THE INFLUENCE OF REWARD AND LEADERSHIP STYLE ON THE EXTRINSIC MOTIVATION AMONG ROYAL MALAYSIAN POLICE OFFICERS

By
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ABSTRACT

Most organizations are experiencing the challenges of understanding the factor that have significant and positive relationship on employees' motivation. The aim of this research was determine the relationship between reward, leadership style and extrinsic motivation among the 226 police personnel in IPD Kulim, Kedah. A questionnaire survey based on random sampling method was used to collect the data and data analysis was done using Pearson correlations and linear regression techniques to identify the relationship and test the hypothesis. The findings of this study indicate, that there is a significant and positive relationship between reward, leadership style and extrinsic motivation.

Keywords: Extrinsic Motivation, Reward and Leadership Style

ABSTRAK

Kebanyakan organisasi mengalami cabaran dalam memahami faktor yang mempunyai hubungan yang signifikan dan positif terhadap motivasi pekerja. Tujuan kajian ini dilakukan adalah untuk mengenal pasti hubungan di antara ganjaran dan gaya kepimpinan terhadap ekstrinsik motivasi di kalangan 226 anggota polis di Ibu Pejabat Polis Daerah Kulim, Kedah. Kajian ini menggunakan tinjauan soal selidik berdasarkan kaedah persampelan secara rawak untuk mengumpul data dan analisis data telah dilakukan dengan menggunakan teknik korelasi dan regrasi untuk mengenal pasti hubungan dan menguji hipotesis. Hasil kajian telah menunjukkan bahawa terdapat hubungan yang signifikan dan positif antara ganjaran dan gaya kepimpinan terhadap motivasi..

Kata Kunci: Ekstrinsik Motivasi, ganjaran dan gaya Kepimpinan

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Table of Content

List of tables

List of Figure

List of Abbreviations

RMP	Royal Malaysia Police
IPD	Ibu Pejabat Daerah
APC	Anugerah Perkhidmatan Cemerlang
SPSS	Statistical Package for Social Science
OCPD	Officer Chief Police District

CHAPTER ONE

INTRODUCTION

1.1   Introduction

This chapter explains the environment of the Royal Malaysian Police (RMP) and the importance of extrinsic motivation among the police personnel in achieving the future plans of the Ministry of Home Affairs. Following that, this chapter also explains the problem statements of the study, research questions, and research objectives also the organizations of the chapters.

1.2   Background of the Study

The Royal Malaysian Police is one of the key pillars in national security to ensure the Country is safe and secure. Malaysian police are not only work to ensure a safe and peaceful country, but also to reduce the crime rates in the country regardless of age, race and religion to improve public safety in Malaysia. As police personnel, they need motivation to increase inner power and psychological energy that could affect the fuels behavior.

Obviously, it is important to enhance and ensure motivation in each and every member of the police is at the higher level so that they are always eager to work. This is because the duties of a police are very heavy and they place themselves in danger by having to resolve issues related to crime and much more issues and their job is one of the most challenging professions (Crank, 2004).

They should always be enthusiastic and have a positive aura in themselves that are always ready, no matter where there are located and in any situation direct or indirect to the current security and social condition of the country (Singh, 2013).

Without a proper and constant motivation among the police, it will lead to a rise in numbers of tasks not completed with excellent results. Job completed by a dedicated police officer requires motivation to except every task as a challenge in the police career (Baron, 1983).

Police must maintain their performance to fulfill the expectations of the government and society. Meanwhile, Muogbo (2013) argues that leaders must continuously give praise and positive feedback when the followers show the good performance. In other words, employees receiving positive feedback from employers have a higher urge to perform in work. When given proper motivation to the employees not only increases performance but also helps the department to retain the best employee to help organization achieve higher goals and objectives (Singh, 2013).

In the real world, to get the right employees and retaining them is one of the challenges to organization in the current environment, which facing with a lot of problem between employer and employees that always make a problem in a workplace (Gohari, Kamkar, Hosseinipour & Zahoori, 2013).

As an organization in upholding the rule of law, the RMP has wide range of responsibilities, which is responsible to ensure the implementation of rules and regulations provided by the rule of law and the other one is obligations towards the expectation of the nation (Ali & Ahmed, 2009).

Every organizations now is depend on the employees effort to get a good result, so researcher must understand to find out what factors motivate employees such as police personnel the organization can plan to give suitable reward system to gain a better result (Almoansour, 2012). In order to get a better result, the right combination of immaterial and material rewards can boost employee's work motivation and also enhance their commitment to the organization (Ali & Ahmed, 2009).

A career in policing needs both mental and physical training. This is in order for them to be always ready to serve the nation. The expectations in the policing for human performance based on mental and physical ability are high and the training provided is often adequate (Lindner, 1998). Police also experience conflicts when performing their jobs, psychological health, occupational stress and problems in trying to maintain their motivation levels. Police personnel need more extrinsic motivation that can always make them maintain their personal and ability to serve their job (Rahim & Daud, 2013).

Based on studies done by Hafiza, Shah, Jamsheed and Zaman (2011), employee's reward is identified to be a major contributor to employee motivation to perform in the organization.

On the other hand, leadership style also plays an influence towards motivation of the workers (Bodla & Nawaz, 2010). In the police force, the same relationship is recognized between same meanings to the police, if the leaders want to improve the ability or outcomes, the leaders need to pay attention to enhance the motivation among their followers (Bodla & Nawaz, 2010). This is because, without good followers it's

impossible for leaders to produce good performance from the team (Bodla & Nawaz, 2010).

In policing, it is very important to maintain the morale of the police because morale has a close relationship with motivation. With high morale into their selves, it will confer courage, energy, determination and bold offensive spirit. Only with these qualities, those police and those leaders are fully developed and ready to facing any challenging and conditions (Mahazril, Zuraini, Hafizah, Aminuddin, Zakaria, Noordin & Mohamed, 2012). Besides that, researcher wants to examine if these two variables (reward and leadership styles) have a significant relationship with motivation or not.

1.3   Problem Statement

One of the most difficult aspects confronting management of most organization today is how to make their workers become efficient (Gana & Bababe, 2011). This aspect of organization has led most industries to employ strategies by which to motivate their work force. Motivation during work is very important to people because it will help to enhance the chances to achieve objective in the organizations. The employer should give the suitable motivation of labor that can be hypothesizes and be as a key contributor to maximize the productivity among workers' (Kalburgi & Dinesh, 2010). In other words, if employer gives the higher motivation to workers it will bring a higher productivity with more quality (Rahim & Daud, 2013). To maintain level of motivation is quite hard when workers should be able deals with different environment and more challenging to employers to demand a full commitment from the employees (Tella, 2007).

In order to understand the factors that can motivate employees to work, The Royal Malaysian Police (RMP) has been chosen for a clear understanding on what factors can motivate them to work. The purpose when choosing RMP as a subject is to know how far their motivation and how their leaders motivate the police during the work. With this study, leaders also can make the result of this study as the reference to help to increase the motivation among the police personnel in Malaysia.

To know more about level of motivation among police in IPD Kulim, researcher choose to investigate the total recipients of Excellent Service Award (APC) that is given annually to the best employee who have given best service to the police force through good performance to work, organizations and also to society.

Based on the annual achievements report provided by Assistant Superintendent Police Hj. Hamdan B. Basiron, Head of Administration Department, IPD Kulim, and the total recipients of Excellent Service Award (APC) in 2012 consist of 43 of 640 police officers in IPD Kulim. For the next year, the total number of recipients for 2013 increased to 46 of 640 officers and this shows the motivation among the police in IPD Kulim is increase by year based on APC.

Unfortunately, the recipients for 2014 has decrease from 46 to 45 workers and this are a problem when the motivation among them is not consistent. Many reasons that can make their motivation to decrease, and the officers/leaders should ensure about this problem before they want the workers/followers give full commitment with a good productivity to increase their performance.

Basically, this award is given to the best employees based on their record annual performance taken during the year (APC). Each performance of work done will be reviewed by the supervisor of each branch consisting of a head of department and provided to the Officer Chief Police District (OCPD) to verify whether each selected officers deserve the award. In order to maintain motivation among the police is always been a main focus because they have to perform the task in a good condition and work environment with the high level of spirit and abilities. The main issue related with the APC in this study is about the satisfaction among the recipients about the motivation that they get in this organization (Thisera, 2013).

Based on the purpose of this award, Award is given to police officers that give good performance to show their contribution is valued by the organizations. This award clearly identifies reward factor as motivating factors among police officers. As for leadership style, the relationship occurs when, officers need to work with their superiors as a group to solve any problems, work, and commitment in all activities organized by organizations'.

When they can interact well with the leaders and can provide a good performance, it can also be taken as guidance when work in a group and had a good leaders with them. So, as a leader who requires a backup that will help him/her to carry out any work, whether easy or hard work, he/her should always maximize the motivation of each members so that they will not be bored with the work and generally are able to cooperate well together.

1.4   Research Question

This study seeks to identify the factors which influencing the extrinsic motivation of police officers in Malaysia. As a result, the research strives to answer the following questions.

1.1   Is there any relationship between Reward and the Extrinsic Motivation of the police personnel in Malaysia?

1.2   Is there any relationship between Leadership Style and the Extrinsic Motivation of the police personnel in Malaysia?

