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**RELATIONSHIP BETWEEN COMMUNICATION, RECOGNITION AND  
REWARD, TRAINING AND DEVELOPMENT AND JOB MOTIVATION  
AMONG FOREIGN LECTURERS IN UUM, KEDAH**

**By**



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**Thesis Submitted to  
School of Business Management,  
Universiti Utara Malaysia,  
in Partial Fulfillment of the Requirement for the Master of Sciences (Management)**

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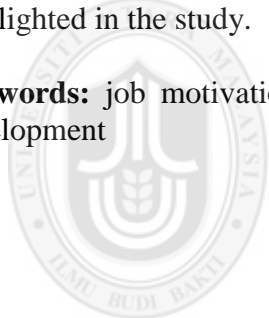
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## ABSTRACT

The purpose of the study is to examine the influence of communication, recognition and rewards, training and development on job motivation among foreign lecturers in University Utara Malaysia (UUM). Based on the existing literature review conducted, a conceptual framework was developed to test the relationship between these variables. The ERG theory was used to explain the relationship among the constructs considered in this conceptual model. A survey method was used in this study and a total of 95 foreign lecturers at UUM in Kedah were drawn through Total Population Sampling (TPS) method. Each individual foreign lecturer at UUM has been taken as the unit of analysis. 95 questionnaires were distributed and 62 responses were received. A combination of descriptive and inferential statistics was used to analyze the data collected using the Statistical Package for Social Science (SPSS) software. The findings of this study revealed that recognition and reward have a significant relationship with job motivation. However, communication was found to be insignificantly related to job motivation. In the same vein, training and development was found to be not significant in terms of its relationship with job motivation. Finally, recapitulation of the study, discussion, implications for managerial and policy, as well as recommendations and suggestion for future research were also highlighted in the study.

**Keywords:** job motivation, communication, recognition and rewards, training and development

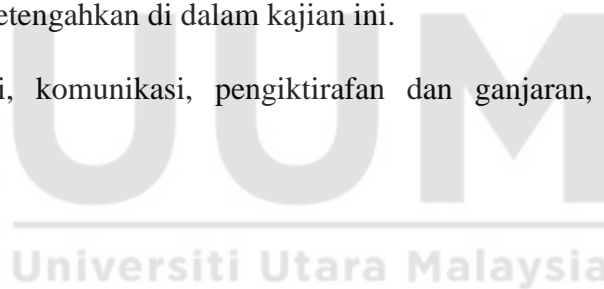
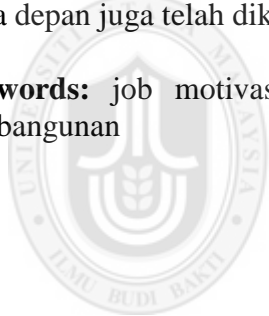


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## ABSTRAK

Kajian ini bertujuan untuk memeriksa hubungkait di antara faktor komunikasi, ganjaran dan pengiktirafan, latihan dan perkembangan terhadap motivasi kerja bagi pensyarah-pensyarah warga asing di Universiti Utara Malaysia (UUM). Berdasarkan beberapa kajian yang telah dijalankan sebelum ini, kerangka konseptual telah dibina bagi menerangkan hubung kait di antara setiap pemboleh ubah. Teori ERG juga telah digunakan untuk menguji setiap pemboleh ubah yang berkaitan. Kajian ini turut menggunakan kaedah soal selidik dimana seramai 95 orang pensyarah warga asing di UUM telah diambil melalui Kaedah Populasi Jumlah Sampling. Pensyarah pensyarah warga asing yang bekerja di UUM telah dipilih sebagai responden kajian. Sebanyak 95 borang soal selidik telah diedarkan dan mendapat maklum balas dari 65 orang pensyarah. Gabungan kaedah statistik deskriptif dan statistik inferensi telah digunakan bagi tujuan analisis yang menggunakan aplikasi SPSS. Hasil kajian telah mendapati bahawa faktor ganjaran dan pengiktirafan mempunyai hubungan yang relevan dengan motivasi kerja. Walau bagaimanapun, factor komunikasi didapati tidak mempunyai hubungan dengan motivasi kerja. Begitu juga dengan factor latihan dan pembangunan yang didapati tidak ada hubungan dengan motivasi kerja. Kesimpulannya, rekapitulasi kajian, perbincangan, implikasi pengurusan dan dasar serta cadangan untuk kajian masa depan juga telah diketengahkan di dalam kajian ini.

