Diploma/ Matriculation
- (     )     Undergraduate/ Professional Degree
- (     )     Master
- (     )     PHD

**PART B (RELATIONSHIP)**

**Please circle the appropriate answers in the table below indicating your opinion from *STRONGLY DISAGREE* to *STRONGLY AGREE*.**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither</b>	<b>Agree</b>	<b>Strongly Agree</b>
My supervisor and I understand each other	1	2	3	4	5
My co-worker and I get along with each other	1	2	3	4	5
I can feel the spirit of cooperation among my co-workers	1	2	3	4	5
I had a chance to develop close friendships with my co-workers	1	2	3	4	5
I am pleased with the friendliness of my co-workers	1	2	3	4	5
I am comfortable with the personal relationship between my boss and his/her employees	1	2	3	4	5
I like the people I work with	1	2	3	4	5



**PART C (NATURE OF WORK)**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither</b>	<b>Agree</b>	<b>Strongly Agree</b>
I am comfortable with the working conditions	1	2	3	4	5
I am pleased with the variety in my work	1	2	3	4	5
I am pleased with the company policies and the way in which they are administered	1	2	3	4	5
I am comfortable with the policies and practices toward employees of this company	1	2	3	4	5
I have a full understanding of my duties in the company	1	2	3	4	5
The goals of the company are clear to me	1	2	3	4	5
I comfortable with the physical surrounding where I work	1	2	3	4	5

**PART D (RECOGNITION AND REWARD)**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither</b>	<b>Agree</b>	<b>Strongly Agree</b>
I get praised for doing a good job	1	2	3	4	5
My pay amount fair for the work I do	1	2	3	4	5
i am satisfied with my chances for salary increases	1	2	3	4	5
I get a chance to work by myself	1	2	3	4	5
I get noticed when I do a good job	1	2	3	4	5
There is really a big chance for promotion on my job	1	2	3	4	5
I can feel my efforts are rewarded the way they should be	1	2	3	4	5

**PART E (STAFF TRAINING AND DEVELOPMENT)**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither</b>	<b>Agree</b>	<b>Strongly Agree</b>
I get opportunities for advancement in my job	1	2	3	4	5
I get a chance to develop new and better ways to the job	1	2	3	4	5
The company offers through training to improve employee job skills	1	2	3	4	5
I attend training sessions to excel in my company in a different job	1	2	3	4	5
The training provided by the company has enabled me to do my job very well	1	2	3	4	5
The type of job training provided by the company is highly effective	1	2	3	4	5
The training sessions were relevant to my job duties	1	2	3	4	5

**PART F (JOB MOTIVATION)**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither</b>	<b>Agree</b>	<b>Strongly Agree</b>
Doing my job well really motivated me to work	1	2	3	4	5
I am really excited when going to work	1	2	3	4	5
I give considerable attention on my job	1	2	3	4	5
I give considerable effort on my job	1	2	3	4	5
I rarely feel my job is taking for granted	1	2	3	4	5
I am enthusiastic about my job for the time being	1	2	3	4	5
I feel real enjoyment in my job	1	2	3	4	5

## Appendix C: Reliability Test (Cronbach's Alpha)

**Case Processing Summary**

		N	%
Cases	Valid	90	100.0
	Excluded <sup>a</sup>	0	.0
	Total	90	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.767	7

**Item Statistics**

	Mean	Std. Deviation	N
R1	4.01	.609	90
R2	3.98	.580	90
R3	3.91	.729	90
R4	3.96	.652	90
R5	4.03	.608	90
R6	3.92	.691	90
R7	3.97	.771	90

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
R1	23.77	7.327	.417	.752
R2	23.80	7.240	.479	.741
R3	23.87	6.611	.515	.733
R4	23.82	6.710	.574	.721
R5	23.74	7.294	.430	.750
R6	23.86	6.889	.471	.742
R7	23.81	6.402	.532	.729

### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
27.78	9.074	3.012	7

### Case Processing Summary

		N	%
Cases	Valid	90	100.0
	Excluded <sup>a</sup>	0	.0
	Total	90	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	N of Items
.820	7

### Item Statistics

	Mean	Std. Deviation	N
NW1	3.88	.668	90
NW2	3.98	.734	90
NW3	3.93	.700	90
NW4	4.04	.733	90
NW5	4.14	.572	90
NW6	4.07	.632	90
NW7	3.93	.716	90