2.1   To what extend does Reward influence Extrinsic Motivation of the police personnel in Malaysia?

2.2   To what extend does Leadership Style influence Extrinsic Motivation of the police personnel in Malaysia?

1.5 Research Objectives

The objective of this research is to examine the variables that are expected influence the extrinsic motivation of police officer in Malaysia. Specifically the study is expected to determine:

1.1 To examine the relationship between Reward and Extrinsic Motivation among police personnel in Malaysia.

1.2 To examine the relationship between Leadership Role and Extrinsic Motivation among police personnel in Malaysia.

2.1 To examine the influences between the Reward and Extrinsic Motivation among police personnel in Malaysia.

2.2 To examine the influences between Leadership Style and Extrinsic Motivation among police personnel in Malaysia.

1.6   Significance of the Study

The significant of the research is to determine and identify the practical factors that influence the extrinsic motivation among the police officers. Besides that, the findings of this research will give some ideas to Senior Police Officers to identify the factors that could make police always motivated during a job, leisure time, and also peace time without case. Theoretically, this research provides significant value to researcher to find out what factors will contribute to increase their motivation among the police.

This study also will increase the understanding of the relationship between reward, leadership style, and extrinsic motivation among police personnel in IPD Kulim, Kedah. This study would give a better picture of the changes that need to be done to stay on track towards achieving the goals. Other than that, the recommendations of this study would help the police to enhance the performance and their service to increase and sustain the motivation of the police force in RMP.

1.7   Scope of the Study

This study focuses on surveys to respondents from IPD Kulim within the group rank from Corporal and above. This is because, these respondents they have more experience to working in a team and know more knowledge and skills that need in the organizations. Researcher chooses IPD Kulim is because it's easy to get the information because researcher know some of the people in this place.

1.8   Organization of the Chapters

Chapter 1 includes introduction, background and problem statement of the study. Then, followed with the research questions, objectives and the definition of the key terms.

Chapter 2 contains the detail reviews from the past studies that are related with this research to provide detailed information on the concept and theory related with   factors that influence the extrinsic motivation of the police personnel in Malaysia. This chapter also established the selected independent variables.

Chapter 3 presented the theoretical framework and the hypothesis in this study. Furthermore, also explains about the method used in this research paper, which is includes research design, population and sampling of the study. The measurement of the variables used and also the data analysis method also explained in this chapter.

Chapter 4 discussed the results of this study. Also presented the profile respondents, goodness of measure, descriptive analysis, reliability analysis of the variables and the results of the hypothesis.

Chapter 5 presents the research findings and also the discussions. Other than that, the implications and limitations are also discussed in this chapter. Then, it followed with the recommendations for future research and conclusion.

CHAPTER TWO

LITERATURE REVIEW

2.1   Introduction

In this chapter, the previous studies done relevant to this research would be discussed in order to understand the area of study. The purpose of this chapter is to examine the literature related to the relationship between reward, leadership style and extrinsic motivation. According to Sekaran (2003) literature review is a documentation of the inclusive reviews from the published work and obtained from the sources of data information with the specific subject. These previous studies would look at the relationships of reward and leadership style with extrinsic motivation among police personnel in Malaysia.

2.2 Dependent Variable

2.2.1 Extrinsic Motivation

Motivation is an enigmatic topic in work and organizational science (Kanfer, Chen & Pritchard, 2008). To make employees always motivated is one of the key challenges for the employer (Ali & Ahmed, 2009). This is because motivation is the driving force that is directly to the activity that will make a person to act (Deci & Ryan, 1985; Lewin, 1935; Ryan & Deci, 2000). In 3rd International Conference on Management, Economics and Social Sciences in Kuala Lumpur, Khan (2013) discussed about employees who are strongly motivated will be more interested in performing their work. Besides that, Vroom's expectancy theory (Salie, Schlecter, 2012; Arokiasamy, Tata, Abdullah, 2013) stated employees tend to be more motivated when they receive something that can raise their motivation like reward in exchange for doing the job. This is because, motivation have different process, which can influence our behavior to achieve some specific goal (Hafiza, Shah, Jamsheed & Zaman, 2011; Salie & Schlechter, 2012).

Employees will get higher levels of motivation when management cares about their welfare, allowing the officers to be involved in the management process will also increase the positive relationship between the employee and the management (Kalburgi & Dinesh, 2010). In this research also author discuss generally, the concept of the motivation is defined as a composition of powers and mechanism which, it will help to direct human behavior in a desired manner. On the other hand, Kalburgi and Dinesh (2010) simplified a higher motivations will brings higher productivity. Khan (2013) also stated there is positive relationship between reward and motivation to increase the productivity and commitment of employees.

Based on this study, the motivation that can relate with the police personnel is extrinsic motivation. Extrinsic motivation refers to motivation that comes from outside and individual (Benabou & Tirole, 2003). The motivating factors are external, or outside, rewards such as money and grades. These motivations provide satisfaction and pleasure that the task itself may not provide (Ryan & Deci, 2000). An extrinsically motivated person will work on a task even when they have little interest in it because of the anticipated satisfaction they will get from reward (Edrak, Yin-Fah, Gharleghi & Seng, 2013).

Extrinsic motivation is externally driven and the focus is on the outcome of the activity for the task-worker himself (Convington & Mueller, 2001). The outcome could be a reward or the avoidance of punishment. A task can be of little or no interest, but the external reward will be a motivator for the person to continue the task. The examples of external rewards are money, a cheering crowd or a good grade (Benabou & Tirole, 2003). According to the Tremblay, Blanchard, Taylor and Pelletier (2009) the extrinsic motivation is externally driven and the focus is on the outcome of the activity for the task-worker himself and the outcome could be a reward or the avoidance of punishment.

To keep motivation level is increase or maintains among the employee, the leaders have the responsible about this thing. This is because, according to the Sandilyan, Mukherjee and Miltra (2012), one of the main functions of the employer or leaders is to keep their employees or followers satisfied with their jobs and need to know how they can continue motivation of their employees. Moreover, they also can put forward organizational goals to the personal goals to ensure the productivity increase directed from personal goals to organizational goals if employees are motivated towards their work (Sandilyan,

Mukherjee, & Miltra, 2012). Besides that, if perpetuated motivation among the employees, it also can retain and indirectly can minimize turnover among the employees (Arokiasamy, Tata, & Abdullah, 2013). In addition, work motivation not just affect individual but also the whole organizations. So, it is important to offer a good remuneration and composition system as a way to motivate them (Muogbo, 2013).

However, in Malaysia the government already provided good incentives such as salary increment and also good remuneration system to ensure the public servants can highly competent and always motivated while do their jobs (Mahazril et.al. 2012). To show the excellent performance among public servant, they must be produce a good human capital to work in organizations to avoid the problem regarding on what they do and will do. Several theories have been exposed to explain about the motivation (Arokiasamy, Tata, & Abdullah, 2013).

To be motivated means need to be moved to do something. A person who feels no impetus or inspiration to act is thus characterized as unmotivated, whereas someone who is energized or activated toward an end is considered motivated (Kanfer, Chen & Pritchard, 2008). Most everyone who works or plays with others is, accordingly, concerned with motivation, facing the question of how much motivation those others, or oneself, has for a task, and practitioners of all types face the perennial task of fostering more versus less motivation in those around them (Mahazril et.al. 2012). Most theories of motivation reflect these concern by viewing motivation as a unitary phenomenon, one that varies from very little motivation to act to a great deal of it (Muogbo, 2013).

According to John Bailey and John Schermerhorn (1991), stated motivation based on content and a process approach that is emphasize why and reasons employees motivated. This theories explain about the relations of feelings, states, or attitudes associated with motivated behavior and help for a physiological or psychological problem that is need to eliminate. This theories also argues by Nel, Gerber, Dyk, Haasbroak, Schultz, Sono and Werner (2001) that to motivate individuals must be aware with their specific goals and would direct with their effort to attain that goals.

Normally, in organizations will evaluate the performance to allocate rewards and directly will increase the individual and also work motivation (Gohari et.al. 2013). It will be start with acknowledge the planning to ensure motivation can bring the critical effect on organizational performance. If an organization wants improve the performance and be more successful, trust plays a significant role to enhance the work motivation among the employees (Muogbo, 2013).

Theory that is most related with the motivation is Herzberg Theory that is have important factors to the models provided by Maslow and Porter (Gohari et.al. 2013). Researcher used this theory in to this study because this theory as one of the major theories on motivation factors which include practical and theoretical consequences. Herzberg's two-factor theory includes hygiene and motivation factors, which is shown to be effective on the improvements in term of the employees' performance (Ramayah, Jantan & Ismail, 2014). Hygiene factors are necessary to ensure the employee is not unhappy and dissatisfied about their work. Furthermore, Herzberg et al. (1959) also mentioned the perspectives of physiological needs that are financial elements or money and psychological needs to improve and grow their performance. If managers or leaders apply

this theory, they can set apart the employee from dissatisfaction and can provide rewards and recognition to make employees satisfied with their work (Ledford, Gerhart & Meiyu, 2013; Herzberg et al., 1959).

