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MOTIVATION AMONG CALL CENTRE OPERATION EMPLOYEES
IN ASTRO GS SHOP SDN BHD AT BANGSAR SOUTH, KUALA
LUMPUR



MASTER OF SCIENCE (MANAGEMENT)
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**MOTIVATION AMONG CALL CENTRE OPERATION EMPLOYEES IN
ASTRO GS SHOP SDN BHD AT BANGSAR SOUTH, KUALA LUMPUR**



**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
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in Partial Fulfillment of the Requirement for the Master of Sciences (Management)**



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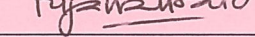
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ABSTRACT

Motivational encouragements of employees contribute to more participation to a higher quality of human resources in the organization and consequently give better performance in respective organizations. The purpose of this study is to determine the relationship of independent variables (Salary, working environment, training development, performance recognition, supervision and work life balance) and motivation among call centre operation employees in Astro GS Shop Sdn Bhd at Bangsar South, Kuala Lumpur. The research conducted using survey method and a total of 75 questionnaires were distributed to the call centre employees in Astro GS Shop Sdn Bhd at Bangsar South, Kuala Lumpur. Sample size was selected using simple random sampling. To test the hypotheses of research study, researcher used descriptive, correlative, and multi regression analysis using SPSS version 22. Job motivation was selected as the dependent variable and 6 hypotheses have been developed. Multiple regression analysis showed that .704 factor explained in the research study. Pearson correlation analysis showed that the all result hypotheses are accepted and have positive relationships between job motivations. Finding and suggestion for future research studies and recommendations are suggested for manager implementation in a workplace context.

Keywords: *Motivation, Salary, Working Environment, Training Development and Supervision*

ABSTRAK

Motivasi menggalakkan pekerja menyumbang memberi lebih banyak perhatian kepada kualiti sumber manusia yang lebih tinggi dalam organisasi dan memberikan prestasi yang lebih baik dalam organisasi. Tujuan kajian ini adalah untuk menentukan pembolehubah bebas hubungan (Gaji, persekitaran kerja, pembangunan latihan, prestasi pengiktirafan, penyeliaan dan keseimbangan kehidupan kerja) diantara motivasi pekerja di bahagian pusat khidmat pelanggan di Astro GS Shop Sdn Bhd. Kajian ini dibuat menggunakan kaedah kaji selidik yang mana sebanyak 75 borang soal selidik diagihkan kepada pekerja di bahagian khidmat pelanggan yang bekerja di Astro GS Shop Sdn Bhd Bangsar South, Kuala Lumpur. Saiz sampel telah dipilih menggunakan persampelan rawak mudah. Untuk menguji hipotesis kajian penyelidikan. Kajian yang digunakan untuk analisis deskriptif, korelasi, analisis regresi berganda dan ujian analisis menggunakan SPSS versi 25. Tahap motivasi dipilih sebagai variabel dependen dan 6 hipotesis telah dikembangkan. Analisis regresi berganda menunjukkan bahawa faktor .704 dijelaskan dalam kajian penyelidikan. Analisis korelasi Pearson menunjukkan bahawa semua hasil pembolehubah diterima dan mempunyai hubungan positif diantara tahap motivasi pekerja. Keputusan dan cadangan untuk kajian masa hadapan juga dicadangkan kepada pihak pengurus untuk mempertingkatkan lagi pengurusan di dalam organisasi.

Kata kunci: *Motivasi, Upah, Persekitaran Kerja, Latihan Pembangunan dan Seliaan*

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TABLE OF CONTENTS

TITLE PAGE.....	i
CERTIFICATION OF THESIS WORK.....	ii
PERMISSION TO USE.....	iii
ABSTRACT.....	iv
ABSTRAK.....	v
ACKNOWLEDGEMENT	vi
TABLE OF CONTENTS.....	vii
LIST OF TABLES	x
LIST OF FIGURES	xi
LIST OF ABBREVIATIONS.....	xii
 CHAPTER 1	 1
INTRODUCTION	1
1.1 Background of the study.....	1
1.2 Call centre operation.....	2
1.3 Problem Statement.....	4
1.4 Research Questions.....	5
1.5 Research Objectives.....	6
1.6 Scope and Limitations of the Study.....	8
1.7 Organization of the Thesis.....	9
 CHAPTER 2	 10
LITERATURE REVIEW	10
2.1 Introduction.....	10
2.2 Motivation.....	10
2.3 Job Motivation.....	13
2.4 Maslow Hierarchy Theory of Motivation.....	14
2.5 Herzberg two factor theory of motivation	16
2.6 Salary	17
2.6.1 Relationship between Salary and Motivation	18
2.7 Working Environment	20
2.7.1 Relationship between Working Environment and Motivation	21
2.8 Training and Development	22
2.8.1 Relationship between training development and Motivation	23
2.9 Recognition and Performance.....	24
2.9.1 Relationship between recognition performance and Motivation.....	25
2.10 Supervision.....	27

