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

By

NOR LIYANA BINTI MOHD KHALIL

Dissertation submitted to
Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
In Partial Fulfillment of the Requirement for the Master in Human Resource Management
PERMISSION TO USE

In presenting this research paper in partial fulfillment of the requirements for a Post Graduate degree from Universiti Utara Malaysia, I agree that the University Library makes a freely available for inspection. I further agree that permission for copying of this project paper in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor or, in their absence, by the Dean of Othman Yeop Abdullah Graduate School of Business. It is understood that any copying or publication or use of this research paper or parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition given to me and to the Universiti Utara Malaysia in any scholarly use which may be made of any material for y research paper.

Request for permission to copy or to make other use of materials in this research paper, in whole or in part should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darul Aman
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


Kata Kunci: Ekstrinsik Motivasi, ganjaran dan gaya Kepimpinan
Acknowledgement

I borrow this phrase a story book is simple and easy all you have to do is sit down at a word processor and open a vein. Working on a research project is not that easy - it would never have been completed without the incredible amount of help and support I received from my supervisor, many of my colleagues, family and friends. I would like to thank, without implicating, all of you.

Many thanks must first go to my supervisor, Prof. Madya Dr. Mohmad Yazam Sharif for giving me the invaluable guidance, insights, moral support and the direction throughout the whole process of completing this dissertation.

Most importantly I dedicate this study and effort to my parents, Mohd Khalil Bin Haji Abdul Kudus and Nor Laila Binti Mohamad Jali for their continues trust in my pursuits, morally and financially providing me the invaluable support making it possible to go after my dreams. Also to my brother and sister, Ahmad Rashidi, Ahmad Fikri, Ahmad Adha, Nor Aqilah and also to my fiancé, Aizad Ali for the endless supports loves and cheers.

Lastly, to all my dearest fellow friends who never give up in giving me support, information and assistance in completing this study. Thank you very much for all and best of luck. A word of thanks also extends to those who have indirectly provided comments and helpful whom I have not recognized by name but who gave their support and cooperation, I give my sincere thanks.

Nor Liyana Binti Mohd Khalil
Master of Human Resource Management
Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
Table of Content

Title i
Certification of Research Paper ii
Permission To Use iii
Abstract iv
Abstrak v
Acknowledgement vi
Table of Content vii
List of Tables x
List of Figures xi
List of Abbreviation xii

CHAPTER ONE: INTRODUCTION
1.1 Introduction 1
1.2 Background of Study 1
1.3 Problem Statement 4
1.4 Research Question 7
1.5 Research Objectives 8
1.6 Significance of Study 9
1.7 Scope of the Study 10
1.8 Organization of the Chapters 11

CHAPTER TWO: LITERATURE REVIEW
2.1 Introduction 12
2.2 Dependent Variable 13
   2.2.1 Extrinsic Motivation 13
2.3 Independent Variables 16
   2.3.1 Reward 16
   2.3.2 Leadership Style 19
2.4 Chapter Summary 26

CHAPTER THREE: RESEARCH METHOD
3.1 Introduction 27
3.2 The Research Framework 28
3.3 Research Hypothesis 29
3.4 Research Design & Research Method 30
3.5 Operational Definition 32
   3.5.1 Extrinsic Motivation 32
   3.5.2 Reward 32
   3.5.3 Leadership Style 32
3.6 Populations and Sample 33
3.7 The Sampling Method 34
3.8 The Research Instrument 35
3.9 Pilot Test 36
3.10 Measurement of Variables / Instruments 37
3.11 Data Collection Technique 38
3.12 Data Analysis Techniques 38
3.12.1 Descriptive Statistic analysis 39
3.12.2 Inferential Statistics 39
   3.12.2.1 Pearson Correlation Coefficient 40
   3.12.2.2 Multiple Linear Regression 40
3.12.3 Goodness of Measure 41
3.13 Chapter Summary 42

CHAPTER FOUR: RESULTS
4.1 Introduction 43
4.2 Overview of Data Collected 43
   4.2.1 Response Rate 43
4.3 Normality 45
4.4 Profile of the Respondents (Demographic) 47
4.5 Goodness of Measure 49
   4.5.1 Reliability 49
      4.5.1.1 Reliability Analysis for Pilot Test 49
      4.5.1.2 Reliability Analysis for Actual Study 50
   4.5.2 Factor Analysis 51
      4.5.2.1 Factor Analysis for Motivation 51
      4.5.2.2 Factor Analysis for Reward 53
      4.5.2.3 Factor Analysis for Leadership Style 54
4.6 Descriptive Analysis 56
4.7 Correlation 57
   4.7.1 The Correlation of Variables 58
4.8 Multiple Regressions 59
4.9 Hypothesis Testing 59
4.10 Chapter Summary 60