Other than that, in self-determination theory (Ryan & Deci, 2000), they distinguish between different types of motivation based on the different reasons or goals that give rise to an action. The most basic distinction is between the intrinsic motivation that is can refers to doing something because it is inherently interesting or enjoyable, and extrinsic motivation is to doing something because it leads to a separable outcome (Muogbo, 2013). In the literature, extrinsic motivation has typically been characterized as a pale and impoverished even if powerful form of motivation that contrasts with intrinsic motivation (Gohari et.al. 2013). Employee can perform extrinsically motivated actions with the resentment, resistance, and disinterest or, alternatively, with an attitude of willingness that reflects an inner acceptance of the value or utility of a task (Muogbo, 2013).

Other than that, according to this theory the extrinsic motivations fall along a continuum anchored by controlled and autonomous regulations. Accordingly, extrinsic motivations range from external to integrated motivation, yielding four types that is external, introjected, identified and integrated motivation (Ryan & Deci, 2000). Compared with classifying motivation as either intrinsic or extrinsic motivation, the continuum proposed by this theory offers insights into the nuances of extrinsic motivation.

2.3 Independent Variables

2.3.1 Reward

Every employee will give their maximum performance and commitment when their feeling or trust that on what they give or their efforts will be rewarded by the management (Hafiza, Shah, Jamsheed, Zaman, 2011). Other than that, they also agreed that another factors can influence motivation is working conditions, training and development opportunities and job security. But, among all these factors, which can affect employee performance, motivation that comes with rewards is the most important and most influence (Hafiza, Shah, Jamsheed & Zaman, 2011; Arokiasamy, Tata & Abdullah, 2013).

Based on Sandilyan, Mukherjee & Miltra (2012), using reward can contribute and get more attention of individuals that can satisfy an employee's esteem and recognition needs. Basically, all organizations use pay, bonuses, promotion or other types of rewards for their employees to encourage high level of performance (Ali & Ahmed, 2009). In order to rewarding the employees, many factors will change such as employee's performance, employer relationship and training and opportunity of development (Gohari, Kamkar, Hosseinipour & Zahoori (2013).

To ensure employees are always motivated, an organization must carefully set the reward system before evaluate employee's performance and then rewarding them (Hafiza, Shah, Jamsheed & Zaman, 2011; San & Theen, 2012). This is because reward is the stronger motivator to the employees and it is very important to reward employees that give high performance levels to maintain their performance in future (Gohari, Kamkar, Hosseinpour & Zahoori, 2013).

Furthermore, according to Sandilyan, Mukherjee, & Miltra, (2012), if employer can maintain the motivation of employees using reward as a motivator, it will influence people's actions and related to their skills and ability to achieve important long-term goals. This means, if employees can shows the good performance and contribute to the organizations, they feasible to get a worth reward in return for their contribution to the organizations (Sandilyan, Mukherjee, Dey & Miltra, 2012). Therefore, among the employees, they will compete each other to get high performance and productivity and rewarded by that (Imran, Ahmad, Nisar & Ahmad, (2014); Danish & Usman ,2010).

The purpose of rewarding employees is to ensure their level of performance is increase, to make it easier to get work done, and encourage employees to be more productive to help the management to achieve their goals (Sandilyan, Mukherjee, Dey & Miltra, 2012). Moreover, author also describes rewarding generally given for those doing consistently outstanding work, high performance and end their job over a period of time (Danish & Usman 2010).

On the other hand, a reward is the important role to motivate employees that can enhance performance and growth in organization (Imran, Ahmad, Nisar, & Ahmad, 2014; San & Theen, 2012). San & Theen (2012) mentioned that, organization with rewards strategy and systems can make a good motivation to employees fulfill the organization's vision. Besides, people not automatically come to work and eager to do a good job except they have a high motivation in themselves.

There are many studies which investigated the relationship between rewards and employees' work motivation and according to Danish & Umar, (2010); Imran, Ahmad, Nisar, & Ahmad, (2014) and Arokiasamy et.al. (2013); Gohari, Kamkar, Husseinipour & Zahoori, (2013); Aamir, Jehanzeb, Rasheed & Malik, (2012), there have significant positive relationship between rewards and employees' work motivation because reward can give a strong influencing towards the employees.

In order to enhance the motivation among employees, organization should know what factors can influence their motivation to generate a new energy for doing their job. Gohari et.al. (2014) Stated, in developing countries, employees most prefer financial benefits to survive their life and the effects of reward depend on the types of rewards, how rewards are allocated and how they use the rewards to influence employees (Cameron, Pierce, Banko & Gear, 2005).

Furthermore, some of the researcher (Gohari et al., 2013) also can prove the reward is directly related to employee's work motivation because there is have the positive links between these variables. Between these relationships, if rewarding offer is change, the work motivation of employees also changed (Gohari, Kamkar, Hosseinipour & Zahoori, 2012). For instance, the system of reward not only influence employees' motivation, but also can influence the team members (Alam, Saeed, Sahabuddin & Aktar, 2013). In this regard, Gohari et.al. (2013) Said if organizations improve rewarding ways, the motivation also would get better.

There is have two types of the reward that is monetary and non-monetary reward (Gohari et al., 2013). In some industries, monetary rewards are enough to get the most out of employees, while in other industries, other types of incentives may be more effective are simple to distinguish, in some respects, but their impacts on employee's performance can be somewhat more difficult to measure Imran (2014). One of the primary differences between monetary and non-monetary is in the type of reward they offer. As the name implies, a monetary can include cash bonuses, recognition, stock options, profit sharing and other type of reward that increases an employee's compensation Flynn (1998).

Both monetary and non-monetary can be effective in the workplace, but to varying degrees (Freedman, 1978). Monetary tend to be more effective when the employee is actually motivated by cold, hard cash or additional forms of payment that increase his total compensation (Mason, 2001). However, non-monetary can be just as effective in motivating employee behavior (Gohari et al., 2013).

2.3.2 Leadership Style

There is no single definition of leadership that is universally accepted. Leadership is a complex and broad concept. Even today leadership remains a subject highly susceptible to change. There are a few points of view within the literature on leadership that are worth sharing here to help understand why this field is so complex and broad (Bodla & Nawaz, 2010). But leadership can refer as a process influence between leaders and followers where is leaders can influence the behavior of followers to achieve the organizational goals (Voon, Lo, Ngui & Ayob, 2011). Murphy (1941) states that leadership is a function of the whole situation, it is not a "quality" but more a "process" and therefore it is not static. Burns (1978) describes leadership as follows: *"leadership is the reciprocal process of mobilizing, by persons with certain motives and values, various economic, political, and other resources, in a context of competition and conflict, in order to realize goals independently or mutually held by both leaders and followers"*.

Most people viewed effective leadership as a main factor to make any organization success (Bogler, 2001). To maintain the motivation among the employees, leaders carefully managed the performance to achieve the organization's goals (Bodla & Nawaz, 2010). Beside that, the effective leadership also creates high performance of employees and organization (Almansour, 2012). Effective leaders should therefore be able to motivate their subordinates. To increase performance and motivation between the followers, leaders should have a good image in other's eyes because that's the key to create a respecting by followers. Another way to increase the employees' motivation is to make the job more enjoyable for them (Lindner, 1998). Leaders should try to give a challenging task so the employee does not get bored with their everyday tasks. Other than

that, also can give employees more education or job training to allow them to learn a new thing while can improve their performance and skill together.

When the employee is considered as an asset in an organization, they are eligible to earn a leader who is always able to provide encouragement and motivation for them to carry out all work well (Voon, Lo, Ngui & Ayob, 2011). A good leaders, basically provides direction to their followers to achieve desired goals. Danish and Usman (2010) view that *"Good managers recognize people by doing that acknowledge their accomplishments and they reward people by giving them that worth what they contribute."*

Fair chances to get reward or recognition will make employee more loyal to their work and organization can produce a good human capital with it.

According to Voon et.al. (2011), with previous studies find the different types on leadership styles that already used to manage the organizations (Hirtz, Murray, & Riordam, 2007). Different leaders employ different management styles, motivational strategies and techniques to boost up the performance among employee to organization. According to Voon et.al. (2010), employees more satisfied when they perceive their supervisors that have both relational and task oriented behaviors so it will make easier for followers to communicate with their leaders. Khan et.al. (2011); Bodla and Nawaz (2010) found a positive relationship between leadership styles with motivation of the followers.

There is have two leadership-styles distinguished that is transactional and transformational leadership. Transactional leadership can be seen as an imposed or agreed contract between a leader and his or her followers; these followers make an effort in exchange for a reward or the avoidance of punishment (Hirtz, Murray, & Riordam,

23

2007). As compared with transactional leadership, a transformational leader places more emphasis on the process of the creation of involvement. These leaders also attempt to encourage extra effort by trust and commitment and are more likely to inspire and motivate their subordinates.

These leadership styles are combined with the extrinsic motivation. The most effective combinations seem to be transactional leadership is more related to extrinsic motivation since both concepts focus on external aspects and the short term (Almansour, 2012). Transactional leadership has been characterizes as a contractual or exchange process between leaders and followers (Almansour, 2012). The transactional leader identifies specific followers' expectations and provides rewards in exchange for followers' performance (Bass, 1985).

Three dimensions of transactional leadership can be distinguished. There is contingent reward, management by exception-active and management by exception-passive (Judge & Piccolo, 2004). The contingent reward is the exchanges between that which is expected form the follower and what the follower will receive in return. The management by exception-active is the focus is on detecting and correcting errors, problems or complaints early in order to maintain current performance status and management by exception-passive is the addressing problems only after they have become serious (Rowold & Heinitz, 2007).