**Keywords:** job motivasi, komunikasi, pengiktirafan dan ganjaran, latihan dan pembangunan



## ACKNOWLEDGEMENTS

Alhamdulillah with the will of Allah, I have successfully completed this research. Without the strength applied to me, I would not be able to finish this subject field on time devoted. This thesis is prepared to fulfill the partial requirements for the Master Science, Management, from School of Business Management, College of Business, Universiti Utara Malaysia.

First and foremost, I would like to express my gratitude and special thanks to Dr. Fais bin Ahmad, my respectable supervisor for this research, his guidance, monitoring, drive as well as advice given throughout the preparation. And also, foremost gratitude goes to my second supervisor, Dr. Munadil K. Faaeq. It would be impossible without the help and guidance from the supervisors through their comments and suggestions to complete it. I would like to express my most gratefulness and appreciation towards my supervisors, for their contribution, support and effort in helping me to organize this thesis.

I would like to offer my thanks and gratitude to the staff of Registrar Department in UUM for the cooperation that they gave to me in getting the data. Furthermore, thanks to all academic staffs in all schools and departments that involved in this survey because of their support and dedication in providing valuable information in answering my doubts.

I too would wish to convey my admiration and extra thanks to my parents, Hocine Boukerika and Hadhria Bougueribia and my family members because of their continuous support and encouragement to set out and complete this study.

My thanks go to my entire friends and others for their cooperation, advice and full of sustenance during the work. Lastly, I also treasure those who have directly or indirectly contributed in making this thesis possible.

Thank you.

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## LIST OF ABBREVIATION

JM	Job Motivation
CM	Communication
RR	Recognition and Reward
TD	Training and Development
UUM	University Utara Malaysia
HE	High Education
FL	Foreign Lecturers
RO	Research Questions
RQ	Research Objectives
IV	Independent Variable
DV	Dependent Variable
SPSS	Statistical Package for Social Science
MMU	Multimedia University
ETP	Economic Transformation Program
QS	Quacquarelli Symonds
WUR	World University Rankings
THES	Times Higher Education Supplement
MHES	Malaysian Higher Education system
HRM	Human Resource Management
ASTD	Association for Training and Development
ERG	Existence, Relatedness and Growth theory
OYAGSB	Othman Yeop Abdullah Graduate School Of Business
PB	Language Centre -Pusat Bahasa-
CAS	College of Arts and Sciences
COB	College of Business
COLGIS	College of Law, Government and International Studies
TPS	Total Population Sampling
RW	Reverse-Worded
SD	Standard Deviation
M	Mean

## LIST OF APPENDICES

Appendix A	Population (UUM Registrar Department, 2016)
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# CHAPTER ONE

## INTRODUCTION

### 1.1 Introduction

This chapter discusses the background of the research which explains the environment of the Malaysian Higher Education system (MHES) and the importance of job motivation among foreign lecturers in University Utara Malaysia (UUM) in Kedah. In addition, this chapter highlights the problem statement of the research, research questions, and as well, the purposes of the research. The focal point of this study is about job motivation among foreign lecturers in UUM.

The concept of hedonism dominates human motivation in the earliest views: the idea that people look for consolation and pleasure and attempt to avoid pain and discomfort (James, 1890). This author claimed that unconscious motivation and instinctive behavior are also indispensable in human conduct. Historical views on motivation, even though not for all time accurate, are of benefit in many scales. First and foremost, they present a basis for groundbreaking and new thinking about the motivation. Secondly, for the reason that they mostly centered on general logic and intuition, an evaluation of their strengths and weaknesses may help supervisors to get useful perceptions into workers' motivation at workplace (Moorhead & Griffin, 1995). Taylor (1947) took in leading the broader weight and methodology of the science to suggest a pattern of what the director has to serve. The distinction of work between the employee and the supervisor was found as far as taking apart of the task of planning from the execution task (Taylor, 1947). It tries to relay prize to the

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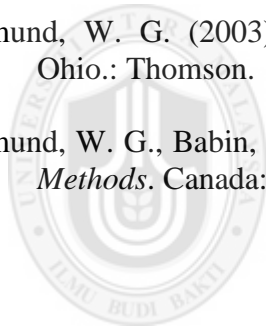
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