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'ORGANIZATIONAL CHANGE AND EMPLOYEES' MOTIVATION DURING THE MERGING PERIOD AT THE MINISTRY OF EDUCATION IN 2013'

By

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ABSTRACT

The merger of two separate organizations usually would cause change to happen in the new formed organization. The Ministry of Education was established since Malaysia obtained its independence. However in March 27, 2004 the new Ministry of Higher Education was formed with the purpose of making Malaysia as an education hub in the region. However in May 14, 2013 there was a cabinet reshuffle and it resulted in the merging of Ministry of Higher Education and Ministry of Education into one entity called the Ministry of Education (MoE). The new MoE in now in-charge of the primary, secondary and higher education in Malaysia. The purpose of this paper is to examine the level of employees' motivation at Ministry of Education during the merging period in the Ministry of Education in 2013. Motivation, organization change and four independent variable which is rewards, working environment, nature of work and recognition) fifth of the hypothesis are testing in this study also deeply discuss in this. Quantitative data are use as the research design and all employees at this ministry during the merging happen in 2013 are selected to be population. For data collection total of 300 questionnaires was distribute to all respondent at the ministry and only 150 are collected due to a few reason then Statistical Package for Social Sciences (SPSS version 18.00 for window) are use as techniques of data analysis. Based on the tested of hypotheses and clearly show that there is correlation relationship between all four variable (rewards, working environment, nature of work and recognition) with the motivation during the merging period in 2013 at the ministry of Education but with a weak relationship. Future researchers are encouraged to adding new variables, use qualitative method to collect the data and find the specific questionnaires to derive the question.

Keywords: Management, Organizational Change, Motivation

ABSTRAK

Penggabungan di antara dua organisasi yang berasingan biasanya akan menyebabakan perubahan berlaku dalam organisasi baru yang terbentuk. Kementerian Pedidikan telah ditubuhkan sejak Malaysia mencapai kemerdekaan. Walau bagaimanapun 27 Mac 2004 Kementerian baru yang dikenali sebagai Kementerian Pengajian Tinggi telah ditubuhkan dengan tujuan untuk menjadikan Malaysia sebagai hab pendidikan di rantau ini. Pada 14 Mei 2013 selepas rombakan kabinet yang dibuat oleh Perdana Menteri, penggabungan antara Kementerian Pengajian Tinggi dan Kementerian Pelajaran dalam satu entiti telah menjadikan dua kementerian ini dikenali sebagai Kementerian Pendidikan Malaysia (KPM). Portfolio asal digunapakai kembali dan ianya selaras dengan hasrat kerajaan menjadikan pendidikan di Malaysia setanding antarabangsa. Motivasi,perubahan yang berlaku dan empat pembolehubah (ganjaran, persekitaran kerja ,jenis tugasan dan pengiktirafan) telah dikaji dalam kajian inj dengan menggunakan lima hipotesis. Kuantitatif data digunakan sebagai reka bentuk kajian dan semua kakitangan yang berada di kementerian semasa proses penggabungan berlaku dipilih untuk menjadi populasi. Sebanayk 300 soal selidik telah diedarkan sebagai cara pengumpulan data kepada semua responden di kementerian dan 150 berjaya dikumpulkan. *Statistical Package For Social Science* (SPSS versi 18.00 untuk window) digunakan sebagai teknik analisis data. Berdasarkan diuji hipotesis iajelas menunjukkan bahawa terdapat hubungan korelasi antara keempat-empat pembolehubah (ganjaran, persekitaran kerja, jenis tugasan dan pengiktirafan) dengan motivasi dalam semasa penggabungan berlaku pada 2013 tetapi dengan hubungan yang lemah. Bagi penyelidik pada masa hadapan adalah dinasihatkan agar menambah pembolehubah baharu, menggunakan kaedah kualitatif dan menggunakan soalan yang lebih sesuai bagai mengumpul data kajian.

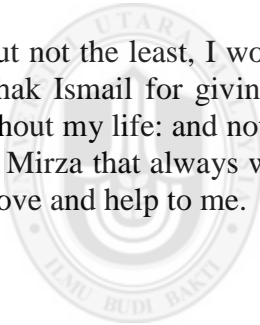Kata Kunci: Pengurusan, Perubahan Organisasi, Motivasi

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LIST OF ABBREVIATION

MAMPU   The Malaysian Administrative Modernization and Management Planning Unit

MOE   Ministry of Education

CHAPTER 1

INTRODUCTION

1.1   BACKGROUND OF THE STUDY

The main objective of the organization is providing the best service to customers and to adopt all the resources available. Therefore, each organization has to change to provide the best service to their customers and changes consider as the life cycle of any organization and it is inevitable (Coetzee & Stanz 2007). Organizational change is a phenomenon that must be faced by any organization, and it must be managed properly to ensure the organization remains survive (Samuel, 2013). Most of organizations are faced the challenge and force them to face the changing separately or change it to something else (Burnes, 2004). Knowledge and awareness of critical issues regarding this change is still lack and some of companies refuse to take a change.

Organization change is the merger between the two powers and also struggle to get things right (Grant et al, 2005). Based on Pessoa, (2008) it clearly discuss that emotions and cognition are close related, fail of change happen due to a few factors such as they are not concerned about an individual, cognitive nature and results of the change (Ertuk,2008)

Ministry of Higher Education was established on March 27, 2004 until May 14, 2013 as a result of a cabinet reshuffle by Prime Minister of Malaysia, Abdullah bin Ahmad Badawi by dividing the Ministry of Education at that time into two separate

ministries, namely the Ministry of Education and Ministry of Higher Education Malaysia. The first minister is Datuk Dr. Shafie Mohd Salleh while the latter is held by Dato 'Seri Mohamed Khaled Nordin.

However on May 15, 2013 saw the merging of the two ministries — Ministry of Higher Education and Ministry of Education — into one ministry by the name of Ministry of Education (MOE). This ministry is led by two ministers; the first minister is Tan Sri Muhyiddin Yassin who is also the former Deputy Prime Minister of Malaysia and Dato' Idris bin Jusoh who served as Minister II. The ministry adopted the name again to reflect the return of the original portfolio of the ministry which is the combination of the primary education, secondary and higher education, in line with the government's wanted education in Malaysia is the international equivalent.

Employees at organization are the best asset and it plays a big role of success for one organization. Employer will be concern about their employees and will make sure they will do the best in their work and will performance better and achieve their job satisfaction. People are motivated by different things to do and will performance their work as best as they can if they have a high motivation in their self. In Ministry of Education, staffs are from any various religion and race, so the motivation for each of the employees is different and different way to handle the level of satisfaction. Based on Danish & Usman (2010), employees need to be motivated all the time and the way of performance of employees are evaluated also one of the key successes in organization and will help to increase profitability and productivity of the organization. This study sought to find out the effects of the employees motivation

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when of change management happen in the Ministry of Education during the merging period in 2013

1.2   PROBLEM STATEMENT

Change has a significant impact on the whole institution (Samuel, 2013). The original assumption that motivation of an employee depends on changes in a company and every employee will be affected to this change based on their personality (Sidikova, 2011). People do not like any change. Change can be defined as people attach great importance to the stability and balance in motivating them (Brooks & Bate, 1994). In current economic, motivation among the key factors to improve employees performance in organizations (Mensah & Zungbey,1998). Motivation and performance is closely related and it clearly shows when someone has low motivation, then they will not give the best performance in their work, and it already proves by many researchers (Schermerhon et al, 2006 & Orlikowski, 1996). A great change will produce a positive work environment (Stevens, 1995)

Based on Robbins (2015) the sources of resistance to change come from individual and organizational sources. From the individual sources, habit, security, economic factors, fear of the unknown and selective information processing are the main factor they are not accept the change in organizational. The second sources are organizational sources, structural inertia, and limited focus of change, group inertia threat to expertise and threat to establish power relationship.

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Worrall and Cooper (2006) in their research have found out to what extend change negatively affects workers. Based on above table it show that morale (61 percent) are the majority effect of the change on employees then follow by the sense of the job security (56 percent) then follow by the motivation (51 percent). It prove that, change effect the motivation of the employees at the organization.

Table 1.1: *Negative effect of change on employees*

Elements	Percentage
Motivation	51%
Sense of employees well-being	48%
Loyalty	47%
Morale	61%
Sense of job security	56%

Ministry of Education are facing this organizational based on the political change. As we know, change give effect to the employees' motivation during the merging period in 2013 and this happen in two times in the year 2004 and in year 2013.

1.3   RESEARCH QUESTION

The research questions of this research are:

1.3.1   What is the relationship between rewards and motivation of employees at the Ministry of Education during the merging period in 2013?

1.3.2   What is the relationship between working environment and motivation of employees at the Ministry of Education during the merging period in 2013?

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1.3.3   What is the relationship between nature of work and motivation of employees at the Ministry of Education during the merging period in 2013?

1.3.4   What is the relationship between recognition and motivation of employees at the Ministry of Education during the merging period in 2013?

1.3.5   What is the influence between organizational change and motivation of employees at the Ministry of Education during the merging period in 2013?