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
NW1	24.10	8.181	.607	.788
NW2	24.00	7.955	.592	.791
NW3	24.04	7.728	.700	.771
NW4	23.93	7.883	.613	.787
NW5	23.83	9.309	.374	.823
NW6	23.91	8.711	.491	.807
NW7	24.04	8.200	.544	.799

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
27.98	10.943	3.308	7

**Case Processing Summary**

		N	%
Cases	Valid	90	100.0
	Excluded <sup>a</sup>	0	.0
	Total	90	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.778	7

**Item Statistics**

	Mean	Std. Deviation	N
RR1	4.09	.697	90
RR2	4.13	.722	90
RR3	3.99	.757	90
RR4	4.09	.554	90
RR5	4.03	.644	90
RR6	3.96	.702	90
RR7	3.90	.654	90

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
RR1	24.10	7.080	.570	.736
RR2	24.06	7.109	.533	.744
RR3	24.20	6.566	.656	.716
RR4	24.10	8.069	.416	.766
RR5	24.16	7.908	.376	.774
RR6	24.23	7.125	.552	.740
RR7	24.29	7.781	.404	.769

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
28.19	9.683	3.112	7

**Case Processing Summary**

	N	%
Valid	90	100.0
Cases Excluded <sup>a</sup>	0	.0
Total	90	100.0

a. Listwise deletion based on all variables in the procedure.



**Reliability Statistics**

Cronbach's Alpha	N of Items
.809	7

**Item Statistics**

	Mean	Std. Deviation	N
TD1	4.06	.693	90
TD2	3.99	.679	90
TD3	4.06	.642	90
TD4	4.03	.710	90
TD5	3.99	.757	90
TD6	4.00	.653	90
TD7	4.12	.633	90

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
TD1	24.19	7.773	.617	.771
TD2	24.26	7.945	.583	.777
TD3	24.19	8.447	.476	.796
TD4	24.21	7.562	.658	.763
TD5	24.26	7.631	.582	.778
TD6	24.24	8.142	.554	.783
TD7	24.12	8.940	.342	.816

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
28.24	10.636	3.261	7

### Case Processing Summary

		N	%
Cases	Valid	90	100.0
	Excluded <sup>a</sup>	0	.0
	Total	90	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	N of Items
.849	7

### Item Statistics

	Mean	Std. Deviation	N
JM1	4.31	.681	90
JM2	4.28	.750	90
JM3	4.37	.661	90
JM4	4.29	.658	90
JM5	4.20	.640	90
JM6	4.27	.700	90
JM7	4.21	.742	90

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JM1	25.61	9.409	.575	.833
JM2	25.64	8.771	.662	.819
JM3	25.56	9.194	.660	.820
JM4	25.63	9.493	.580	.832
JM5	25.72	9.776	.523	.840
JM6	25.66	9.352	.568	.834
JM7	25.71	8.725	.684	.816

**Appendix D: Correlation between Job Motivation with Relationship, Nature of Work, Recognition and Reward, and Staff Training and Development**

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
29.92	12.275	3.504	7

**Correlations**

		relationship	jobmotivation
relationship	Pearson Correlation	1	.437**
	Sig. (2-tailed)		.000
	N	90	90
jobmotivation	Pearson Correlation	.437**	1
	Sig. (2-tailed)	.000	
	N	90	90

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

**Correlations**

		naturework	jobmotivation
naturework	Pearson Correlation	1	.456**
	Sig. (2-tailed)		.000
	N	90	90
jobmotivation	Pearson Correlation	.456**	1
	Sig. (2-tailed)	.000	
	N	90	90

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

**Correlations**

		rewardrecogniti on	jobmotivation
rewardrecognition	Pearson Correlation	1	.377**
	Sig. (2-tailed)		.000
	N	90	90
jobmotivation	Pearson Correlation	.377**	1
	Sig. (2-tailed)	.000	
	N	90	90

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

**Correlations**

		training	jobmotivation
training	Pearson Correlation	1	.443**
	Sig. (2-tailed)		.000
	N	90	90
jobmotivation	Pearson Correlation	.443**	1
	Sig. (2-tailed)	.000	
	N	90	90

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