2.10.1 Relationship between Supervision and Motivation.....	28
2.11 Work life balance.....	29
2.11.2 Relationship between Work Life Balance and Motivation.....	30
2.12 Underpinning Theories.....	31
2.12.1 Maslow Hierarchy Of Needs	31
2.12.2 Motivation-Hygiene Theory of Herzberg.....	32
2.13 Summary.....	32
CHAPTER 3	33
METHODOLOGY	33
3.1 Introduction.....	33
3.2 Research Framework	33
3.3 Hypotheses / Propositions Development	35
3.4 Research Design	36
3.5 Operational Definition	36
3.6 Measurement of Variables / Instrumentation	38
3.7 Data Collection	40
3.7.1 Population.....	40
3.7.2 Sampling Approach.....	41
3.7.3 Data Collection Procedures	41
3.7.4 Pilot Test	42
3.8 Techniques of Data Analysis	45
3.8.1 Descriptive Analysis	45
3.8.2 Inferential Analysis	46
3.9 Summary.....	46
CHAPTER 4	47
RESULTS AND DISCUSSION	47
4.1 Introduction.....	47
4.2 Demographics Analysis.....	47
4.2.1 Gender.....	48
4.2.2 Age.....	48
4.2.3 Ethnicity.....	49
4.2.4 Highest Level of Education.....	49
4.2.5 Marital Status.....	50
4.2.6 Income.....	50
4.2.7 Length of Service.....	51
4.3 Reliability Analysis	52
4.4 Correlation Analysis	52
4.5 Multiple Regression Analysis.....	60
4.6 Hypotheses Summary	62
4.7 Summary.....	65

CHAPTER 5	66
CONCLUSIONS AND RECOMMENDATIONS	66
5.1 Introduction.....	66
5.2 Recapitalization of the Study.....	67
5.3 Relationship between Salary and Motivation	68
5.4 Relationship between Working Environment and Motivation	69
5.5 Relationship between Training Development and Motivation	70
5.6 Relationship between Recognition Performance and Motivation	70
5.7 Relationship between Supervision and Motivation	71
5.8 Relationship between Work Life balance and Motivation.....	72
5.9 Recommendation.....	73
5.10 Conclusion.....	74
References	76
Appendix A: Questionnaires.....	83



LIST OF TABLES

Tables	Pages
3.1 Measurement Variables and Source.....	39
3.2 Realibility Test.....	43
3.3 Cronbach Alpha Result	44
4.1 Gender.....	48
4.2 Age.....	48
4.3 Ethnicity.....	49
4.4 Highest Level of Education.....	49
4.5 Marital Status.....	50
4.6 Income.....	50
4.7 Length of Service.....	51
4.8 Reliability Test.....	52
4.9 Correlation between Salary and Job Motivation.....	53
4.10 Correlation between Working Environment and Job Motivation.....	54
4.11 Correlation between Training Development and Job Motivation.....	55
4.12 Correlation between Recognition Performance and Job Motivation.....	56
4.13 Correlation between Supervision and Job Motivation.....	57
4.14 Correlation between Work Life Balance and Job Motivation.....	58
4.15 Model Summary.....	59
4.16 Anova.....	60
4.17 Multiple Regression Analysis.....	60
4.18 Hypotheses Summary.....	62

LIST OF FIGURES

Figure	Pages
2.1 Maslow Hierarchy of Needs.....	14
2.2 Herzberg's Two Factor Theory.....	16
3.1 Research Framework.....	34



LIST OF ABBREVIATIONS

PDPA-Personal data protection act (PDPA)