1.4   RESEARCH OBJECTIVE

The objectives of this research are:

1.4.1   To examine the relationship between rewards and motivation of employees at the Ministry of Education during the merging period in 2013.

1.4.2   To examine the relationship between working environment and motivation of employees at the Ministry of Education during the merging period in 2013.

1.4.3   To examine the relationship between nature of work and motivation of employees at the Ministry of Education during the merging period in 2013.

1.4.4   To examine the relationship between recognition and motivation of employees at the Ministry of Education during the merging period in 2013.

1.4.5   To examine the influence between organizational change and motivation of employees at the Ministry of Education during the merging period in 2013.

1.5   SCOPE AND LIMITATION OF THE STUDY

1.5.1   Scope

The scope of the research is focusing heavily on workers who are in the ministry during the merger occurred in 2013. A total of 691 employees from three divisions which is administration, development and units of respondents for this study. In addition, this study also focuses on four independent variables which is rewards, working environment, nature of work and recognition.

1.5.2   Limitation

A number of limitations affect the progress and movement of the research conducted and it can moderate study finding. Some limitations arise while conducted this research, such as:

i)   **Information gathering**

The limitations of this research are gathering the information is uncertain whether it accurate data or not, because the correction of data is not being control. For example, a situation whereby the researcher distribute the questionnaire's, he found it difficult to know if the respondents are telling the truth. Therefore, it was assumed that the participants gave their honest replies in order to draw valid conclusions from the empirical data.

Information that the researcher obtained, may not be designed specifically to meet the needs of the researchers. And if the information is even available, it might not be sufficient to cover the researcher's needs or the information may be obsolete. The researchers may be lucky to get the information that will be needed but it may not be comparable due to different timing of the collections and different use of units of measurement.

ii)   **Time constrain**

The time period for carrying out the study was short due to pack working hours. Besides that, more time are needed to distribute the questionnaire and collect the data from each of respondent. The different times available between the employees also become one of the limitations in this research.

iii)   **Lack of experiences**

A lot of important information needs to be learned as soon as possible to make sure the accrued information can be gain and help to do the research and it make the researcher need to spend more time in study about the process of doing the research.

iv)   **Cost Constraint**

Due to the fact that researcher has to distribute the questionnaires to all respondent in this ministry, a lot of cost be incur start from beginning till the end. It includes cost of transportation, printing cost and cost of photocopy questionnaires.

1.6   ORGANIZATION OF THE THESIS

This study consist five chapters. Chapter one, is clearly discuss about the background of study, problem statement, research question, research objective, and scope and limitation. In chapter two, it will discuss about literature review for both variables which are independent variable and dependent variable as well the theory as being use for this study.

In chapter three were discuss about research methodology. It discuss about research framework, hypotheses/propositions development, research design, operational definition, measurement of variable/instruments, data collection (population, sampling and data collection procedures) and techniques of data analysis.

Chapter four will discusses the results and discussion of the study. Data analysis and findings are discussed in this study. Each complete result will be translated into numbers, graphs, tables or text so that the information presented. The final chapter in this study is the conclusions and recommendations .The major findings are summarized according to the research objectives, the importance of the discovery and the theoretical, practical and policy implications they should be highlighted. Recommendations for future research should also be included in this report as a guide to future researchers.

CHAPTER 2

LITERATURE REVIEW

2.1   INTRODUCTION

This chapter explains and review the literature and theories related to the studies. Literature selected is related to research done by researcher. This chapter is discussing about motivation as dependent variable and rewards, working environment, work itself, appreciation, and promotion as an independent variables. Theory of the organizational change also discuss in this topic.

2.2   MOTIVATION

Motivation come from the Latin word "movere" that means to move. Motivation is something that moves individual from boredom to interest (Islam et al., 2008). Motivation is defined the internal energy of man that will respond to the direction, timing and behavior. Based on the definition given by Dessler (2000, p.55), "motivation is both one of the simplest and most complex of management jobs. It is simple because people are basically motivated or driven to behave in a way that they feel leads to rewards. So motivating someone should be easy: just find out what he or she wants and hold it out as a possible reward".

According to Danish & Usman (2010) motivation is an energy that will determine a person's positive actions, and it is important to improve the performance of one's work. Men or women is motivated when he or she wants to do something and it

covers all the reason which underline the way of people will be act (Adair, 1990).

Motivation also acts as an inner force to individual to accomplish personal and the

organizational goal (Malik, 2010). Normally individual do something that they like if

they are motivated to do it. Employee motivation is the desire to maintain power at

the maximum level to ensure that work can be done successfully. Motivation is a

broad therefore, it is summarized as a process that occurs in order to raise, maintain

and direct behavior to achieve the most good. (Bent et al., 2000)

According to Heller (1998) motivational is something that is injected from external

sources and the act that will do. Employees can be motivated based on both factor

which is intrinsic and extrinsic and each of individual needs motivation to work.

(Abdulla et al., 2010). Motivations are described as the actions within or out with the

working environment that make person want to make an effort within their job.

Based on Bent et al., (2000), demotivated factors can be something that makes

employees feel what they are doing is in vain and will not have any goal to be

achieved.

Theorist that close related to the Maslow needs hierarchy is Herzberg's two-factor

theory. It consists of two factor theories, first is motivator theory and second is

hygiene factor. Hygiene factor can be defined as something that conducive to good

business health but not the cause of it (Smith, 1995). Intrinsic factor can be

achievement, recognition for achievement, the work itself, responsibility and growth

or advancement. According to Abdulla et al. (2010) both intrinsic and extrinsic factor

can be sources of the job satisfaction or dissatisfaction. The dissatisfaction or hygiene

factor are the extrinsic to the job, it include the company policy and administration,

supervision, interpersonal relationships, working conditions, salary, status, and security.

Herzberg's stated that both factors are important but a good hygiene only can lead to the average performance preventing dissatisfaction but the absence of motivators does not lead to dissatisfaction (Malik, 2010). According to Bent et al. (2000), he stated that the job itself, training, money factors and good management were the top motivating factors while being paid, the job itself, good management style, fellow workers, suits lifestyles and responsibility are saw as the satisfaction factor. According to Adel (2005), research concluded that motivational factors such as environmental factors, management factors, opportunities and training in the workplace, and job satisfaction are essential to motivate hotel employees.

2.3   ORGANIZATION CHANGE

One of the principal reasons people form organizations is to focus attention and energy on providing the best products and/or services to clients. Due to forces demanding change, organizations are required to change to be able to continue their existence, making change unavoidable and part of the organization's life cycle. Based on Samuel (2013) change becomes a global phenomenon and it must be properly manage by the organization to make sure the organization can survive.

Organizational change is a norm that must be faced by every organization as this is done for reasons particular to achieve an objective (Grant et al., 2005). New public management change initiative is an odd combination of managerialistic ideology,

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personal and group interests Managing change is one of the forms management systems to enable the organization to achieve their goals while making the best control to compete with a competitor (McAuley et al., 2000). Kazmi (2002) said the changes are not linear and are not able to remedy working formula to obtain the correct answer for each variable.

According the Robbins (2015), change involves sometimes new or different in the organization. Change can divided in two, planned change and unplanned change. Planned change happen when change is intentional and goal oriented. The aim is to improve ability of the organization to adapt with the change environment and to change the employees' behavior. Second is unplanned change, come from various sources such as nature of the workforce, technology, economic shock, competition, and social trends and world politics. Nature of the workforce happen once involves a multicultural environment, the change of the human resource policies and practices and the large expenditure on training to upgrade skills of employees at the organization. Then, for technology sophisticated information technology is also making organizations more responsive and the organization have to adapt as well their employees. Economic shoot happen once the financial problem happen, global recession or rise and fall of global housing market. For the competition Successful organizations will be the ones that can change in response to the competition and the global economy as known as means global competitors. Social trend is when increase on environment awareness, government regulation or more multi-tasking and connectivity organization need to adapt. World politics also consider as unplanned change for example the opening of the new market or the negative social attitudes towards the business and executives.

Based on the figure below, it show that the resistance to change come from two sources which is individual and organization. Employee's habit, security, economic factors, fear of the unknown and selective information processing are the individual sources of resistance to change. While the sources of the organization are structural Inertia, limited focus of change, group Inertia and also threat to established power relationships. Resistance to change does not necessarily surface in standardized ways it can be overt, implicit, immediate, or deferred. It is easiest for management to deal with resistance when it is overt and immediate. Implicit resistance efforts are more subtle—loss of loyalty to the organization, loss of motivation to work, increased errors or mistakes, increased absenteeism due to "sickness"—and hence more difficult to recognize.

Exhibit 18-2   Sources of Resistance to Change

Individual Sources
Habit—To cope with life's complexities, we rely on habits or programmed responses. But when confronted with change, this tendency to respond in our accustomed ways becomes a source of resistance.
Security—People with a high need for security are likely to resist change because it threatens their feelings of safety.
Economic factors—Changes in job tasks or established work routines can arouse economic fears if people are concerned that they won't be able to perform the new tasks or routines to their previous standards, especially when pay is closely tied to productivity.
Fear of the unknown—Change substitutes ambiguity and uncertainty for the unknown.
Selective information processing—Individuals are guilty of selectively processing information in order to keep their perceptions intact. They hear what they want to hear, and they ignore information that challenges the world they've created.