Transactional can be seen as imposed or agreed contract between leaders and their followers; these followers make an effort in exchange for a reward or the avoidance of punishment (Rowold & Heinitz, 2007). Transactional leadership proposes the basic idea that people are motivated by reward and punishment and that subordinates primarily have to do what their leadership says should do (Murphy, 1941).

2.4 Chapter Summary

This chapter has covered a review of previous literatures regarding the concepts and definitions of extrinsic motivation, reward, and leadership style. This chapter has discussed the relationship between dependent variable with independent variables and support by previous studies.

CHAPTER THREE

RESEARCH METHOD

3.1 Introduction

This chapter describes the quantitative methods used to test the relationship between reward, leadership style and extrinsic motivation. According to Zikmund (2003) the discussion on the research methodology employed in achieving the objective of the study. The chapter is divided into several subtopics which is begin with the research model and research framework together with hypothesis that is generated from literature review in the previous chapter. This chapter mainly explains the research design, operational definition of variables, population and sample of research and the sampling method implemented, data collection technique, measurement development and questionnaire administration, measurement of research variables as well as explains in detail the data analysis procedures.

3.2   The Research Framework

The research framework of this study was designed based on the identified factors, which is reward and leadership role may influence the extrinsic motivation among the police personnel in IPD Kulim, Kedah. Through the framework, it will study the perception of the police personnel of the extrinsic motivation as a Dependent Variable and the relationship with independent variable, which is reward and leadership style. This research is based on perception from respondent to the factors reflected in their service experience and maturity toward the service.

<u>**Independent Variable**</u>   <u>**Dependent Variable**</u>
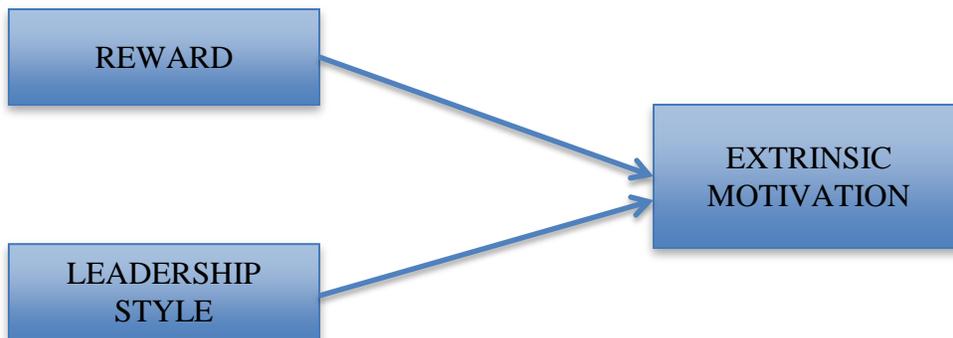
Figure 3.1
Research Framework adapted from Rahim & Daud (2013) and Dabula (2008)

3.3   Research Hypothesis

This study is aimed at examining the relationship between the variables of the police officers from IPD Kulim. This study is carried out based on previous studies that there are positive relationships between the variables. The hypothesis suggested in this study is listed below:

Hypothesis 1.1: There is a positive relationship between reward and extrinsic motivation among the police personnel in IPD Kulim.

Hypothesis 1.2: There is a positive relationship between leadership style and extrinsic motivation among the police personnel in IPD Kulim.

Hypothesis 2.1: Reward has a significant contribution to extrinsic motivation among the police personnel in IPD Kulim.

Hypothesis 2.2: Leadership Style has a significant contribution to extrinsic motivation among the police personnel in IPD Kulim.

3.4 Research Design and Research Method

Research design is important to understand because the researcher needs to find the suitable research methods on the study. There are basically two approaches in conducting research used namely, quantitative and qualitative (Neil, 2009). Normally, these two methods can be used in conjunction with each other. Neil (2009) describes research design as the overall arrangement and methods applied to prove the hypothesis and to maintained the standards of data collection and analysis.

Qualitative research using interviews or focus group methods to explores attitudes, behavior and experiences to gather information on respondent's views and feelings regarding the situations (Uma & Roger, 2009). This approach used by researcher to have an in depth understanding without using the numerical measurements (Zikmund, 2003). As a result, qualitative method has fewer participants than quantitative studies.

Quantitative research on the other hand, generates statistics through the use of large-scale survey research, using questionnaires or structured interviews methods. Zikmund (2003) describes this research looks more interesting at establishing generalizable relationship between dependent and independent variable in a given population. Therefore this study study had used the quantitative approach, in order to test the hypothesis that relationships exist between dependent and independent variable that used by the researcher (Zikmund, 2003). These methods often require large simple sizes to have more statistical power for generalization of findings.

The quantitative approach can be categorized in to descriptive or experimental, and to establish the relationship between independent and dependent variables, researcher adopted the descriptive because it more appropriate with the purpose of this study. Sekaran & Bougie (2009) stated the independent variables can influence the dependent variables and it depends on how researcher will manipulate that. What researcher thinks also could influence the dependent variable and can be the input to change the output (independent variable) in the research framework.

To find the relationship between variables, researcher already identified the variables that suitable with the dependent variable. The independent variables in this study were the reward and leadership styles. These variables were tested and analyzed in order to examine their relationship and influence on extrinsic motivation. The research method for this study was the survey method that is one of the most powerful tools in the field social sciences (Lucky, 2011).

3.5 Operational Definition

3.5.1 Extrinsic Motivation

Luthans (1998) examine motivation is the process that can arouses, directs, energizes and sustain someone's behavior and performance. With effective motivation, it can make workers being satisfied with and committed to their jobs. Nwackukwu (1994) describes motivation as a human psychological characteristic that can contributes to a person's degree of commitment. Extrinsic motivation refers to our tendency to perform activities for known external rewards, whether they are tangible or psychological in nature (Arokiasamy, Tata& Abdullah, 2013).

3.5.2 Reward

Reward is the process to give human more strength and motivated. Reward also can be as injection effort of employees to perform in their work and will increase the interests of employees to their work (Rahim & Daud, 2013). Reward can refer s as total amount of monetary and non-monetary also benefits that can provided to employee in return for what they perform to the organizations.

3.5.3 Leadership Style

According to the Kouzes & Posner (2002), describe leadership is an observable, learnable set of practices. For more specified definition, leadership is a behavioral process of influencing individuals and groups towards set goals (Barrow, 1977). Almansour (2012) defined leadership as a process that can influence social behavior and involved organization's objective.

3.6   Populations and Sample

Population refers to the entire group of people or things that the researcher wants to investigate (Sekaran & Bougie, 2009). Population can classify as a total category of a matter that is the focus of attention on a particular research subject. Therefore the population of this study is 588 police personnel working in District Police Headquarters Kulim, Kedah.

Sample is the subset of the population (Zikmund, 2003; Sekaran & Bougie, 2009), which is to be generalized on the overall of the population (Creswell, 2008). According to Kumar, Talib and Ramayah (2013), determine simple size is a very important issue because samples that are too large may waste time and resources and if samples are too small may lead to inaccurate results. In order to decide the actual sample size, Roscoe (1975) suggested sample size need above 30 and smaller than 500 are sufficient for research. Krejcie and Morgan (1970) also suggested a same thing that is they used sample of 226 respondents.

3.7   The Sampling Method

According to Zikmund (2003), sampling is the important characteristic of every research. Sampling is the process of selecting a sufficient number of elements from the population, and in the sampling process, they are selecting some elements of the population as the subjects of the sample (Kumar, Talib & Ramayah, 2013). The function of sampling is to estimate unidentified characteristic of the population (Zikmund, 2003). Basically, sampling method can be categorized into two, which is probability and non-probability sampling (Zikmund, 2003; Uma & Roger, 2009). All the sampling techniques that is cluster sampling, systematic sampling, stratified and simple random sampling is subject to randomization, to create the opportunity for the elements of the population to have equal opportunity to be included (Zikmund, 2003).

In this study, the researcher opted to use random sampling method due to the nature of the organization that consist of 7 department, namely Management Department, Internal Security and Public Order Department, Logistics Department, Criminal Investigation Department, Special Branch Department, Narcotics Crime Investigation Department and Commercial Crime Investigation Department. Through this sampling method, the questionnaire is distributed randomly to police officers of the rank Corporal and above because they've become as a supervisor in program or activity organized by the organization. Refer Table 3.1 summary of population and sample.

Table 3.1

Summary of Population and Sample

Department	Number of police	Sample of police
Management Department	307	67
Internal Security & Public Order Department	88	44
Logistics Department	50	22
Criminal Investigation Department	87	51
Special Branch	21	14
Narcotics Crime Investigation Department	21	18
Commercial Crimes Investigation	14	10
Total	**588**	**226**

3.8   The Research Instrument

Questionnaires were administered to the police serving at District Police Headquarters (IPD) Kulim in all departments. Most of the members were selected that had been the supervised to lead the activity or program organized by the organization and they are officers of the rank of Corporal and above. The officers are exposed on methods on how to give reward or recognition to their subordinates and how they can lead a group to achieve objectives, mission and vision.

The questionnaire applies a five point Likert scale from 1 strongly disagree to 5 strongly agree. The choice to choosing this scale findings by Zikmund (2003), because to testing behavior and attitude is suitable to use this scale.