SPSS-Statistical Package for Social Sciences (version 22)

IVR -Inter-active voice response



CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Motivation is an important thing in organizations to control and manage the employees' satisfaction during work at the workplace. High motivation level among employees in an organization will also give better performance among employee at the workplace. Motivation in organizations is an important thing and necessary because of it can change and improve employees' behaviour and attitude at the workplace Asrabi et al., (2013). Batman and Snell (1996) another researcher in the motivation field mentioned that motivation affect employees performance and also gives direct motivation for the employees to achieve their objectives at the workplace. As a result, motivation is one of the important things that affect employees' job performance and leads the employees towards achieving the vision and objective at the workplace. According to Stella (2008) mentioned that managing employees' motivation and striving to achieve the long term goal an organization or workplace have a lot of issues and highly challenging.

There are several motivation processes that have effects on the employee motivation which includes salary, but incentives given by a company is the main factor that gives effects on the motivation process among employees. The salary also effect on the job satisfaction by employees and it an external factor which increase the employee motivation to doing well on the job task given by the manager besides that it also increase the employee job performance in the organization (Akintoye, 2000). The second motivational factor affecting on the employees' motivation at the workplace is supervision. Supervision can affect the employees' turnover at the workplace (Buzzle, 2010). Other than that training and development will also affect the motivation level on employee in an organization. Training and development is important thing for managers to motivate employees at the workplace and also training can improve the employee's skill and knowledge therefore improves the job performance by Gomez-Mejia et al., (2007).

1.2 Call Centre Operation

The call centre is a contact centre management and is organized by the Astro GS Shop Sdn Bhd. Call centre operations are located in Bangsar South in Kuala Lumpur. The main business run by the Astro GS Shop Sdn Bhd is based on the home shopping lifestyle. The call centre management integration by the telephone and visual display unit technologies. Visual display unit technologies are important in the contact centre management functioned to control on the calls received from customers who want to buy

some product which are shown on television. More recently, call centres operations used an additional technology to manage call inbound and outbound, the inter-active voice response (IVR), and overlaid upon existing technology. The ACD technology is able to provide more information and statistics about the calls received per day.

Team leader has responsibilities to track the number of calls per agent, the number of abandoned calls when the call not received by the customer service agent, the time taken to abandon call by the agent, the average speed to answer calls by the call centre agent, the occupancy rate of agents (the percentage of time agents handle calls versus waiting for calls to arrive) and the service level (percentage of calls answered within a prescribed time frame). All the numbers will be shown on the ACD technology when the product broadcasting is going live on the television. Other than that the identification of a call waiting longest in a queue, customer service agent who has been sitting no get received call from customer who want to make a purchase when the broadcasting running on the television and take for long time of short break and meal break, and how long customer service agent the after call work when create the report that customer complaint about services. All the information regarding the calls received and statistics of customer purchases will be recorded and the team leader doing to report form and report will send to relevant department to keep in record system.

1.3 Problem Statement

This research study is carried out to examine the motivation among call centre operation employees in the organization. Nowadays employees motivation is an important thing in organizations and also important for the managers to given directions and control to achieve the long term goal of organizations mission and vision Ali et al., (2012). In previous research study on the attitude and motivation of employee at the workplace and individual development, it is mentioned that the top management focus only about the profit and objective in the organization but ignores about the employees potentials and developments at the workplace. According to Brown (2011) increasing the motivation and commitment of employees in an organization can improve the organizations performance and productivity. This issue is important for the employee motivation level in the organization. The second issue found is absenteeism among employees in the contact centre operation in Astro GS Shop Sdn Bhd at Bangsar South, Kuala Lumpur is high every month.

So this research study is conducted to identify the absenteeism among employees in call centre operations and motivations employees at the workplace. Clearly, high absenteeism among employees in contact centre operation will have effects the company's operations. According to Dalton and Mesch (1991) and Mason and Griffin (2003) absenteeism among employees at the workplace generate less productivity and take high cost for the organization to handle this issue. Absenteeism is done by employees who dislike coming

to works or are unsatisfied with the working environment and this is caused by due to lack of motivation factors at the workplace.