Organizational Sources
Structural inertia—Organizations have built-in mechanisms—such as their selection processes and formalized regulations—to produce stability. When an organization is confronted with change, this structural inertia acts as a counterbalance to sustain stability.
Limited focus of change—Organizations consist of a number of interdependent subsystems. One can't be changed without affecting the others. So limited changes in subsystems tend to be nullified by the larger system.
Group inertia—Even if individuals want to change their behavior, group norms may act as a constraint.
Threat to expertise—Changes in organizational patterns may threaten the expertise of specialized groups.
Threat to established power relationships—Any redistribution of decision-making authority can threaten long-established power relationships within the organization.

Figure 2.1*: Sources of Resistance to Change*
Sources: Robbins (2015)

It has a few approaches to managing organization change. Kurt Lewin (1951) introduced the three-step change model. This social scientist views behavior as a dynamic balance of forces working in opposing directions. Driving forces facilitate change because they push employees in the desired direction. Restraining forces

hinder change because they push employees in the opposite direction. Therefore, these forces must be analyzed and Lewin's three-step model can help shift the balance in the direction of the planned change. It detailed explain as below.
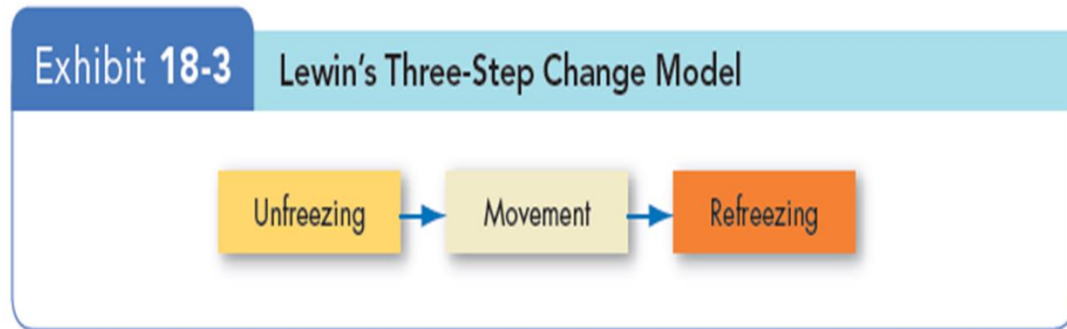
Figure 2.2 *Lewin's Three- Step Change Model*
Sources: Robbins (2015)

According to Lewin, the first step in the process of changing behavior is to unfreeze the existing situation or status quo. The status quo is considered the equilibrium state. Unfreezing is necessary to overcome the strains of individual resistance and group conformity. Unfreezing can be achieved by the use of three methods. First, increase the driving forces that direct behavior away from the existing situation or status quo. Second, decrease the restraining forces that negatively affect the movement from the existing equilibrium. Third, find a combination of the two methods listed above. Some activities that can assist in the unfreezing step include: motivate participants by preparing them for change, build trust and recognition for the need to change, and actively participate in recognizing problems and brainstorming solutions within a group

Lewin's second step in the process of changing behavior is movement. In this step, it is necessary to move the target system to a new level of equilibrium. Three actions

that can assist in the movement step include: persuading employees to agree that the status quo is not beneficial to them and encouraging them to view the problem from a fresh perspective, work together on a quest for new, relevant information, and connect the views of the group to well-respected, powerful leaders that also support the change.

The third step of Lewin's three-step change model is refreezing. This step needs to take place after the change has been implemented in order for it to be sustained or "stick" over time. It is highly likely that the change will be short lived and the employees will revert to their old equilibrium (behaviors) if this step is not taken. It is the actual integration of the new values into the community values and traditions. The purpose of refreezing is to stabilize the new equilibrium resulting from the change by balancing both the driving and restraining forces.

2.4   REWARDS

According to Danish & Usman (2010) rewards include the pay and benefits, financial rewards, promotions and incentives as long it can make employees satisfy in some extent. Significant information and previous researchers proves that rewards and employee motivation have positive and direct relationship.

Based on studies by Mensah & Zungbey (1998) shows money is the medium that can motivate employees and it has a very big influence in motivating employees. The financial rewards can influence a success of an organization in three ways; salaries, financial remuneration and compensation costs. Salary, can motivate employees,

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energize and direct an employee to remain vigorous in implementing their tasks. Financial rewards are to attract and retain eligibility and workers' compensation cost-convinces with an organization and improve the performance of their work in the organization (Bernadin, 2003). In simple work it show the relation between the motivation and the reward, if change in reward offer happen it will change in employee work motivation and with high performance levels (Khan et al., 2010).

The main concern is the employee's salary commensurate with their work whether it worksheets have been implemented or not, however, if they feel the payment of salary is commensurate then it will not be a major source of motivation (Tippet & Kluvers, 2009). According to Gruneberg (1979) workers claimed that the main thing that can motivate is financial and it's not just for the intrinsic interest of the job. Rewards seen as extrinsic and it had found that they can undermine as well as enforces intrinsic motivation (Schmidt et al., 2011). According to Sirota et al. (2006) stated that majority of worker have sets three goal from their work, and the first one is equity. Equity means, workers want their employers highly respected and treated them with fairly to each other. It also include about salaries, benefits and salvation to their work.

According to Bent et al., (2000) employees cited money is one of the main motivators factor toward their job. According to Carraher (2011) he stated that, attitudes towards the money and benefits are meaningful predictor of turnover of both employees and entrepreneurs. It had noted that high salaries are among the key factors in motivating employees (Rafikul & Ahmad, 2008). According to Heller (1998) individual motivation is hard to define because of the variations that arise. According to Ghazanfar et al. (2011), offering incentives can help to motivate people.

2.5   WORKING ENVIRONMENT

The work environment is a place where an employee can interact, exchange ideas, with each other and help them to compete with the healthy and well able to meet the needs of workers (Adel, 2005). According to Rafikul & Ahmad (2008) one of the factor that motivates employees is the condition of the working environment itself to make sure the employees feel secure to go to work. Result had found, faculty member tend to be more motivated to do their work, when they are doing their work in the safety area (Malik, 2010).

People make different in the organization because of the surrounding and it often effect their attitude toward the work had be done (Smith, 1995). According to Atkinson & Hall (2011) employees will feel happy when they are work in flexible working condition and they be more motivated when they being able to control the working environment. Environmental factors are characteristics of the immediate job environment and it became one of the factors that will help to achieve employees' motivation and also job satisfaction (Abdulla et al., 2010). According to Musriha (2011) pleasant working environment is very important and will act as an incentive for the greatest performance of the employees. Based on the Sims & Kroeck (1994) work environment is the strong favorable factor for individual to achieve job performance.

According to Bent et al. (2000) pleasant environment in the business will help to contributed towards employee's job satisfaction or may help to motivated employees to work harder at the task of food production. Based on the research, it clearly defines

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that good social relation, team work and compatible people are the main factor of work satisfaction and motivation to perform to standard. According to Rafikul & Ahmad (2008) one of the factor that motivates employees is the condition of the working environment itself to make sure the employees feel secure to go to work. Result had found, faculty member tend to be more motivated to do their work, when they are doing their work in the safety area (Malik, 2010)

2.6   NATURE OF WORK

Job itself also one of the factor that motivated employees to work. According to Scho et al. (2010) motivation of employees are influence by the personal work duties and the personal work schedule. People tend to be motivated when they are giving the challenging work rather than do the same work for the certain period of time (Vroom & Deci, 1970). Flexible working appeared that will influence employees attitude toward the job and it also directly linked to happiness (Atkinson & Hall, 2011).

When employees feel happiness, it contributes to the satisfaction of the work and the motivation toward the work or their duties. According to Tippet & Kluvers (2009) employees can make the job of working as one that does not charge rather it be an interesting part in their lives while performing work even though it was directed together with clients or colleagues and all this related to the contain of the work had being doing by the employees. Interesting job can be gain if employees are given the challenging work in their daily duties. It have two type of employees one is who have high motivation to work they will carry out the assigned tasks as possible compared with those with low motivation. Employees tend to be accepting the new job offer if

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the new offer has identical job characteristics with the current job. Another important factor to motivate is job rotation it aims to reducing the repetitive jobs for each of employees' job title and also the interesting working environment (Adel, 2005). Job content is important because it serve a motive arousal function where higher-order needs are concerned.

2.7   RECOGNITION

Research had being done and result found that employees need appreciation and recognition from management can help them to work (Adel, 2005). By giving recognition and appreciation to the employees it consider as the most powerful motivator because it give amount of people is desire for their glory and frame (Adair, 1990). According to (Danish & Usman, 2010) recognition must be given to employees to ensure that they continue to be motivated and always feel appreciated and help the organization to succeed. According to Bent et al. (2000) workers need recognition from employers and hopes that the existing experience enhanced to ensure that they can perform good work from time to time and. In Kohat, Pakistan,it prove that promotion and recognition play the greater impact on the employees' motivation (Khan et al., 2010). Among the things that can increase the productivity of an organization is through awards given to employees in an organization that's because the work will be motivated when all they are doing is appreciated and given a good rating by the organization scrumptious. (Danish & Usman, 2010).