In this research, researcher had adopted the instrument to test the dependent variable among employee that were constructed by Hossain (2012) in the extrinsic motivation questionnaire, which applied a 5-point Likert scale in her research.

The independent variables are tested using instrument from Carolina Mikander (2010) for reward and Dabula (2008) for leadership styles. All the studies for independent variables are applied 5-point Likert scale in their original research.

3.9   Pilot Test

According to Lucky (2011), before collect the data, researcher must test the reliability and validity of the instruments first. To conduct the pilot test, the researcher need to get instruments to a small group with the same characteristics to the actual sample (Sekaran, 2003). The objective doing the pilot test is to ensure the questionnaire meet the goals of the research and sample can understand the instruments. If some of the instruments in the questionnaire fails to meet these goals, the researcher can adjust and amend the questions after the pilot study (Mcintire & Miller, 2007; Lucky, 2011), and can remove an unsatisfactory item from the instrument (Sekaran, 2003).

Lucky (2011) argues the use of pilot study to be able to determine the reliability and validity of the instrument, for example a researcher can detect those questions that may not fit for study they can make adjustment. The purpose of this pretested is to recognize the process of designing the questionnaire. Within this study, the instrument was pretested to 20 respondents was based on simple random sampling. The pilot questionnaires were distributed to the first 20 respondents.

3.10 Measurement of Variables

The data used in this study were collected through the survey questionnaires distributed to the police in IPD Kulim. The questionnaire consists of 4 sections. Section A measured the respondent's profile including gender, age, department, rank and years of services, Section B focused on reward, followed by Leadership style in Section C. Then, in Section D measured about extrinsic motivation. All the questions in each section B, C and D were measured by using five point Likert Scale. All of these measured were adopted by previous studies as follows:

Instrument measured used in testing the extrinsic motivation were obtained from Hossain (2012), then the instruments for reward were adopted from Mikander (2010). Instruments used to measure the leadership style among the police were adopted from Dabula (2008).

Table 3.2
Summary of Instruments

No	Variables	Items	Researcher
1	**Dependent Variable**		
	Extrinsic Motivation	13	Hossain (2012)
2	**Independent Variable**		
	Reward	7	Mikander (2010)
	Leadership Style	22	Dabula (2008)

3.11 Data Collection Technique

Collecting data is the process to guiding for the collection, processing, and analysis to reporting. There are two methods of collecting data, that is primary data and secondary data (Uma & Roger, 2009). In this study, researcher will use the primary data, which is collected directly from the field.

Researcher distributes the questionnaire to targeting population by personally and conducting the brief session before respondents fill up the questionnaire. After distributing the questionnaires, researcher collect the questionnaires directly from the respondents after they finish answer the survey. Then, the completed questionnaires was automatically recorded in to the excel spreadsheet to simplify the process to transfer the data to SPSS version 20.0 for data analysis.

3.12 Data Analysis Techniques

Data analysis is the techniques that help the researcher to conduct arranged testing of the data to develop explanations, and help to test the hypothesis (Joel, 1996). It helping the researcher to clean inspects, transform, and model the data collected from the respondents in order to generated data to make a conclusion and recommendations.

After collecting the data, researcher carry out some exercise, which is coding the data, and record the data. Other than that, to describe the main characteristic of the sample, researcher was used the mean, standard deviation and other descriptive statistical tools. In this study, researcher used SPSS version 20.0. Reliability analysis was used to estimates the stability of measurement instruments.

3.12.1 Descriptive Statistic Analysis

According to Janes (1999), descriptive statistic measures the attempt to sum data by giving a few numerical measures. It means, descriptive statistic analysis can help in summarizing the sample that the researcher has made and it could be in a simple graph or quantitative.

Descriptive statistic gives numerical and graphic procedures to summarize a collection data in a simple way and understandable way. With descriptive statistic, researcher is simply describing what the data shows to explain what's going on with the data. This statistic also help researcher to simply large amounts of data in a sensible way. The descriptive statistics chosen include: N, Minimum, Maximum, Mean, and Standard Deviation.

3.12.2 Inferential Statistics

Inferential statistics were used to make judgments of the probability that an observed difference between groups is a trustworthy that might happen by chance. Thus, inferential statistics concerns with making inferences about a population based on the sample. This statistic provides procedures to draw inferences about a population from a sample.

The purpose using inferential statistics is tried to keep the methods and practices transparent and to ensure the integrity of the results. Inferential statistics is suitable to use when want to compare the average performance between two groups. In the present study, Pearson Correlation and Multiple Linear Regression will use to analyze the data.

3.12.2.1 Pearson Correlation Coefficient

Correlation measures the strength and direction of the relationship between the variables. A positive correlation will exist when a higher value of X is related with a higher value of Y. When high value of X associated with low value of Y, a negative correlation occurs. Normally, correlation denoted as r, with range in value from +1 to -1, indicating a perfect positive and negative linear relationship. The calculation of the correlation coefficient is performed by statistical program such as SPSS. The interpretation is based on context and purpose of the respective study. Refer table 3.3 that will summarize the strength of the correlation as explained by Salkind (2009).

Table 3.3
Salkind (2009) Strength of Correlation Table

Very Weak	Weak	Moderate	Strong	Very Strong
0.0-0.20	0.30-0.40	0.40-0.60	0.60-0.80	0.90-1.0

3.12.2.2 Multiple Linear

Multiple linear regression is about the relationship between one variable y, called the dependent variable, and several others x, called the independent variables. The purpose using multiple linear regressions is to smooth the progress of modeling between the variable to experimental data. However, the present used multiple linear in analyzing the relationship between Reward, Leadership Style (independent variable) and Extrinsic Motivation (dependent variable). In this situation, if scatterplot smoothing becomes visible that no relationship between the purpose explanation and dependent variable or if the scatterplot not significant that there is increasing or decreasing trends, then the model will possibly give a functional model.

40

3.12.3 Goodness of Measure

Two criteria used in goodness of measure testing that are validity and reliability. Reliability is to see the consistency of the instruments in measuring the intended construct. According to Sekaran (2003) emphasize reliability with Cronbach Alpha to see the reliability coefficient. A reliability test was conducted used to measure the independent variables and dependent variable in this study. Normally, Cronbach Alpha below 0.70 proposed is accepted in the study (Nunally, 1978). Hair et.al. (2010) Suggest the significant Cronbach Alpha is 0.60 and above. The validity of the instruments is to identify if the item in the exact concept to measure (Sekaran & Bougie, 2009).

Table 3.4 shows the summary of the data analysis technique used in this study.

Table 3.4
Summary of the Data Analysis Technique

Objective	*Analysis applied*
1.1 The relationship between Reward and Extrinsic Motivation among police personnel in Malaysia.	Correlation
1.2 The relationship between Leadership Style and Extrinsic Motivation among police personnel in Malaysia.	Correlation
2.1 The extend to which Reward influences Extrinsic Motivation among police personnel in Malaysia.	Regression
2.2 The extend to which Leadership Style influences Extrinsic Motivation among police personnel in Malaysia.	Regression

3.13 Chapter Summary

This chapter clarified all parts of the research methodology applied in this study. The researcher has described how the research approach adopted in the study, with the details in research subjects based on population and size sample, about the questionnaires and how the instruments will be administered. The data collected has been analyzed using SPSS version 20.0 and the results are explains in the Chapter 4.

CHAPTER FOUR

RESULTS

4.1   Introduction

This chapter aims to analyze the findings through survey questionnaires. Analysis of data findings made using a computerized system, better known as SPSS. The results of the analysis, in-depth discussion is made to see whether the results of data analysis achieve the research objective or not. The first section will discusses the overview of data collection, then respondents' profile and follows by the analysis to test the normality and reliability of the variables. Finally, the results of hypothesis testing are presented.

4.2   Overview of Data Collection

4.2.1   Response Rate

The data collection that was done through the survey method, which is using the questionnaire that involved 300 respondents, is to increase the probabilities of collecting the data. The total response rate recorded is 75.33%. A response rate above the 50% is acceptable to conduct (Hair et.al. 2010) and in this study the response rate of 75.33% is sufficient to complete the analysis.

The distribution of questionnaires was randomly based on departments in IPD Kulim from employees in the rank of Corporal and above. Overall response rate is 75.33% of the 300 questionnaires distributed. The highest number of response rate was receiving

from Special Branch and Narcotics Criminal recording 100%. Followed by Commercial Crimes department, a total 11 questionnaires, only 90.90%. A total 86.44% response was recorded among police personnel in Criminal Investigation department, 72.82% response were recorded by management department when researcher distributes 92 questionnaires and only 67 people were give the feedback. For Logistics department, a total of 32 questionnaires were given and 68.75% replies were received and 59.45 responses from Internal Security and Public Order department. Refer Table 4.1 for summary of the response rate.

Table 4.1
Summary of Response Rate

Departments	Distribution	Response	Response Rate (%)
Management	92	67	72.82
Public Order	74	44	59.45
Logistics	32	22	68.75
Criminal	59	51	86.44
Special Branch	14	14	100.00
Narcotics Criminal	18	18	100.00
Commercial Crimes	11	10	90.90
Total	**300**	**226**	**75.33**

4.3   Normality

Before the next analysis was done, researcher needs to check the normality if the data score is normal distributed. The researcher use Normal Q-Q plot to determine if the data on a normal probability plot is in a straight line (Coakes & Steed, 2003). If the data deviated from the line and scores nearer with the line, the results of the normality test are well distributed. The normal Q-Q plot shows the normality test based on the response from the respondents to answer the item in each instruments in questionnaires.