1.4 Research Questions

This part will discuss about the research questions on the motivation among the call centre employees in Astro GS Shop Sdn Bhd. The research question development base on the factor of motivation among call centre employees has a relationship between the productivity among call centre employees. The research question based on above

- a) What is the relationship between salary and job motivations of Astro GS Shop employees at the call centre operation in Bangsar South, Kuala Lumpur?
- b) What is the relationship between working environment and job motivations of Astro GS Shop employees at the call centre operation in Bangsar South, Kuala Lumpur?
- c) What is the relationship between training development and job motivations of Astro GS Shop employees at the call centre operation in Bangsar South, Kuala Lumpur?

- d) What is the relationship between recognition performance and job motivations of Astro GS Shop employees at the call centre operation in Bangsar South, Kuala Lumpur?
- e) What is the relationship between supervision and job motivations of Astro GS Shop employees at the call centre operation in Bangsar South, Kuala Lumpur?
- f) What is the relationship between work life balance and job motivations of Astro GS Shop employees at the call centre operation in Bangsar South, Kuala Lumpur?
- g) What is the influence between of salary, work environment, training development, recognition performance, supervision, work life balance and job motivations of Astro GS Shop employees at the call centre operation in Bangsar South, Kuala Lumpur?

1.5 Research Objectives

The objectives of this research are:

- a) To examine the relationships between salary and job motivation of Astro GS Shop employees at the call centre operation in Bangsar South, Kuala Lumpur

- b) To examine the relationships between working environment and job motivation of Astro GS Shop employees at the call centre operation in Bangsar South, Kuala Lumpur
- c) To examine the relationships between training development and job motivation of Astro GS Shop employees at the call centre operation in Bangsar South, Kuala Lumpur
- d) To examine the relationships between recognition performance and job motivation of Astro GS Shop employees at the call centre operation in Bangsar South, Kuala Lumpur
- e) To examine the relationships between supervision and job motivation of Astro GS Shop employees at the call centre operation in Bangsar South, Kuala Lumpur
- f) To examine the relationships between work life balance and job motivation of Astro GS Shop employees at the call centre operation in Bangsar South, Kuala Lumpur
- g) To examine the effect of salary, work environment, training development, recognition performance, supervision, work life balance and job motivation of Astro GS Shop employees at the call centre operation in Bangsar South, Kuala Lumpur

1.6 Scope and Limitations of the Study

1.6.1 Scope

This research study has a limitation scope. The researcher only focuses on the call centre employees at Astro GS Shop Sdn Bhd, and the area around district of Bangsar south, Kuala Lumpur. A total of 130 employees from call centre operation in Astro GS Shop Sdn Bhd are selected as a sample.

This research study also focuses on six independent variables which is salary, working environment, training development, recognition performance, supervision and work life balance.

1.6.2 Limitation

This research studies have a several limitation and affect the progress and process of the research conducted. The limitation of this research study is

1) Time Constrain

The time to conduct this research studies has a limitation because of the time period was short due to working hours. Besides that, more times needed to distribute the

questionnaires and collect the data from each of respondent. The different times available between the employees also become one of the limitations in this research.

2) Information Gathering

Information gathering is one of the limitations of this research study. Before the researcher want to collect the data from respondents, need to request permission from the head of customer service department because the data in all call centre employees are very confidential regarding the personal data protection act (PDPA). All call centre operation in Malaysia follow the rules about the PDPA act.so the data information from respondent are limitation of this study.

1.7 Organization of the Thesis

This research study consists of chapter one until chapter five. Each chapter discuss further the features and details of this research study. Chapter one is clearly discussed about the background of study, problem statements, research questions, research objectives and scope of limitation study. Chapter two discuss about the literature review and explain more about past research studies. Chapter three explain about the research methodologies; which method is the best to use for analysing data. The data analysis explained in chapter four. Chapter five summarize and explain the data analysis result, conclusion and recommendations for the future researches.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

Literature review is defined as the current knowledge on research theoretical and methodologies for researchers to contribute their ideas in related to the studies .Literature selected are related to research done by the researchers. This chapter is discussing about the theoretical aspect of motivation and several topics on motivation among call centre operation employees also discussed in depth in this chapter.