According to Asma (2010), show concern to employees and help whenever possible make employees feel better and clearer about their job and organization itself, and this

will affect their performance in the company. Based on Dylan (2006) frequent and specific feedback from supervisor or manager shortly delivered after a good performance is something are waiting by the employees to make the good performance as their habit while working at the company. It is the responsible of the supervisor to recognize the important of acknowledging subordinates efforts and it will give skill to employees through the training and it will had a positive impact on motivation and satisfaction (Bent at el., 2000).

2.8   SUMMARY

Overall this chapter clearly discusses about the definition of employees motivation based on the previous research and the Herzberg two factors theory, organizational change, sources of resistance to the change and the theory to managing organizational change. This chapter also discuss about the entire variable that involve in this research and all the result from the previous research being part of this research to prove the reality of all variable. It also clearly explains that what are organizational change and the affect towards the motivation of the employees.

CHAPTER 3

RESEARCH METHODOLOGY

3.1   INTRODUCTION

This topic discuss and analyses about the research framework, hypotheses, research design, operational definition, measurement of variables/instrumentation, data collection: sampling & data collection procedures

3.2   RESEARCH FRAMEWORK

In conducted this research, it will involve two type of variable which are independent variable and dependent variable.   The diagram of the relationship among the independent and dependent variable are shown below:
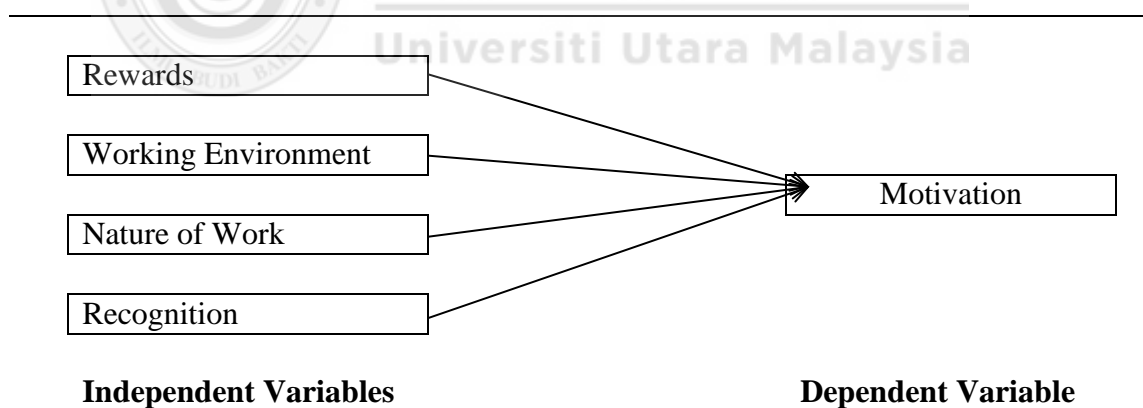
Figure 3.1: *Research Framework*

3.3   HYPOTHESES DEVELOPMENT

Once important variable established in the theoretical framework, statement of hypotheses are create as below:

H1:   There is a relationship between rewards and motivation of employees at the Ministry of Education during the merging period in 2013

H2:   There is a relationship between working environment and motivation of employees at the Ministry of Education during the merging period in 2013

H3:   There is a relationship between nature of job and motivation of employees at the Ministry of Education during the merging period in 2013

H4:   There is a relationship between recognition and motivation of employees at the Ministry of Education during the merging period in 2013

H5:   There is relationship between organizational change and motivation of employees at the Ministry of Education during the merging period in 2013

3.4   RESEARCH DESIGN

Quantitative data were gathered and utilized in this research. Quantitative data are data that are symbols or values. It is data that can be evaluated while the data can be changed and only need a short time to implement. Qualitative data is a process technique and in-depth analysis can be obtained in a short time then it takes a longer time and it can be done by means of interviews, discussions or observation (Ghosh & Chopra, 2003). This will allow for the exploration factor of the motivated employees at Ministry of Education (MOE) during merging happen in 2013 and allow to testing the hypotheses and generalize the data from the population (Chappel, 2005 & Hopkins, 2005). The advantage using quantitative data is it will form of numbers, which can be easily analyses using standard statistical techniques. It also allows

collection and analysis of large amount of data more efficiently compare to qualitative

method.

3.5   OPERATIONAL DEFINITION

Table 3.1 *Operational Definition of Variables*

VARIABLE	DEFINITION
Motivation	The Latin word "movere" which means to move. Motivation is something that moves individual from boredom to interest (Islam et al., 2008). According to Danish & Usman (2010) motivation is such a factor that exerts a driving force on our actions and work
Rewards	The financial rewards, pay and benefits, promotions and incentives was consider as the reward and it can make employees satisfy in some extent (Danish & Usman,2010)
Working environment	The work environment should be suitable to employees in order to compete, interact with other employees in the workplace, express ideas freely and satisfy their needs (Adel, 2005)
Nature of Work	The basic daily tasks that one he carries out as part of one job and something that influence by the personal work duties and the personal work schedule (Scho et al. 2010)
Recognition	In sociology is public acknowledgement of person's status or merits and the most powerful motivator because it give amount of people is desire for their glory and frame (Adair, 1990)

3.6   MEASUREMENT OF VARIABLES/INSTRUMENTATION

These researches are used questionnaires as the instrument to measure the variables.

Each of the respondents is required to answer all the questions. The questionnaires

consist of three sections which is section A, B and C. In section A respondent are

respond to the demographic profile questions, then follow by section B, consist of 23

question, question one until four come from rewards, for the question five until nine it

comes from working environment, for question ten until question nineteen come from

work itself and for question twenty until twenty three it come from recognition. In section C question come from motivation, which is 5 questions from motivator and another fifteen comes from hygiene items, total of the question is 48.

Table 3.2: *Measurement of Items*

Variable	Scale	Measurement
Demographic	Nominal	
Motivation	Ordinal scale	1 (Strongly disagree) — 6 (Strongly agree)
Rewards	Ordinal scale	1 (Strongly disagree) — 6 (Strongly agree)
Working environment	Ordinal scale	1 (Strongly disagree) — 6 (Strongly agree)
Nature of Work	Ordinal scale	1 (Strongly disagree) — 6 (Strongly agree)
Recognition	Ordinal scale	1 (Strongly disagree) — 6 (Strongly agree)

Based on table 4, question in section A, which demographic profile are using nominal scale to measure and all respondents have to answers the questions. For section B and C all variable which is rewards, working environment, work itself and recognition are using ordinal scale which means it implies ranking on basic preference.

For this study, six point scales being use to make it easier for respondents in responding to the questionnaires distributed to them. The respondent being asking to respond according to how strongly disagree, until strongly agreed with the statement relating to the motivation. According to (Chomeya, 2010) six point scale is appropriate to the research that has several variable because it will make the study as a whole and has the number of items not to many and it will not be the burden of the respondents while the reliability is acceptable according to the standard.

Based on table below shows that the sources of item questions are adopted and adapted for all variables in this research. For motivation variable, 20 question that focusing on motivation and hygiene factor based on research done by Oloruntoba et

al. (2011). Four items in rewards the questionnaire sources by Tippet and Kluvers (2009) which prove that rewards play key role to motivate employees in the organization.

The working environment consists of five question adopted and adapted from Adel (2005). The source for nature of work questions is from Abdulla et al. (2011) and for the recognition items are from Al-Alawi (2005).

Table 3.3: *Sources of Items*

VARIABLE	NUMBER OF ITEMS	SOURCE
Motivation	20	Oloruntoba *et al.,* 2003
Rewards	4	Tippet and Kluvers, 2009
Working environment	5	Adel, 2005
Work Itself	10	Abdulla *et al.,*2011
Recognition	3	Al-Alawi, 2005

3.7   DATA COLLECTION

Data collection is the process of gathering information about a phenomenon using data collection instruments (Sekaran, 2000). Data collection are based on secondary and primary sources where primary data was obtained through the use of questionnaires as the main data collection instrument while secondary data was obtained from journals and books in the library. The discussion on data collection is divided into three main issues. First are regarding the population and sample size, second, are the discussion is on the sampling approach adopted in this study and the last is data collection method employed in this research.