However, some of the data moved away from the normality line but the distributions are still acceptable. When the plot moved away from normality line is because the response from the respondents in the questionnaire. Based on the plot below, researcher suggests there are moderate relationships that conduct in this study. The figure below shows the normality test for each variable tested.
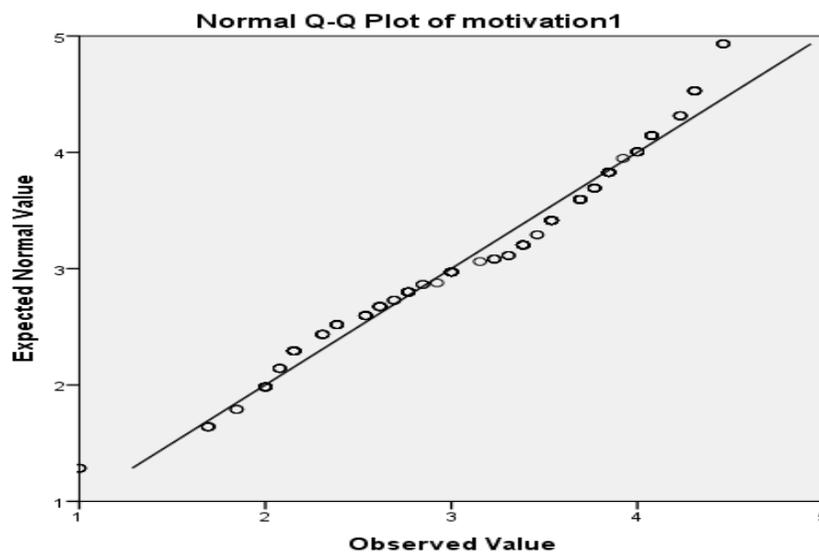
Figure 4.1
The Normality of items in Extrinsic Motivation
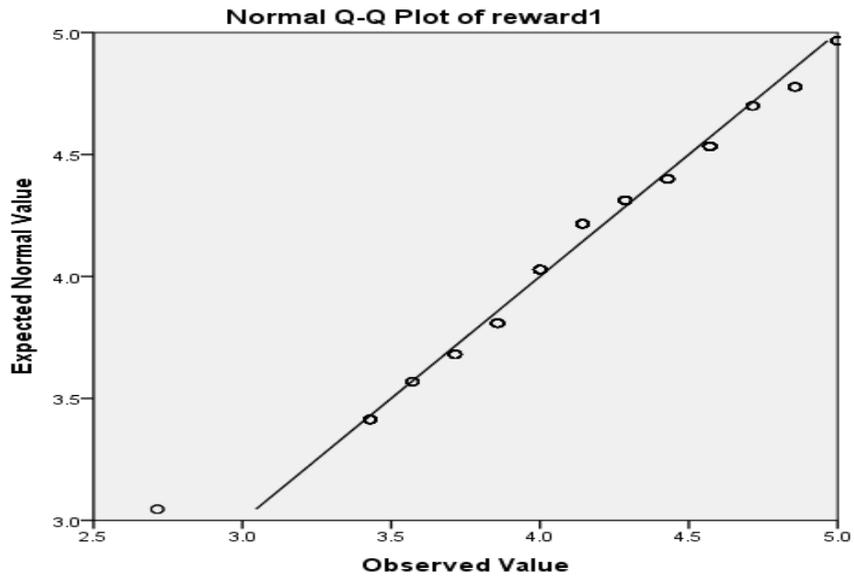
Figure 4.2
The Normality of items in Reward
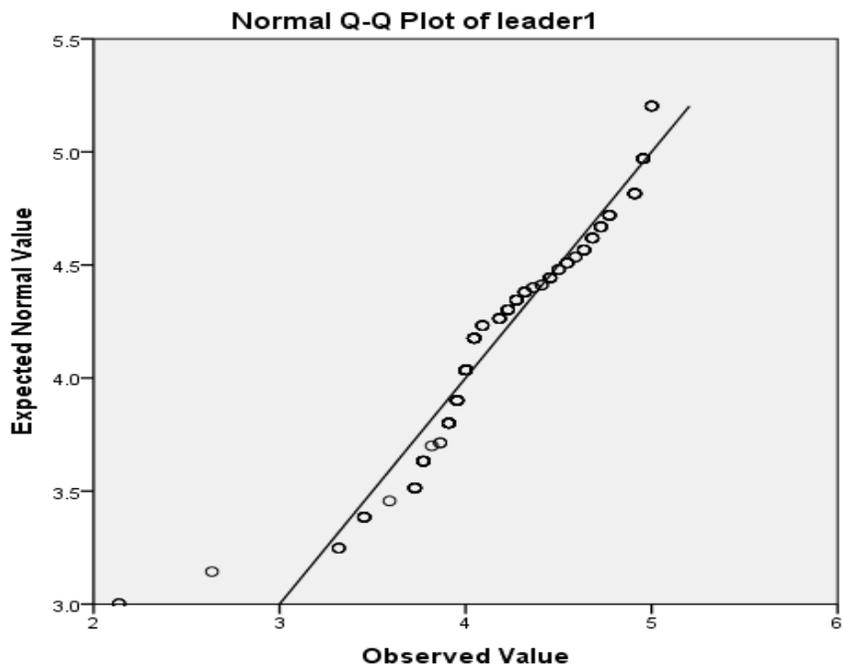
Figure 4.3
The Normality of items in Leadership Style

4.4   Profile of the Respondents (Demographic)

Background of the respondents is the initial part of the conduct surveys through survey forms. Through the background of the respondents, researchers can see more detail of all aspects such as gender, age, department, rank and years of service. The purpose to obtain the profile of the respondents is to ensure the equal representation in the study. The following is an analysis of respondents' background made overall in the test frequency through the test SPSS version 20.0.

Table 4.2
Profiles of the Respondents

Variables	Category	Total number (n)	Percentage (%)
Gender	Male	139	61.5
	Female	87	38.5
	Total	**226**	**100**
Age	Less than 30	24	10.6
	31-40	83	36.7
	41-50	54	23.9
	51-60	65	28.8
	Total	**226**	**100**
Departments	Management	67	29.6
	Public Order	44	19.5
	Logistics	22	9.7
	Criminal	51	22.6
	Special Branch	14	6.2
	Narcotics Criminal	18	8.0
	Commercial Crimes	10	4.4
	Total	**226**	**100**
Rank	Corporal	124	54.9
	Sergeant	49	21.7
	Sergeant Major	12	5.3
	Sub-Inspector	6	2.7
	Inspector	28	12.4
	ASP	6	2.7
	DSP	1	.4
	Total	**226**	**100**

Years In Service	Less than 5	15	6.6
	6-15	91	40.3
	16-30	53	23.5
	31 and above	67	29.6
	Total	**226**	**100**

From the table above, the total number of respondents is 226 police personnel, and percentage of male is 61.5% and 38.5% were female and showing the highest rate for male in policing field. The highest age recorded is 31-40 years forming 36.7%, followed by 28.8% respondents from age 51-60 years that is the senior in the policing field. Then, 23.9% from age 41-50 and lastly is 10.6% from respondents age from less than 30 years old.

The questionnaire included seven departments to determine the response rate from the police personnel and Management departments recorded the highest rate of the responses, (29.6%), followed by Criminal Investigation department (22.6%), Public order department (19.5%), Logistics department (9.7%), Narcotics Criminal department (8.0%), Special Branch department (6.2%), and Commercial Crime department (4.4%).

The highest rate for rank between the police personnel is Corporal that recorded 54.9%, followed by Sergeant (21.7%), Inspector (12.4%), Sergeant Major (5.3%), Sub-Inspector (2.7%), Assistant Superintendent Police (2.7%), and Deputy Superintendent Police (.4%). For Years of Service in Police, the range 6-15 years recorded the high rate (4.3%), 31 years and above (29.6%), 16-30 years (23.5%) and Less than 5 years (6.6%).

4.5   Goodness of Measures

4.5.1   Reliability

4.5.1.1 Reliability Analysis for Pilot Test

Pilot test is a method to ensure the study will be conduct is reliable and valid. Pilot test was conducted to validate the instrument used in the survey in the policing field. The study was conducted upon the first 20 respondents and researcher using SPSS software to test the reliability analysis. The purpose to administered pilot test is because to test a selected group to ensure there will be no faults with the items (Sekaran, 2003).

Based on the result of the test for dependent variable and independent variables, the requirements of Cronbach Alpha must more than 0.7 and acceptable to conduct the research (Salkin, 2009). The Cronbanch Alpha value is within the range of 0.8 and 0.9 is very good and acceptable for conduct the research (Salkin, 2009). If the reliability of the Cronbach Alpha smaller than 0.6 the valued is poor (Salkin, 2009). Table 4 is the summary of reliability results.