2.2 Motivation

Motivation is one of the several most frequent words used in psychology perspective. Definition of motivation has a many different meaning. The word motivation refers to some individual or individual behaviour react to organism or something Motivation is an important matter in any organization as it creates the urge for employees to act on and contribute their skills and knowledge for the organizations they are working in. Furthermore, if employees are given more attention in human resources roles, it also can leave effect on job performance in the organization. Motivation in all organization is an

important matter and needed because it can change and improve employee behaviour and attitude at the workplace Asrabi et al., (2013). Batman and Snell (1996) another researcher in motivation field argued that motivation is the main factor since increment in employee motivation consequence in employee achieving the goal and vision at the workplace. As conclusion, motivation is vital in an organization since it affects employees' job performances and leading the employees toward achieving the vision and objective at the workplace set up by the employer.

In order to further increase motivation among call centre operation employees in the Astro GS Shop Sdn Bhd, researcher provided and presented a few recommendations for implementation as well as for future research in the motivation field. Besides that, researcher also hopes that all findings or information regarding motivation among call centre operation employees in this research study conduct can be useful and implemented by manager in the organization According to Orucu and Kambur (2008), the definition of motivation is the key element of organizational behaviour as a factor of the human behaviour in the organization. Besides that motivation can be defined from other perspectives in psychology. According to Ozturk and Dundar (2003), motivation is defined as a power in an individual which has effects on their behaviour to achieve a target according to the purpose in the organization. When an individual has a high motivation, he is automatically has powers to influence other people in the organization. The definition on motivation, according to Celikve Sahin (2002) is an activity base on

stimulating, supporting and directing behaviour. Motivation is part of the management science based on human behaviour and its effects on the individuals' behaviour.

Another definition of motivation according Robins and Coulter (2005) is “willingness to exert high level of inspiration to reach organizational goals conditions by the effort ability to satisfy some individuals need”. To achieve the organizational goals the manager is responsible to manage the employees' motivation level at the workplace. When employees have a high motivation level they can easily work hard to achieve their target and goals. Besides that motivation can also increases the productivity of employees at the workplace. According to Reeve (2001), motivation is divided into two concepts. The two concepts of motivation are intrinsic and extrinsic motivations. Intrinsic motivation refers to the task assignment, job design and working environments. Extrinsic motivation refers to factor such as salary, recognition, reward and last but not list training and development in jobs. Both types of motivation will affect the employees' motivation at the workplace.

The intrinsic motivation, according to Gagne (2010) can be defined as employees feeling happy and enthusiast to do tasks or jobs assigned by the manager. When the employees feel happy doing the tasks given, it will increase the motivation level of employees and also reduce stress at the workplace. Besides that when employees are happy doing tasks assigned, it will increase the productivity of the employees and can easily achieve the organizational goals for the long term. According to Osterloh et al., (2001) extrinsic motivation refers to organizations' managers using their power to push employees in

order to achieve the goals in the organization. Besides that the extrinsic motivation are caused by money or direction by the manager to achieve the target (Goodrige, 2006; little John 2008). The success of an organization depends on the employees' motivation according to Yiğenoğlu (2007). If employees have low motivation, it can impact the organizations' profit and if the employees have high motivation level it could increase the productivity and profits in the organizations.

2.3 Job Motivation

Motivation is the set of attitudes that energizes channels and sustains human behaviour towards achieving their goals. Another definition of motivation is the control of individuals' behaviours at the workplace. According to the study of Grant (2008), motivation refers to the productivity and employees' performance in an organization. Besides that the previous research regarding employee motivation according studies Ryan and Deci (2000), job motivation refers to the autonomy and freedom given to employees in an organization. This autonomy will increase employees' motivation and performance at the workplace. With highly motivated employees in the organization the productivity of workplace will also increase.

The topic of motivation has been discussed largely by the previous researchers. Some of the researchers also discussed and provided theories on the topic of organizational behaviours of employees' motivation at the workplace. Researchers such as Maslow,

Alderfer, McClelland, Hackman and Herzberg have provided many theories on the employees' motivation.

2.4 Maslow Hierarchical Theory of Motivation



Figure 2.1: *Abraham Maslow hierarchy of needs*

Abraham Maslow is a researcher and psychologist in the motivational theory. Until now this theory is still available to be used in the area of motivation research around the world. Abraham Maslow proposed “hierarchy of needs” in the motivation theory that explained in details the human needs in life using pyramid hierarchy.