CHAPTER FIVE: DISCUSSION
5.1 Introduction 61
5.2 Summary of the Findings 61
5.3 Descriptive Analysis 62
5.4 Relationship between Independent Variables and Motivation 63
   5.4.1 Reward and Extrinsic Motivation 63
   5.4.2 Leadership Style and Extrinsic Motivation 64
5.5 The major Influence of Variables 65
   5.5.1 Reward and Extrinsic Motivation 65
   5.5.2 Leadership Style and Extrinsic Motivation 65
5.6 Limitations 66
5.7 Conclusion 67
5.8 Future Recommendations 68
References 69
Appendix A: Excellent Service Award (APC) 75
Appendix B: Questionnaire 76
Appendix C: Pilot Study Results 83
Appendix D: Reliability test for Actual Study 84
Appendix E: Descriptive Analysis 85
Appendix F: Pearson Correlation 86
Appendix G: Regression Analysis 87
List of tables

<table>
<thead>
<tr>
<th>Table</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td>Summary of Population and Sample</td>
<td>35</td>
</tr>
<tr>
<td>3.2</td>
<td>Summary of Instruments</td>
<td>37</td>
</tr>
<tr>
<td>3.3</td>
<td>Strength of Correlation Table</td>
<td>40</td>
</tr>
<tr>
<td>3.4</td>
<td>Summary of the Data Analysis Technique</td>
<td>41</td>
</tr>
<tr>
<td>4.1</td>
<td>Summary of Response Rate</td>
<td>44</td>
</tr>
<tr>
<td>4.2</td>
<td>Profiles of the Respondents</td>
<td>47</td>
</tr>
<tr>
<td>4.3</td>
<td>Summary of reliability test for pilot test</td>
<td>49</td>
</tr>
<tr>
<td>4.4</td>
<td>Summary of reliability test for actual test</td>
<td>50</td>
</tr>
<tr>
<td>4.5</td>
<td>KMO and Bartlett's Test for Extrinsic Motivation</td>
<td>51</td>
</tr>
<tr>
<td>4.6</td>
<td>Component Matrix of Extrinsic Motivation</td>
<td>52</td>
</tr>
<tr>
<td>4.7</td>
<td>KMO and Bartlett's Test for Reward</td>
<td>53</td>
</tr>
<tr>
<td>4.8</td>
<td>Component Matrix of Reward</td>
<td>54</td>
</tr>
<tr>
<td>4.9</td>
<td>KMO and Bartlett's Test for Leadership Style</td>
<td>54</td>
</tr>
<tr>
<td>4.10</td>
<td>Component Matrix of Leadership Style</td>
<td>55</td>
</tr>
<tr>
<td>4.11</td>
<td>Descriptive Analysis</td>
<td>57</td>
</tr>
<tr>
<td>4.12</td>
<td>Summary of Correlation between the variables</td>
<td>58</td>
</tr>
<tr>
<td>4.13</td>
<td>Multiple Regression</td>
<td>59</td>
</tr>
<tr>
<td>4.14</td>
<td>Summary of Hypothesis result</td>
<td>59</td>
</tr>
<tr>
<td>5.1</td>
<td>Descriptive Analysis</td>
<td>62</td>
</tr>
</tbody>
</table>
## List of Figure

<table>
<thead>
<tr>
<th>Fig.</th>
<th>Title</th>
<th>Num.</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td>Research Framework</td>
<td>28</td>
</tr>
<tr>
<td>4.1</td>
<td>The Normality of items in Motivation</td>
<td>45</td>
</tr>
<tr>
<td>4.2</td>
<td>The Normality of items in Reward</td>
<td>46</td>
</tr>
<tr>
<td>4.3</td>
<td>The Normality of items in Leadership Style</td>
<td>46</td>
</tr>
</tbody>
</table>
# List of Abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>RMP</td>
<td>Royal Malaysia Police</td>
</tr>
<tr>
<td>IPD</td>
<td>Ibu Pejabat Daerah</td>
</tr>
<tr>
<td>APC</td>
<td>Anugerah Perkhidmatan Cemerlang</td>
</tr>
<tr>
<td>SPSS</td>
<td>Statistical Package for Social Science</td>
</tr>
<tr>
<td>OCPD</td>
<td>Officer Chief Police District</td>
</tr>
</tbody>
</table>
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).
The contents of the thesis is for internal user only
REFERENCES