Table 4.3
Summary of reliability test for pilot test

Variables	No of Items	Cronbach Alpha
Extrinsic Motivation	13	.929
Reward	7	.749
Leadership Style	22	.965

(Refer Appendix for detail output)

4.5.1.2 Reliability Analysis for Actual Study

Reliability test was done for getting the question is valid of he scale used in the questionnaire. This test is very important because every question that was built in the questionnaire should have validity and aligned with the objective of the study. For the actual study, researcher analyzed 226 respondents and based on the analysis, Cronbach alpha .909 was recorded for Extrinsic Motivation followed by .752 for reward, and .919 for the independent variables. All the variables are acceptable to continue this study because the value of Cronbach alpha is above .70 (Sekaran, 2003; Salkind, 2009). Refer table 4.4 for the summary of the reliability test for actual study.

Table 4.4
Summary of reliability for actual study

Variables	No of Items	Cronbach Alpha
Extrinsic Motivation	13	.909
Reward	5	.752
Leadership Role	22	.919

(Refer Appendix for detail output)

After test the reliability for the items, it is essential to conduct factor analysis to determine the reliability and validity of the items tested. The aim of factor analysis is to increase the internal consistency by reducing the number of items or detecting structure in the relationship between the items.

4.5.2 Factor Analysis

Within this section, factor analysis was conduct to identify each item is able to measure and verify the construct validity of the items. The response s of the respondents was submitted to SPSS for factor analysis with principal component analysis and a varimax rotation. Previous studies had recommended that items below than 0.40 should be deleted and the items over than 0.40 should be chosen. In conducting the factor analysis, priority is given the readings with KMO (Keiser-Meyers-Oklin) of the variables used in this study. The analysis presented accordingly in the following sub-sections.

4.5.2.1 Factor Analysis for Extrinsic Motivation

The first step before conducting the factor analysis for the dependent variable is to complete the KMO (Keiser-Meyers-Oklin test). KMO value must be registered close to 1.0 to allow any dimensions to be used in factor analysis. To acquire a minimum factor loading, it must be above 0.4 and any item that registers below than 0.4 will be removed from the study.

The KMO test for extrinsic motivation recorded .823, close to 1.0 with sig. 0.000. Table 4.5 shows the KMO and Bartlett's test for Motivation.

Table 4.5
KMO and Bartlett's Test for Extrinsic Motivation

KMO and Bartlett's Test[a]

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.823
	Approx. Chi-Square	1791.227
Bartlett's Test of Sphericity	df	78
	Sig.	.000

The factor analysis was conducted for all the components and were recognized all the items that categorized into one components. Through this test also did not find any anti-image value below than 0.4 and this is means the distribution of the values is standard. Table 4.6 shows the component matrix of motivation.

Table 4.6
Component Matrix of Extrinsic Motivation

	Items	**Components 1**
M 1	Lower scale of salary/wages compare to hard work.	.672
M 2	Less interesting & challenging job.	.657
M 3	Less recognition of good work.	.899
M 4	Less job security.	.775
M 5	Less fringe benefits (bonus, pension)	.881
M 6	Lack of training.	.861
M 7	Less flexible working hours.	.907
M 8	Huge pressure of work.	.588
M 9	Unequal treatment by management.	.920
M 10	Unconstructive critics of work performed.	.966
M 11	Insufficient logistics support.	.901
M 12	Unfriendly colleagues.	.442
M 13	Less opportunity to develop career.	.603

4.5.2.2 Factor Analysis for Reward

When conducting the factor analysis for the independent variable, reward is the first step to conduct the KMO test before evaluate the analysis. KMO value must be registered close to 1.0 to allow any dimensions to be used in factor analysis.

The KMO test for motivation recorded .709, close to 1.0 with sig. 0.000, is a good justification to proceed to the next step. Table 4.7 shows the KMO and Bartlett's test for Motivation.

Table 4.7
KMO and Bartlett's Test for Reward

KMO and Bartlett's Test[a]

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.709
Bartlett's Test of Sphericity	Approx. Chi-Square	402.331
	df	10
	Sig.	.000

The factor analysis was conducted involving all the components and were recognized all the items that categorized into one components. Through this test researcher can find the anti-image value below than 0.4 and these two questions deleted because the value of reliability is below than 0.70. The question is about the "the rewards match my work effort and I am satisfied with the quality/ quantity of the rewards". These two questions not affected the objective, question and hypothesis in this study. Table 4.8 shows the component matrix of motivation.

53

Table 4.8
Component Matrix of Reward

	Items	**Component 1**
RW 1	The rewards are distributed rightfully	.599
RW 4	I am ready to increase my work efforts in order to gain the rewards.	.545
RW 5	Employees work more as a team in order to gain the rewards.	.700
RW 6	The rewards have a positive effect on the work atmosphere.	.487
RW 7	The rewards motivate me to perform well in my job.	.694

4.5.2.3 Factor Analysis for Leadership Style

The same procedure was followed in the process of running the factor analysis for Leadership Style, which is conduct with KMO first before evaluating the factor analysis. To allow the dimension and qualifies to be used, KMO value has to be registered close to 1.0. Any item that registers below than a minimum-loading factor of 0.4 will be discarded.

For leadership style, the KMO readings registered .724 that is close with 1.0 with Sig. 0.000. Table 4.9 shows the result of KMO and Bartlett's Test for leadership style.

Table 4.9
KMO and Bartlett's Test for Leadership Style

KMO and Bartlett's Test[a]

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.724
Bartlett's Test of Sphericity	Approx. Chi-Square	4564.285
	df	231
	Sig.	.000

The factor analysis was conducted with all the components and were recognized all the items that categorized into one components. Through this test did not find any anti-image value below than 0.4 and this is means the distribution of the values is standard. Table 4.10 shows the component matrix of leadership style.

Table 4.10
Component Matrix of Leadership Style

	Items	**Components 1**
LS 1	The leader need to ensure his/her role in the department is well understood.	.586
LS 2	The leader maintains specific standards of performance.	.414
LS 3	The leader decides what shall be done and how it shall be done in the department.	.534
LS 4	The leader ensures that all subordinates understand each other's role in the department.	.427
LS 5	The leader ensures that the work in the department is well structured.	.425
LS 6	The leader ensures that everyone in his/her department is clear about their roles and responsibilities.	.483
LS 7	The leader must set a clear performance standard.	.517
LS 8	RMP has appropriate processes in place to reward and recognize individual performance.	.417
LS 9	Employees are involved in the planning processes in department/organization.	.481
LS 10	New ideas to solutions are always encouraged in department/organization.	.440
LS 11	Implementation of the new ideas and approaches to solutions are recognized.	.551
LS 12	Successful implementation of new ideas is always rewarded in organization.	.533
LS 13	Knowledge sharing is encouraged amongst teams in department/organization.	.422
LS 14	The leader informs to subordinate what is happening in organization.	.410
LS 15	The leader makes an effort to inform about the critical changes that could be important for subordinates.	.510
LS 16	The leader regularly convenes departmental meeting to provide feedback on the team progress.	.507
LS 17	The leader encourages open communication in the department.	.558

LS 18	The leader implements suggestions made by the subordinates.	.611
LS 19	The leader looks out for the personal welfare of team members.	.681
LS 20	The leader makes subordinates feel that they are valued in organization.	.601
LS 21	The relationship between the leaders and subordinates is good most of the time.	.583
LS 22	Employees are provided with the opportunities to make decisions in organizations.	.677

4.6   Descriptive Analysis

The purpose using the descriptive analysis is to identify the overall range of answer for each construct and helps to explain the characteristics of the respondents in this study. The responses that received in this study recorded 1.00 in the minimum response and 5.0 in the maximum value of response in this study.

Besides that, the value of mean were measure on a five Likert scale, which means the higher number on the five point scale, will be more higher the goodness of the variable. If the answer is nearer to five, will provide a positive answer, and if the answer close to zero reflects a negative thought from the respondents.

In addition, if the value of mean is more than 4 indicates a high agreement, less than 2 were considered as low agreement and mean value of 3 was considered as a moderate agreement. In this study, the highest value of mean is 4.1536 for reward and the lowest value is at 3.1089 for the dependent variable, which is extrinsic motivation. Table 4.11 was presented a descriptive analysis in this study.

Table 4.11
Descriptive Analysis

Variables (n=226)	Minimum	Maximum	Mean	Std. Deviation
Extrinsic Motivation	1.00	4.46	3.1089	.77636
Reward	2.71	5.00	4.1536	.42970
Leadership Style	2.14	5.00	4.1889	.46032

4.7   Correlation

The correlation testing in this study was done to know the relationship between the variables used. Mayers, Gamst and Guarine (2006) mentioned the issues of multicollinearity and according to Cooper and Schindler (2003), no exact level on establishing the correlation between the variables that have multicollinearity. They also argue the correlation of 0.80 and above may cause problems and suggest a lower correlation as satisfactory.

In this study, the relationship between the variables will tested based on the guidelines by Guilford (1956). If the correlation is less than .20 indicated as very weak relationship, .20 to .40 as a weak relationship, .40 to .70 as moderate relationship and .70 to .90 as strong and more than .90 as very strong relationship. Correlations not involve the cause and effect and only show how satisfactory the relationship between the variables (Zikmund, 2003).