Maslow theory of motivation pyramid comprises of five levels. The theory on motivation bases on the physiological needs such as food, water, shelter and warmth in the human life, which are the important thing for human to survive in our life. People need basic life tools such as food, water and so on. Without this basic, people cannot continue their life.

The second level on the Maslow Abraham motivation theory pyramid a safety needs such as financial security, personal security as well as well-being and health. Safety need is an important thing in human life because it can make people feel secured and able to continue their lives without stress or feeling worried.

For the third level on the Maslow theory of motivation pyramid is social needs which includes love and belongings. In the human life, we need love and relationships because can fulfil the emotional part of human life, reduce stress and also provided motivation to do job at the workplace. The fourth level in Maslow theory of motivation pyramid is self-esteem. Self-esteem include of the respect, recognition and accomplishment. With respect and recognition in people life, it can also give effect on the motivation level at the workplace. For the last level is self-actualization. Self-actualization is an individual potential. When people have high level of motivation, it creates the individuals potential at the workplace and in life. In spite of its limitations, the need hierarchy model presents some ideas for helping managers give motivates to employees at the workplace. The need hierarchy set by Maslow theories of motivation provides a conceptual framework for management awareness of the diverse needs of employees at the workplace.

2.5 Herzberg Two Factor Theory of Motivation

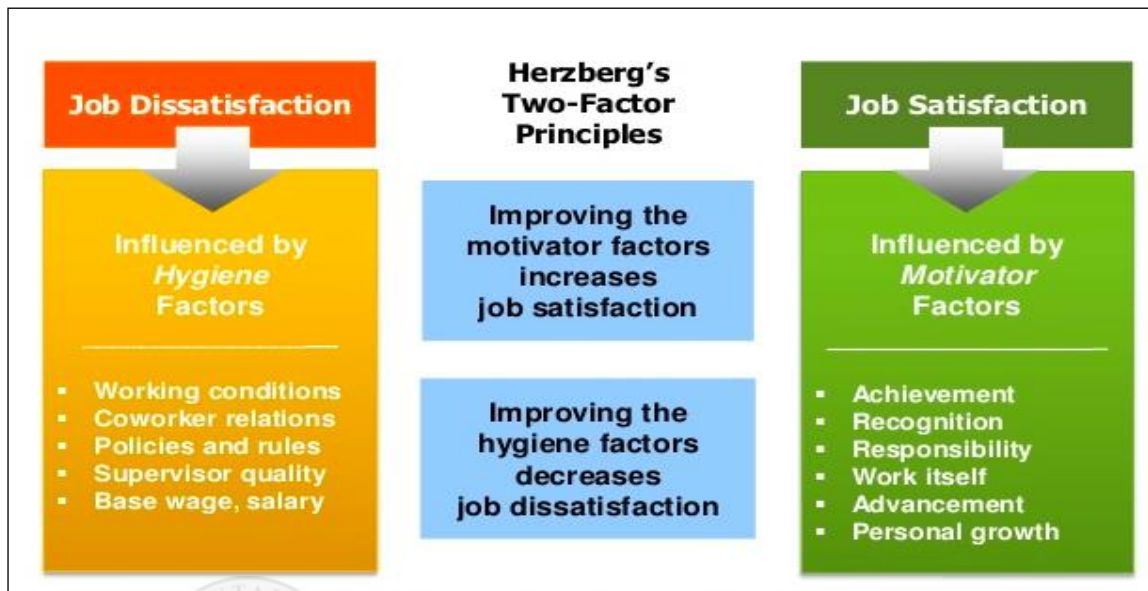


Figure 2.2: *Herzberg's Two Factors Theory*

Figure 2 shows about Herzberg's two-factor theory of motivation. Herzberg's two factor theories is a motivation theory which is formulated and developed by Frederick Herzberg in 1959. The theory is mainly used for researcher to conduct researchers in the area of motivation perspective. The theory of motivation is divided by two factors. The two factors are job satisfaction and job dissatisfaction.

The job satisfaction refers to the influence motivator factor such as achievement, recognition, responsibilities, work itself, advancement and personal growth. When employees are fully satisfied on the motivational factors, it can lead to high motivation among employees and also the productivity will increase. Besides that when employees

feel happy go to work and do the tasks given, they can achieve the goals and visions of the organization.