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3.7.1 Population and Sample Size

Table 3.4: *Population at Ministry of Education during the merging period in 2013*

DIVISION	SECTION	NUMBER OF STAFF
Administration	Main Office	5
	Human Resource	91
	Finance	54
	Management of Service	57
	Account	59
	Information Management	59
Development	Main Office	4
	Development Division	61
	International Relations	26
	Planning & coordination of research	65
	Scholarship	84
	Acquisition and management of assets	25
	Sports	31
Units	Internal Audit	21
	Corporate Communication	18
	Law	7
	Entrepreneur	16
	Integrity	8
Total		691

A research population is generally a large collection of individuals or objects that is the main focus of a scientific query. It is for the benefit of the population that researches are done target populations for these studies are all workers at Ministry of Education during merging period in 2013. All employees during merging period in 2013 will be selected as population. Based on the table above the total of the employees are 691 and each of the employees is element of the population. It consists of three divisions which are development, administration, and units. For Development division it consist of six section which is Development Division, International Relations, Planning & coordination of research, Scholarship, Acquisition and management of assets, and Sports and total employees include the main office is 296.

For administration division it has 325 staff that consists of five sections which is Human Resource, Finance, Management of Service, Account, and Information Management and also including the man office. For the units total of the staff is 70 that consist of four unit which is Internal Audit, Corporate Communication, Law, Entrepreneur, and Integrity

3.7.2 Sampling Approach

Based on the population of staff in the ministry during the merging period in 2013 and based on Krecjie & Morgan (1970) in Educational and Psychological Measurement sampling size table, the sample size appropriate for this study is 248. This researcher could not collect a large number of respondents are because most of respondent and are shifted to other ministry and some of respondent are redundant of the work and the limited time to respond to the questionnaires for this research.

The sampling method used in this study is stratified sampling. Stratified sampling design is a gross per population will be divided into several sub-populations called strata and samples will be taken through every stratum that has made this. Stratification only produces error smaller than the estimates produced by a random sample and it requires a very minimum cost for this study.

Based on table below it shown, for these researches, questionnaires were distributed accordingly to the division and by using stratified sampling. 117 questionnaires were distribute to administration division and 106 sample are from development division were distributed from the total of 296 of the population for the staff. For the units, 25

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questionnaires were distributes over the staff at this division to answer the questionnaires

Table 3.5: *Distribution of Questionnaires*

DIVISION	NUMBER OF STAFF	NUMBER OF QUESTIONNAIRE DISTRIBUTED
Administration	325	117
Development	296	106
Units	70	25
Total	691	248

3.7.3 Data Collection Procedures

From a review of literature, a survey questionnaire was developed to collect data for the study. A questionnaire is a written set of questions to which the respondent records the answers, usually within rather closely delineated alternatives (Sekaran, 2003)

Data was collected through use of a written questionnaire hand-delivered to participants. 300 questionnaires were distributed to respondent for development, administration and units division. Questionnaires were distributed by divisions and it takes a month to settle and collect back the questionnaires from all respondent. Questionnaires were completed and returned anonymously direct to researcher.

A total of 150 questionnaires were collected within one month that collected by three divisions and the respondents were asked to answer the statement given honestly. From the total of 150 questionnaires collected only 130 can be sample and analyzed.

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Data obtained as a result of the distribution of questionnaires were then analyzed using Statistical Package for Social Sciences (SPSS version 18.00 for window). The finding were analyzed, discussed and made recommendation for each other relevant element.

3.8   TECHNIQUES OF DATA ANALYSIS

These researches are using descriptive and inferential Statistical as the techniques of data analysis. Package for Social Sciences (SPSS version 18.00 for window) was used in this study because it well suited to analyze survey research. In order to assure statistically reliable results, a questionnaire was distributed to employees to disclose factor that motivate employees at Ministry of Education, during the merging period in 2013 and to smooth the way headed for better quality service and higher performance.

Table 3.6: *Techniques of Data Analysis*

Hypotheses	Relationship
Demographic Profile	Descriptive analysis
H1 – H4	Descriptive analysis
	Correlation analysis
H5	Regression analysis

Base on table above, descriptive analysis is transformation of raw data into form that would provide information to describe a set of factors in situation (Sekaran,2003). Descriptive analysis are used for this study is frequency and percentage. A questionnaires relating to the background of respondent in terms of age, marital status, grade of position, monthly income and year of services are analyzed and described in the form of table and graphs showing frequency distribution and percentage.

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Descriptive analysis that shows the frequency and percentage of each item is also used in analyzing the items of the hypotheses variables. Correlation analysis is to identify is there any relationship between rewards, working environment, work itself and recognition with the factor that motivated employees at Ministry of Education during the merging period in 2013. Results of the analysis are presented in tables and charts.

For H5 research are mention based on regression analysis to see whether the organizational change impact to motivate employees at Ministry of Education, during the merging period in 2013.

3.9 SUMMARY

Overall this chapter describes the essential part of study about research framework, hypotheses/propositions development, research design, and operational definition, measurement of variable/instruments, data collection (population, sampling and data collection procedures) and techniques of data analysis. Quantitative data are analyzed through coding in SPSS Statistical Package for Social Sciences (SPSS version 18.00 for window) and questionnaires with nominal and ordinal scale (six point scales) are using as the instrument to collect the data for this research. The questionnaires are adopted and adapted from various resources. All employees in this ministry during the merging period in 2013 consider as the population and 248 are selected as sample. These research also involve descriptive and inferential analysis, the selection of the appropriate methodology is essential to produce the findings are clear, precise and scientific.

CHAPTER 4

RESULT AND DISCUSSION

4.1 INTRODUCTION

This chapter describes the results obtained from studies conducted. Discussion divided into four parts. The first part discusses about data collected and data cleaning. Second part discuss about the background of respondent and the results of the descriptive analysis of the frequency distribution and percentage. Results of the study are described in tables along with proper lighting. The discussion in this chapter includes reliability analysis, descriptive analysis, correlation analysis and regression analysis.

4.2 DATA

The discussion on data is divided into three main sections. The sections are on the number of data collected, data cleaning and exploratory data analysis.

4.2.1 Data Collected

Table 4.1: *Number of Questionnaire Distributed and Collected*

Questionnaire	Number
Number of Questionnaire Distributed	300
Number of Questionnaire Collected	150

As shown in the above table, the number of questionnaire distributed to the targeted respondents during the emerging period in 2013 is 300 questionnaires. As respondents are divided based on the various departments, they are given a period of to one weeks to attempt the questionnaire then the questionnaire are collected back. After the stated period, only 150 questionnaires are successfully collected and this raw data are then being transferred to the SPSS raw data file.

4.2.2 Data Cleaning

Table 4.2: *Number of Collected and Usable Questionnaires*

Questionnaire	Number
Number of Questionnaire Collected	150
Number of Usable Questionnaire	130

Based on above table, it shows that only 130 questionnaires are usable for this research and carried for next step on analysis. The data cleaning procedure is conducted on the SPSS data file created. Three different type of checking were conducted. First, are the errors checking in SPSS raw data file. The frequency analysis is conducted on all the items to identify any error in the raw data file. Several errors were actually identified from the above procedure.

The following step is correcting the errors. The errors identified in the SPSS raw data file are checked against the original printed questionnaire for the actual answer given by respondent. This cross checking allows for corrective procedure to be carried out on the SPSS raw data file.

Next steps, is checking on missing values. About twenty questionnaires have quite a number of missing values. The missing values are indicating that the respondents are skipping from answering some of the questions in the questionnaires intentionally and unintentionally.

4.3   DEMOGRAFIC PROFILE

In this section, the discussion covers the background of the respondents which is age, marital status, job position, income level and period of service based on the data collected from the respondent at the ministry during the merging period in 2013.

4.3.1   Age of Respondents

Table 4.3: *Age of Respondents*

Age	Frequency	Percent
20-24 years old	24	18.5
25-29 years old	27	20.8
30-34 years old	16	12.3
35-39 years old	19	14.6
40-44 years old	36	27.7
45 years old and above	8	6.2
Total	130	100.0

As shown in the above table, majority of the respondents at the age between 40 - 44 years old, it comes at 36 percent of the total respondents. Then follow by the age group between 25 – 29 years old at 27 percent from the total of respondents. While 18.5 percent which are 24 of total respondents are from the age between 20-24 years old. For the age between 35-39 years old only 19 (14.6 percent) of total respondent are from this group age. Then 16 (12.3 percent) of the respondents are come from the

age between 30 -34. Then only, 8 (6.2 percent) of total respondents come from the age

45 years old and above.

4.3.2 Marital Status of Respondents

Table 4.4: *Marital Status of Respondents*

Status	Frequency	Percent
Single	45	34.6
Married	85	65.4
Total	130	100.0

According to above table, 45 of the total respondents which is 34.6 percent are single

while 85 of the respondents which is 65.4 are married. From the above table, it shown

that, the majority of the respondents for this research are married.

4.3.3 Job Position

Table 4.5: *Job Position of Respondents*

Grade	Frequency	Percent
32 and below	72	55.4
41 and above	57	43.8
Total	130	100.0

Job position is usually represented by the grade associate with the job position in the

public sector. Grade 32 and below represent the supporting staff level. While grade 41

and above represent the officers' level. As shown in the table below, 55.4 percent

which is 72 respondents are presented by the supporting staff and 43.8 percent which

is 57 respondents are represent by the officers' level in the organization in these

research. From the above table, the majority of the respondents are between grade 32 and below which the supporting staff.