4.7.1   The Correlation of Reward, Leadership Role with Extrinsic Motivation

Researcher used Pearson correlation to test the objective in this study to test the objective. Table 4.12 shows the correlation between all the variables in this study. The highest correlation coefficient is registered between extrinsic motivation and reward .620**, p<0.000 followed by correlation coefficient between and lowest correlation is .265**, p<0.000 between extrinsic motivation and leadership role.

Table 4.12
Summary of Correlation between The Variables

		motivation1	reward1	leader1
motivation1	Pearson Correlation	1		
	Sig. (2-tailed)			
	N			
reward1	Pearson Correlation	.620**	1	
	Sig. (2-tailed)	.022		
	N	226	226	
leader1	Pearson Correlation	.265**	.621**	1
	Sig. (2-tailed)	.000	.000	
	N	226	226	226

4.8   Multiple Regressions

In order to determine the relationship between the dependent variable (extrinsic motivation) and independent variables (reward and leadership style) to ensure these variables has a stronger or weaker relationship with the extrinsic motivation.

Table 4.13
Multiple Regression analysis of independent variable to dependent variable

Independent Variable	Beta	Sig.
Reward	.490	.000
Leadership Style	.310	.000

**P<0.01, R Square = 8.7

4.9   Hypothesis Testing

Table 4.14 shows that the six hypotheses tested were accepted.

Table 4.14
Summary of Hypothesis result

	Hypothesis	Result
H1.1	There is positive relationship between Reward and Extrinsic Motivation among the police personnel in IPD Kulim.	Accepted
H1.2	There is positive relationship between Leadership Style and Extrinsic Motivation among the police personnel in IPD Kulim.	Accepted
H2.1	Reward has a significant contribution to Extrinsic Motivation among the police personnel in IPD Kulim.	Accepted
H2.2	Leadership Style has a significant contribution to Extrinsic Motivation among the police personnel in IPD Kulim.	Accepted

4.10 Chapter Summary

In this chapter, normality testing and description of demographic characteristics, reliability of the variables and finally discussion of the hypothesis has been done. This chapter also explained the analysis of the collected data. This study will further discuss the findings, the theoretical implications, and suggestions for future studies, limitation and conclusion of the study.

CHAPTER FIVE

DISCUSSION

5.1   Introduction

This study explained the relationship between reward, leadership style and extrinsic motivation of police personnel in District Police Headquarters Kulim, Kedah. Hypothesis in this study was formulated based on these variables. Specifically, the research questions were formulated to reveal the relationships and influences to extrinsic motivation of police personnel in IPD Kulim. In this chapter, will highlight the discussion about the hypothesis testing, limitations and also implications.

5.2   Summary of the Findings

The objective of this study is to investigate the relationship between Reward, Leadership Style and Extrinsic Motivation and the influences between of these variables among police personnel in IPD Kulim, Kedah. To examine the suggested framework in IPD Kulim, 226 sample data was collected from respondents.

The result of the analysis identified a significant relationship between the independent variables with the motivation. From the correlation regression test results, it also shows the overall independent variables have a positive and significant relationship with the motivation among the police personnel.

5.3   Descriptive Analysis

By using descriptive analysis, researcher can identify the answer in the form of mean and standard deviation that analyzed through SPSS version 20.0. For the minimum response extrinsic motivation recorded the lowest value, which is 1.00 and maximum value is 5.00 from the respondents for reward and leadership style.

Besides that, the value of mean were measure on a five Likert scale, which means the higher number on the five point scale, will be more higher the goodness of the variable. If the answer is nearer to five, will provide a positive answer, and if the answer close to zero reflects a negative thought from the respondents.

In addition, if the value of mean is more than 4 indicates a high agreement, less than 2 were considered as low agreement and mean value of 3 was considered as a moderate agreement. In this study, the highest value of mean is 4.1536 for reward and the lowest value is at 3.1089 for the dependent variable, which is extrinsic motivation. Table 5.1 was presented a descriptive analysis in this study.

Table 5.1
Descriptive Analysis

Variables (n=226)	Minimum	Maximum	Mean	Std. Deviation
Motivation	1.00	4.46	3.1089	.77636
Reward	2.71	5.00	4.1536	.42970
Leadership Style	2.14	5.00	4.1889	.46032

5.4 Relationship between Variables

5.4.1 Relationship between Reward and Extrinsic Motivation

Overall the relationship between all the independent variables with extrinsic motivation registered significant relationship between reward and extrinsic motivation. In correlation result in table 4.14 indicates the highest relationship between reward and extrinsic motivation. Based on this result, it is understood that receiving reward has a strong relationship with the motivation to achieve the goals and objective in organization. This factor identified as a good motivator that there is a balance in reward for the employees to maintain their motivation when working in the organization.

Without reward, it is hard to improve the morale among the police personnel to make a good work because higher morale in the work place can lead to be more effective to build a good commitment to the organization. For instance, when police committed and motivated during their job, the public will have a positive perception to them. The positive relationships between reward and motivation were supported by Khan (2013); Kalburgi and Dinesh (2010); Hafiza, Shah, Jamsheed and Zaman (2011); Arokiasamy, Tata and Abdullah (2013); Danish and Umar (2010); Imran, Ahmad, Nisar and Ahmad (2014); Gohari, Kamkar, Husseinipour and Zahoori (2013) and Aamir, Jehanzeb, Rasheed and Malik (2012).

5.4.2   Relationship between Leadership Style and Extrinsic Motivation

Leadership style recorded a positive relationship with the extrinsic motivation of police. The relationship between leadership style and extrinsic motivation refers when motivating is the one of the management process of influencing behavior based on knowledge, and experience of people (Tella, 2007). In support of this findings, Gooraki, Noroozi, Marhamati and Behzadi (2013), based on the correlation result that stated in their journal, showed the significant relationship between leadership style with the motivation. If organization wants to be more successful, the leaders should plays a significant role so it should be preserved to ensure an organizations existence and can enhance the employees' motivation also (Muogbo, 2013). The relationship between leadership style and motivation also supported by Danish and Usman (2010); Khan et.al (2011) and Bodla and Nawaz (2010); Voon, Lo, Ngui & Ayob, (2011); Almansour, (2012); Khan, Ramzan, Ahmed & Nawaz, (2011); Judge & Piccolo, (2004); Rowold & Heinitz, (2007).

5.5 The Major Influence of Variables

5.5.1 Reward and Extrinsic Motivation

The result for this study shows the reward and extrinsic motivation has a significant relationship with the employee, as recorded by previous research that recognizes the significant influence by giving reward can enhance the motivation in their self to create a good commitment and be more effective towards job (Acar & Ende, 2011; Cameron, Pierce, Banko and Gear, 2005). For instance, if a person is highly motivated by the reward in a context, then a reward will be more effective based on a situation for that person rather than another person who has less motivation to the same reward in the same context (Acar and Ende, 2011). Motivation is important because of the potential effects from motivation can change the people's behavior.

5.5.2 Leadership Style and Extrinsic Motivation

Based on the regression result, there is significant relationship between leadership style with motivation among the workers in this study. To support of this finding, Mossadegh Rad (2005), also revealed the leadership style and extrinsic motivation had a significant relationship with motivation This factor that applied by the leaders in any organizations can affect the creativity, motivation level, and efficiency (Gooraki, Noroozi, Marhamati and Behzadi, 2013). The leaders should choose a particular method of leadership when dealing with decision making with subordinate in order to improve their knowledge and skills to make a greater participant in any activity in organization. This is because, leadership style acts as a guideline for all the leaders to be aware of their own style and can choose the best and appropriate leadership style to empower their employee and also

at the same time can gain sufficient information about the motivational that they need. With a good leadership style, the leaders can increase a participant in the affairs to develop and promote the employees' motivation and directly can improve the employees' performance.

5.6   Limitations of the study

This study has limitation need to be face. The time is very limited to conduct this research for the whole police. The natures in policing career also have some difficulties to collect the data and to get some information. This is because, researcher need to follow their time and also schedule before meet up.

5.7 Conclusion

From the result discussed, the police personnel in IPD Kulim are concern more about the reward, recognition and leadership style to maintain and enhance their motivation level toward their work. From the hypothesis result, all the factor is accepted because has a positive and significant relationship with the employees; extrinsic motivation. Based on employees' work, when they give a good work, but rewards are not given to them, workers tend to express their displeasure through poor performance and not going to be effective and committed with their job. Leadership style also in line with these two factor, if leaders does choose a good leadership style and play a good role to subordinate, it will create a problems between the subordinate when they don't want perform a good job because of the leadership style that leaders used in the organization. By ignoring these factors may cause a decrease in the employees' motivation of the police and causing the RMP valuable performance. Because, it is more important to maintain a high level of employees in order to create a positive environment with a good performance.

5.8   Future Recommendations

5.8.2   Future Researchers

The recommendations for future research is need to consider and identify an appropriate measure to evaluate employees work motivation and need to be conducted to validate the possible modification of Motivation Theory (Herzberg's/Hygiene Theory). Current literature on rewards and leadership style has not sufficiently dealt with the issues of diversity and the impact that it could have on the motivation and satisfaction levels of different people. Therefore, further research on the impact of independent variables on extrinsic motivation for diverse groups of people could be beneficial to organizations. Research should focus on the broad spectrum of diversity categories including race, gender, and disability. In day to day, society many different things motivate people, and that which motivates one person may not necessarily motivate another. Other than that, further studies could also incorporate qualitative research as the present study only used quantitative research methodology.

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