The second factor of Herzberg's two factor theories is job dissatisfaction which is influenced by hygiene factors such as working condition, policies and regulation, co-worker relationship, supervision and salary. This hygiene factor will affect the employees' motivation in the organization. For example unpaid salary on the time will make employees become angry and this situation will affect employees' motivation. In this case the managers are responsible to identify the cause of job dissatisfaction among employees in the organization and find the solution to solve the problem regarding the job dissatisfaction among employees.

2.6 Salary

Salary is defined as the payment from an organization to employees. Payments are normally control and managed by the finance department. Besides that salary is a fixed amount of money paid to the employees when the employees are done doing their task given from the organization. Salary is commonly paid by the organization to all employees at the end of month and after the finance department had paid the salary to all employees; all the transaction of salary will be recorded.

According to Adeyinka, Ayeni & Popoola, (2007) Salary also affects the job performance of employees in organizations. Salary is the number one factor affecting

employees' level of motivation and when the motivation of employees increases, it will also increase employees' productivity in the organization. Every organization around the world uses the method of pay and salary to reward the employees when employees had already done the tasks given from the organization and to motivate employees' motivation. According to Reena et al., (2009) low salary will decrease employees' motivation. Bohlander et al., (2001) mentioned that the salary packages must be highlighted and important for all managers to increase employees' motivation at the workplace.

According to Marlow et al., (1996), he found that low salary effects the motivation of employee and also causes stress among employees at the workplace. When an employee is stressed it can give effect on the productivity and job responsibilities at the workplace. A Study by Reamonn Lydon and Arnaud Chevaliar (2001), mentioned that the wage or salary gives effect on the employees' job satisfaction. To increase the job satisfaction and employee motivation, the manager must identify and restructure the salary packages based on the qualifications among the employees.

2.6.1 Relationships between Salary and Motivation

Salary is defined as the payment from an organization to employees. Payments are normally controlled and managed by the finance department. Salary is an important thing for the employees to do the tasks given by the manager. If low salary is given by the

management to employees, it will affect the motivation level among employees in the organization. According to Obikoya (2003) from the previous research study, the pay is mostly used to encourage and motivate employees and also to retain employees in the organization and with a good basic pay to employees it will motivate employees to achieve and increase employee productivity and performance in the organization.

Every employee in the organization need higher pay because higher pay will satisfy employees to do their jobs better and more efficient. Other than that, additional benefits like recognition from the top management such as bonuses, medical claims, watches and others will give satisfaction to employees (Dejong, 2009). With higher and better salary given by the management, it is believed that it can increase and motivate the employees to do their tasks well and when the motivation level of employees are high it will also give no reason for them to leave the present job.

To make sure the organization are more competitive and efficient, the top management also need to give better opportunities and chances for higher salary in the organization (Kinicki & Kreitner, 2003). There is an unarguable relationship between salary and motivation level among call centre operation employees. High salary will retain the performance employees in the organization and also make the employee become more efficient and productive Barber and Bretz (2000), Chiu et al., (2001) and Tang et al., (1998).

2.7 Working Environment

Working environment refer to the working conditions at the workplace or organizations. Working environment is an important thing in the organization to make sure the employees feel safe and convenient while doing a job. Working environment includes the job hours, physical aspect, legal rights, workload and also training and development. Working environment is divided into two components namely; physical and behaviour components.

The physical component refers to the office environment such as office layout and office comfort whereas the behavioural component refers to the interaction and distraction at the workplace. Previous studies have found that the working conditions at the workplace also affect the employees' job satisfaction, performance and health. Working condition at the workplace is very important because it makes the employees feel safe and comfortable while doing the tasks given by manager at the workplace.

Working environment also affects the level of motivation among the employees at the call centre operation. According to Chimombe (2011) the studies conducted about office environment resulted that bad working conditions on the job process lead to low motivation level among employees and also affect the productivity performance. Besides that, by providing good operation facilities at the workplace will give good influence on the employees' motivation and job performance. Job facilities at the call centre include

suitable equipment, and good ergonomic working positions and employees' welfare (Lumuli, 2009). Working condition affect the motivation among the employees because Ingersoll and Smith (2003) found that many employees leave their job because of bad working condition factor.