4.3.4 Income Level

Table 4.6: *Income Level of Respondents*

Income	Frequency	Percent
RM1000 - RM2000	15	11.5
RM2001- RM3000	37	28.5
RM3001- RM4000	54	41.5
RM4001 and above	24	18.5
Total	130	100.0

Table shown the majority of the respondents are from the income between RM 3001- RM 4000 (41.5 percent) on monthly basis. Then follow by the group income RM2001- RM3000 at 28.5 percent from the total of respondents. While 18.5 percent which are 24 of total respondents are from group income RM 4000 and above. Then only 15 (11.5 percent) of the respondents are come from the group income between RM1000 – RM2000.

4.3.5 Period of Service

Table 4.7: *Descriptive Statistics of Period of Service*

Years of Service	Frequency	Percent
Less than 1 years	14	10.8
2-3 years	37	28.4
4-5 years	39	30.0
5 years and above	40	30.8
Total	130	100.0

As shown in the table above, 14 (10.8 percent) of the respondents are already with the ministry less than 1 years. Then 37 (28.4 percent) are respondents that already work at ministry between 2-3 years. Follow by the 39 (30.0 percent) of the respondents are respondents already with the ministry between 4 – 5 years and 40 (30.8 percent) respondents are from the service of more than 5 years at this ministry. From the above table, the majority of the respondents are between from the years of services 5 years and above.

4.4   RELIABILITY ANALYSIS

Based on the table below, it shows that variable value of *Cronbach Alpha* for recognition is 0.966 follow by *Cronbach Alpha* for nature of Work which is 0.951 and then *Cronbach Alpha* from motivation variable is 0.900, all of this variable consider reliable to one another and it consistent for this study.

Table 4.8: *Reliability Analysis*

Variable	No. of Items	Cronbach Alpha
Motivation	20	.900
Rewards	4	.479
Working Environment	5	.520
Nature of Work	10	.951
Recognition	4	.966

4.5   DESCRIPTIVE ANALYSIS

4.5.1   Motivation

Based on the table below, the question are adapted and adopted from Oloruntoba et al. (2013) and six point scales are used to interpret the respondent's responses. For this

study it shows that friendly environment effect the motivation are most affected to the respondents at the 5.52 from total of question to motivated during the merging period in 2013 happen at this ministry. Then follow by the question of annual leave is important to motivate which is 5.16 from total question that answer by respondent and the lower that affect the respond is question on staff canteen influence me to do my work which is only 4.73 reflect to the motivation during merging in 2013 at this ministry.

Table 4.9: *Descriptive Analysis on Motivation Items*

ITEMS	MEAN	SD
1. High remuneration motivates me to work.	5.13	.811
2. Promotion is necessary to motivate me to work	5.30	.655
3. Good pension scheme is important to me	5.20	.652
4. Recognition is important to motivate people	5.30	.579
5. Sick leave is necessary to motivate employees	5.08	.711
6. Leave bonus is important to motivate employees	5.01	.802
7. Friendly environment affect the motivation	**5.52**	.638
8. Annual leave is important to motivate people	5.16	.525
9. Job security effects employee's motivation toward the work	5.36	.597
10. Staff clinic is important to motivate employees	4.99	.783
11. Free medical is important to motivate me	5.02	.772
12. Clean environment effect the motivation of employees	5.45	.598
13. Staff bus is necessary to motivate employees' motivation	4.82	.785
14. Adequate supervision motivates me to work	5.18	.620
15. Well-furnished office makes me happy to do my work	5.22	.601
16. Official vehicle is important to motivate employees	4.89	.729

Table 4.9 : (continued)

ITEMS	MEAN	SD
17. Staff canteen influences me to do my work	4.73	.905
18. Service training imposes to the employees influence my motivation to work	5.26	.732
19. Staff quarters provided by the management help to influence my motivation	5.20	.698
20. New assignments given by the companies make me happy to do my work	5.10	.633
TOTAL	**5.15**	**.406**

4.5.2 Rewards

Table below shown that, 4 of the question are adopted and adapt from Tippet and Kluvers (2009) and the question "I believed that bonus schemes can increase work performance" are the most affect factor to the respondents at this ministry which is 5.00 compare to other questions. Then follow by the average affect which is 4.75 the question on "I am satisfied with pay". The lowest is the question form "I would prefer a rewards system based on individual rather than team outcome ,which is only 4.72 are affect employees motivation at this variable.

Table 4.10: *Descriptive Statistics on Rewards Items*

ITEMS	MEAN	SD
1. I believed that bonus schemes can increase work performance	**5.00**	.635
2. I am satisfied with my pay.	4.75	.758
3. I would prefer a reward system based on individual rather than team outcomes	4.72	.737
4. The benefits package provided by my company is important to me	4.94	.567
TOTAL	**4.85**	**.412**

4.5.2 Working Environment

As show in table below, these questionnaires are taken by Adel, 2005. It consists of 5 question and show that question on "Good working conditions motivate me to work' give high meaning of respondent which is 5.37 compare to other question. Follow by the question on "I think competitive environment is important (5.11) and the lower come from the question on power of position is important in the workplace (4.71)

Table 4.11: *Descriptive Statistics for Working Environment Items*

ITEMS	MEAN	SD
1. Teamwork is important to motivate me to work	5.35	.541
2. Good working conditions motivate me to work	**5.37**	.672
3. I think competitive environment is important	5.11	.574
4. Power of position is important in the workplace	4.71	.676
5. I am motivated by the achievements of my colleagues.	4.96	.615
TOTAL	**5.10**	**.359**

4.5.3 Nature of Work

Table 4.12: *Descriptive Statistics for Nature of Work Items*

ITEMS	MEAN	SD
1. We were free to express the ideas and freely made a decision at company	4.75	.651
2. I have fun while working at this company	4.73	.713
3. I received opportunity for promotion in my company	4.65	.701
4. I received opportunity for growth and development in my company	**4.76**	.680
5. I received prestige of my job in this company.	4.72	.650
6. I received enough amount of authority to carry out my responsibilities.	4.72	.613
7. I considered my job responsibility as fair.	4.65	.608
8. Working at this company allowed me to achieve a good work or life balance.	4.67	.652
9. I received opportunity to do challenging work	4.62	.730
10. I receive support from my supervisors.	4.66	.831
TOTAL	**4.69**	**.567**

Based on above table, it shown that the question was inspired by Abdulla et al. (2011) and be alter to be more flexible and focus on the ministry respondent. It consist of the 10 questions and question on "I received opportunity for growth and development in my company' are the most represent the factor of nature of work (4.76). Then follow by the question on "I received enough amount of authority to carry out my responsibilities" (4.72). The lower is question on I received opportunity to do

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challenging work (4.62) that are affected the respondent once answer the question on the nature of work for this study.

4.5.4 Recognition

Table 4.13: *Descriptive Statistics for Recognition Items*

Items	Mean	SD
1. I receive respect and fair treatment from my supervisor.	**4.66**	.753
2. I received opportunity to independently make decision and react in the company	4.59	.785
3. My supervisor clarified decisions and provided additional information when requested by employees	4.62	.771
4. My supervisors made sure that all employees' concerns were heard before job decisions were made	4.53	.706
TOTAL	**4.60**	**.712**

Based on above, it shown the four questionnaires for the recognition are adopted and adapt from Al-Alawi (2005) and using six point scales to interpret the respondent's responses. Based on the table below, "I receive respect and fair treatment from my supervisor (4.66) are the most appropriate to the respondents to make them motivated during the emerging happen in 2013. Then follow by the question on "I received opportunity to independently make decision and react in the company" (4.59). The lower is the question on "My supervisors made sure that all employees' concerns were heard before job decisions were made" (4.53) are not affected the employees motivation compare to other question from this variable.

4.6 CORRELATION ANALYSIS

The discussion on correlation is divided into four sections according to the number of independent variables in this study.

4.6.1 Correlation Analysis of Rewards and Motivation

Table 4.14: *Pearson Correlation Results of Rewards and Motivation*

		Rewards	Motivation
Motivation	Pearson Correlation	.227[**]	1
	Sig. (2-tailed)	.009	
	N	130	130

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

Based on the table above, rewards has associate with motivation and for the rewards person they are motivated during the merging happen in 2013 at this ministry. This finding is similar finding by Danish & Usman (2010), Mensah & Zungbey (1998), Bernadin (2003), Khan et al., (2010), Tippet & Kluvers (2009), Gruneberg (1979), Schmidt et al. (2011), Sirota et al. (2006), Bent et al. (2000), Carraher (2011), Rafikul & Ahmad (2008), and Ghazanfar et al. (2011). Correlation relationship between rrewards and motivation is positive and significant ($p < 0.01$) with a weak relationship ($r = 0.227$).

4.6.2 Correlation Analysis of Work Environment and Motivation

Table 4.15: *Correlation Analysis of Work Environment and Motivation*

		Work Environment	Motivation
Motivation	Pearson Correlation	.285[**]	1
	Sig. (2-tailed)	.001	
	N	130	130

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

Based on the table above, working environment has associate with motivation during the merging happen in 2013 at this ministry. This finding is similar finding by Rafikul

& Ahmad (2008), (Malik, 2010), Smith, 1995), Atkinson & Hall (2011), Abdulla et al., 2010), Musriha (2011), Sims and Kroeck (1994), Bent et al. (2000). The correlation relationship between working environment and motivation is positive and significant ($p < 0.01$) with a weak relationship ($r = 0.285$).

4.6.3 Correlation Analysis of Nature of Work and Motivation

Table 4.16: *Correlation Analysis Results of Nature of Work and Motivation*

		Nature of Work	**Motivation**
Motivation	Pearson Correlation	.316[**]	1
	Sig. (2-tailed)	.000	
	N	130	130

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

Based on the table above, nature of work has associate with motivation during the merging happen in 2013 at this ministry. This finding is similar finding by Scho et al. (2010), Vroom & Deci, (1970), Atkinson & Hall, (2011), Tippet & Kluvers (2009) and Adel, (2005). The correlation relationship between nature of work and motivation is positive and significant ($p < 0.01$) with a weak relationship ($r = 0.316$).

4.6.4 Correlation Analysis of Recognition and Motivation

Table 4.17*: Correlation Analysis of Motivation and Recognition*

		Recognition	**Motivation**
Motivation	Pearson Correlation	.354[**]	1
	Sig. (2-tailed)	.000	
	N	130	130

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

Based on the table above, recognition has associate with motivation during the merging happen in 2013 at this ministry. This finding is similar finding by Adel, 2005), Adair, 1990), Danish & Usman, 2010), Bent et al. (2000), Khan et al., 2010). Asma (2010), and Dylan (2006). The correlation relationship between recognition and motivation is positive and significant ($p < 0.01$) with a weak relationship ($r = 0.354$).

4.7   REGRESSION ANALYSIS

Table 4.18: *Regression Results*

	R	R Square	F	Beta	t	Sig.
	.425	.181	6.885			.000
Rewards				.173	1.909	.059
Environment				.196	2.198	.030
Nature of Work				-.236	-1.193	.235
Recognition				.452	2.473	.015

This table shows the coefficient of determination r-square = 0.181 (18.1%). this proves for 18.1% of the dependent variable can be explained by four independent variables (rewards, environment, nature of work and recognition), and while the remaining 81.9% is influenced by other variables are not tested in this research.

4.8   SUMMARY

Based on the demographic profile it show that most of the respond are from the age between 40-44 years old, married, at the grade 32 and below at the salary of RM 3001 – RM 4000, and is at working at this ministry more than 5 years. Based on the reliability analysis all the four variables consider reliable one another and it consistent for this research. Based on the table below, it show the tested of hypotheses and

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clearly show that there is correlation relationship between all four variable (rewards, working environment, nature of work and recognition) with the motivation during the merging period in 2013 at the ministry of Education but with a weak relationship. The regression analysis proves that only 18.1% of the dependent variable can be explained by the independent variables in this research while the remaining 81.9% is influenced by other variables are not tested in this research.

Table 4.19: *Hypothesis Testing*

Hypotheses	Statement	Result
H1	There is a relationship between rewards and employees' motivation at Higher Education Sector during the merging period in the Ministry of Education in 2013.	Accepted $r = 0.227$ $p < 0.01$
H2	There is a relationship between working environment and employees' motivation at Higher Education Sector during the merging period in the Ministry of Education in 2013.	Accepted $r = 0.285$ $p < 0.01$
H3	There is a relationship between nature of job and employees' motivation at Higher Education Sector during the merging period in the Ministry of Education in 2013.	Accepted $r = 0.316$ $p < 0.01$
H4	There is a relationship between recognition and employees' motivation at Higher Education Sector during the merging period in the Ministry of Education in 2013.	Accepted $r = 0.354$ $p < 0.01$
H5	There is relationship between organizational change and motivation of employees at the Ministry of Education during the merging period in 2013.	Accepted $R^2 = 0.181$

CHAPTER 5

CONCLUSION AND RECOMMENDATION

5.1   INTRODUCTION

This chapter discuss and formulate the results gathered from the analysis of data has been created based on objective and test hypotheses related to research done by researcher. To strengthen the study, discussion is made with reference to the findings of previous studies and opinion-related figures.

5.2   RECAPTALIZATION OF THE STUDY

This study intends to examine the motivation among employees when a change happened to an organization. The organizational change is the focus of this study is during the merging of two main ministries, which are the Ministry of Education and the Ministry of Higher Education, in 2013 and its effect on the motivation level of the employees at the Ministry.

From the literature review, it was postulated that rewards, working environment, nature of the work and recognition are the factors that could affect the level of employees' motivation during the change or merging period. Five hypotheses were developed for this study. This study employs the questionnaire as the primary data collection instrument and journal from previous research as the secondary data. The questionnaire was adopted and adapted from previous related studies. A total number of 300 questionnaires were distributed. Only 150 sets of questionnaire were

successfully collected back. After the data cleaning process about 20 sets of questionnaire were discarded because it was incomplete. The descriptive, correlation and regression analysis was conducted on the usable data. The results of the analysis were also used to test the hypothesis statically.

5.3   CONTRIBUTION

5.3.1   Managerial Perspectives

Management or human resources department in this ministry can use recognition, as the factor can motivate their employees because it is relevant to applied compared with other variables that were examined in this research. According to the research, employees will feel more motivated to work when they are being appreciated by their supervisors as well as the management .Therefore, to ensure that employees always commit to their work, supervisor must respect all employees in any condition. These can help this ministry to develop strategies and implement various interventions for retaining good performers in the ministry and achieve organizational objectives.

For rewards, it clearly shows that are not give the big effect towards employees motivation, because each employee will be given a fixed salary regardless of their performance, then it is not a major factor in motivating employees. Similarly, the nature of work and working environment, it's a factor that does not have a significant impact for workers in this sector. So the management can search other factor that are more related or give impact to motivate their employees compare to focus in this three factor that are not relevant for the situation once merging happen.

5.3.2   Academic Perspectives

It have a difference when it involves factors that motivate employees in the public sector and the private sector when the occurrence of change in their organization. It happen because the factor to motivate private sector workers may involve financial and career factor itself, but not for workers in the public sector who are experiencing changes in their organization. This is clear because, for every civil servant salaries were measured grades of posts and tasks that given to them based on their grade offered, but it different for workers in the private sector where they are given rewards such as tangible or intangible based on their performance. For civil servants, they are bound by a number of circulars that have been made by the Commission to the Public Service and also by MAMPU, the cause should change happen it will not really affect them varies compare to the servants in the private sector.

5.4   RECOMMENDATION

5.4.1   Adding New Variables

These studies only use four variables, which is rewards, environment, nature of work and recognition it clearly seen only 18.8 percent was reflect to the factor that affects the employees' motivation during the merging period in 2013 and the rest of 81.9 percent are belong to other variable. Future researcher should are encouraged to add variable or use other variables are totally affected the motivation in order to get more appropriate impact on employee motivation when change occurs, especially at the government sector.

5.4.2   Qualitative Methods

This research was using quantitative method to collect the data by distribute questionnaires to all respondents. For future researcher are encouraged to use qualitative method to collect the data, where the researcher able to establish the validity and reliability of data because this method come from various sources and more detail. Qualitative method also allows researcher to connect more closely with respondents and it help to obtain accurate and complete data once change or merging happen in organization.

5.4.3   Specific Questionnaires

Future research are encourage to consent more about the question that will adapt and adopt from previous research to make sure it include all the internal and also external situation happen that they want to studies. Construct more tools related to organizational change and reflect towards employees' motivation. For instance, it would be interesting to know the most motivating factors for a team in order to promote them not only individually, but also as groups once change happen in organization.

5.5   CONCLUSION

The discussion on conclusion will follow the structure of the objective of this study as stated in Chapter One. The discussion will start with the relationship of rewards and motivation. This is followed by the relationship of working environment and motivation, the relationship of nature of work and motivation and recognition and

motivation. Final discussion is on the effect of all the independent variables on dependent variables which is motivation.

5.5.1   The Relationship of Rewards and Motivation

Rewards are usually in terms of financial and non-financial rewards. Financial rewards are monetary based rewards such as pay and compensation. Examples of non-financial rewards are such as benefits, promotions and incentives. Rewards play an important role to attract and retain qualified high-performance workers. In this study rewards are measured based on the satisfied of the employees once they being rewards in tangible an also intangible rewards based on the question from Tippet & Kluvers, (2009).

For this studied it shows rewards (bonus schemes) can increase work performance of the employees. It has positive relationship and significant but weak relationship. Based on Danish & Usman (2010) the rewards include the financial rewards, pay and benefits, promotions and incentives was consider as the reward and it can make employees satisfy in some extent. It show that it have a good relationship between the rewards and the motivation.

For the employees at the sector of higher education it shows that rewards are have low relationship that will affect their motivation of the work because the rewards that employees get normally are same not based on their performance.

5.5.2   Motivation and Working Environment

The work environment is a place where an employee can interact, exchange ideas, with each other and help them to compete with the healthy and well able to meet the needs of workers. Once employees feel secure it will make them inspire to do their work and it motivated them well and doing a job that given to them. In this study rewards are measured based on the five question from Adel (2005) that measure about teamwork, working environment itself, competitive environment, achievement of collage and power of position.

For this studies, it shows that most employees are motivated based on the working environment. The correlation relationship between motivation and work environment is positive and significant but with a weak relationship.

Result had found, faculty member tend to be more motivated to do their work, when they are doing their work in the safety area (Malik, 2010). According to Rafikul & Ahmad (2008) one of the factor that motivates employees is the condition of the working environment itself to make sure the employees feel secure to go to work.

Result for this study, shows that it have the positive relationship between motivation and working environment but in weak relationship, it could be happen, because employees feel that the working environment are not really affect them to do their work because there are in the government sector.

5.5.3   Motivation and Nature of Work

Nature of work can be define as the basic daily tasks that one he carries out as part of one job. When employees feel happiness, it contributes to the satisfaction of the work and the motivation toward the work or their duties. Job content is important because it serve a motive arousal function where higher-order needs are concerned.

In this study nature of work are measured based ten question that will make them being motivated and the question are inspired by Abdulla et al.(2011). For this studied it shows nature of work can increase work performance of the employees. It has positive relationship and significant but weak relationship.

According to Scho et al. (2010) motivation of employees are influence by the personal work duties and the personal work schedule. People tend to be motivated when they are giving the challenging work rather than do the same work for the certain period of time. According to Tippet & Kluvers (2009) employees can make the job of working as one that does not charge rather it be an interesting part in their lives while performing work even though it was directed together with clients or colleagues and all this related to the contain of the work had being doing by the employees

For the employees at the sector of higher education it shows that nature of work are not really affect their motivation of the work because the nature of work at the government are same event the change happen to the ministry and the employees.

5.5.4 Motivation and Recognition

Recognition is once the employer show concern to employees and help whenever possible make employees feel better and clearer about their job and organization itself, and this will affect their performance in the company. Frequent and specific feedback from supervisor or manager shortly delivered after a good performance is something are waiting by the employees to make the good performance as their habit while working at the company.

In this study recognition are measured based on the three questionnaires that taken from Al-Alawi, 2005, the descriptive analysis show that respect and fair treatment from supervisor was most effected to the respondents be to motivate to do their work. The correlation relationship between motivation and recognition is positive and significant but in weak relationship.

For the employees at the sector of higher education it shows that recognition is the best factor that affect their motivation once change happen.

5.5.5 Motivation

Motivation is something that moves individual from boredom to interest. Motivation is defined the internal energy of man that will respond to the direction, timing and behavior. So motivating someone should be easy: just find out what he or she wants and hold it out as a possible reward.

In this study motivated are measured based on the Herzberg's two-factor theory and the question from the Oloruntoba et al.(2003) be used to evaluate the level of motivation of employees in this ministry. Based on the he descriptive study show that, friendly environment effect the motivation was most affected to the respondents be motivated to employees at this ministry.

5.6   SUMMARY

The main goal of this study was to disclose what will happen to the employees' motivation at Ministry of Education during the merging period in the Ministry of Education in 2013. Overall of this chapter are discussing about the contribution of this research, recommendation and the conclusion of the study. Management or human resources department in this ministry can use recognition, as the factor can motivate their employees because it is relevant to applied compared with other variables that were examined in this research. Future researchers are encouraged to adding new variables, use qualitative method to collect the data and find the specific questionnaires to derive the question to make sure the research that make in future are more accruable. It have a difference when it involves factors that motivate employees in the public sector and the private sector when the occurrence of change in their organization. Recognition factor from this study still relevant as a factor to motivate employees and be a guide to the employer once change happens to ensure workers will stay motivated and reach the best achievement for employees and to the organization

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ORGANIZATIONAL CHANGE AND EMPLOYEES' MOTIVATION:
THE CASE OF MINISTRY OF EDUCATION, MALAYSIA DURING THE
MERGING PERIOD IN 2013

Dear Sir/Madam,

This survey is conducted as a partial requirement for the completion of the Master in Science (Management), Universiti Utara Malaysia (UUM)

The general purpose of this study is to disclose what will happen to the employees' motivation at Ministry of Education during the merging period in 2013.

This questionnaire consists of three (3) sections which is section A, B and C.

I would be most grateful if you would contribute by completing these questionnaires. Your contribution about 5 – 10 minutes of your precious time are meaningful to me.

Thank you very much for your cooperation.

SECTION A

Please tick "X" (or click) in the box that best describes yourself:-

1. Age

    ☐ 20 – 24 years old   ☐ 25 – 29 years old   ☐ 30 – 34 years old

    ☐ 35 – 39 years old   ☐ 40 – 44 years old   ☐ 45 years old and
    above

2. Marital status

    ☐ Single   ☐ Married   ☐ Other

3. Current grade

    ☐ 32 and below   ☐ 41 and above

4. Monthly income

    ☐ RM1000-RM2000   ☐ RM2001-RM3000

    ☐ RM3001-RM4000   ☐ RM4001 and above

5. How many years have you worked with Ministry of Education?

    ☐ Less than 1 years   ☐ 2- 3 years

    ☐ 4- 5 years   ☐ 5 years and above

SECTION B

For each statement, please indicate to which extent you feel it is agreeable or disagreeable. Please **circle "O" or tick "X" on one answer.**

A continuum is:

Strongly disagree   **strongly agree**

1   **6**

No	Description						
1	I believed that bonus schemes can increase work performance.	1	2	3	4	5	6
2	I am satisfied with my pay.	1	2	3	4	5	6
3	I would prefer a reward system based on individual rather than team outcomes.	1	2	3	4	5	6
4	The benefits package provided by my company is important to me.	1	2	3	4	5	6
5	Teamwork is important to motivate me to work.	1	2	3	4	5	6
6	Good working conditions motivate me to work.	1	2	3	4	5	6
7	I think competitive environment is important.	1	2	3	4	5	6
8	Power of position is important in the workplace.	1	2	3	4	5	6
9	I am motivated by the achievements of my colleagues.	1	2	3	4	5	6
10	We were free to express the ideas and freely made a decision at company.	1	2	3	4	5	6
11	I have fun while working at this company.	1	2	3	4	5	6
12	I received opportunity for promotion in my company.	1	2	3	4	5	6
13	I received opportunity for growth and development in my company.	1	2	3	4	5	6
14	I received prestige of my job in this company.	1	2	3	4	5	6
15	I received enough amount of authority to carry out my	1	2	3	4	5	6

	responsibilities.						
16	I considered my job responsibility as fair.	1	2	3	4	5	6
17	Working at this company allowed me to achieve a good work or life balance.	1	2	3	4	5	6
18	I received opportunity to do challenging work.	1	2	3	4	5	6
19	I receive support from my supervisors.	1	2	3	4	5	6
20	I receive respect and fair treatment from my supervisor.	1	2	3	4	5	6
21	I received opportunity to independently make decision and react in the company.	1	2	3	4	5	6
22	My supervisor clarified decisions and provided additional information when requested by employees	1	2	3	4	5	6
23	My supervisors made sure that all employees' concerns were heard before job decisions were made.	1	2	3	4	5	6

SECTION C

For each statement, please indicate to which extent you feel it is agreeable or disagreeable. Please **circle "O" or tick "X" on one answer.**

MOTIVATOR AND HYGIENCE FACTOR TOWARDS MOTIVATION

No	Description						
1	High remuneration motivates me to work.	1	2	3	4	5	6
2	Promotion is necessary to motivate me to work.	1	2	3	4	5	6
3	Good pension scheme is important to me.	1	2	3	4	5	6
4	Recognition is important to motivate people.	1	2	3	4	5	6
5	Sick leave is necessary to motivate employees.	1	2	3	4	5	6
6	Leave bonus is important to motivate employees.	1	2	3	4	5	6
7	Friendly environment effect the motivation.	1	2	3	4	5	6
8	Annual leave is important to motivate people.	1	2	3	4	5	6
9	Job security effects employee's motivation toward the work.	1	2	3	4	5	6
10	Staff clinic is important to motivate employees	1	2	3	4	5	6
11	Free medical is important to motivate me.	1	2	3	4	5	6
12	Clean environment effect the motivation of employees.	1	2	3	4	5	6
13	Staff bus is necessary to motivate employees' motivation.	1	2	3	4	5	6
14	Adequate supervision motivates me to work.	1	2	3	4	5	6
15	Well-furnished office makes me happy to do my work.	1	2	3	4	5	6
16	Official vehicle is important to motivate employees.	1	2	3	4	5	6
17	Staff canteen influences me to do my work.	1	2	3	4	5	6
18	Service training imposes to the employees influence my motivation to work.	1	2	3	4	5	6
19	Staff quarters provided by the management help to influence my motivation.	1	2	3	4	5	6
20	New assignments given by the companies make me happy to do my work.	1	2	3	4	5	6

Thank you very much for your assistance in completing this questionnaire. Wish you the very best in your future