2.7.1 Relationships between Working Environment and Motivation

Working environment refers to the working condition at the workplace or organization. Working environment is important thing in the organization to make sure the employees feel safe and convenient while doing a job. A good working environment in the organization will also affect the motivation level among employee. Employees will feel safe and happy if a good working environment is provided by the organization.

The type of working environment are usually standard of procedure for example lighting at the workplace, relationships among employees and relationships between employees and manager (Sedarmayanti,2011;Wursanto,2009). A good manager will play important role to influence or increase the motivation level among employee in the organization. According to (Clark 2003; Sudirman, 2007; Ajala, 2012; and Kusmayadi, 2014), positive working environment will influence the motivation level among employee in an organization. Besides that according to Edmons (2011), he found that good or bad relationship between employees and managers could influence the motivation level among employees.

2.8 Training and Development

Training and development is defined as courses that are given to employees to improve their performance, skills and knowledge. If training and development is given to the employees it will increase their ability to perform their task and also hone their expertise in their job scopes in the organization. Besides that the other definition of training and development is important role in achieving the organization's mission and vision (Stone 2002).

Nowadays, training and development is very important in organizations because training and development could increase employees' motivations therefore making employees feel satisfied and happy to doing their job at the workplace. To become more successful in the organization, the human resources manager needs to develop and create good training development programmes for the employees. With good training, it will give good impact on the organization (Partlow, 1996; Tihanyi et al., 2000; Boudreau et al., 2001). According to Tsaur and Lin (2004), if bad training is given to the employees it will affect the employee performances and motivation and also becomes a loss of time and money. Photanan (2004) from his ideas also agreed that good training and development provided by the organization is important as it can increase level of motivation among employees in an organization. Organization will increase the employee motivation. When the employees' motivations increase, it will increase their performance

in the workplace. The training and development is undeniably an important thing as it gives employees knowledge and skills about job process at the workplace.

Lynn (2002) mentioned that should be provided with professional training and development because it will give opportunities to employees to upgrade their skills and knowledge in the job process at the workplace. According to Kreisman (2002), he mentioned that if organizations just not appreciate employees basic needs and also does not give opportunities for the employees' growth in the career path it will lead to the resignation from the employees. In the end it will give an impact in both the productivity and operation of the organization. However, if the organization gives proper training and development to the employees, it will reduce turnover rates among employees in the organization.

2.8.1 Relationships between Training Development and Motivation

Training and development is defined as courses that are given to employees to improve their performance, skills and knowledge. If training and development given to the employees it will increase their ability to perform their task and employees expertise in their job scopes in the organization. Training and development is an important thing in the organization to make an organization becomes more successful and competitive. According to various authors, they explained that training development is considered the

main activity to be provided by the managers to increase the employees' knowledge and skills.

Besides that, training and development could prepare employees in an organization to achieve higher standard of performance. By providing good training and development to employees, it will increase the employee motivation at the workplace and also the skills and knowledge of employees will also increase. By improving employees' skills and knowledge, organization can then aim to achieve the long term vision and mission of the organization.

2.9 Recognition and Performance

Employees' recognition is defined as making someone feel appreciated after they have completed their tasks. In the Maslow theory, human need recognitions from each other to continue their life. With recognitions from top management or leaders in organization, it will increase the motivation level among employees at the workplace. Without recognition and reward from top management it can affect the motivation level among employees. Recognition is a very important thing for the employees' because it can make the employees feel valued after they had contributed or finished the tasks given.

When top management gives recognition and reward employees, it will create a supportive work environment in the organization. The employees will feel happy to come to work and also reduce the stress level among employees. Other than that why

recognition is important in an organization is because it can improve the overall organization success. When an organization has a high level of motivation employees it can increase the level of performance and subsequently make it easier for the manager to achieve the long term vision and mission of the organization. According to Roshan L.R (2005) when employees' work and contribution are given values, their job satisfaction and productivity will increase and the employees are highly motivated to improve their job responsibilities at the organization.

According to Kim H (2004) everyone in the organization wants to be appreciated and valued by the organization. With the value or recognition it will increase the employees' motivation to do their jobs and also can reduce the turnover rates of employees in the organization. Therefore managers need to do something about the recognition of employees. Many of previous educational studies (Alagbari, 2003; Al-Mansour, 1970; Al-Shrari, 2003; Kearney, 2008) found that recognition and reward are a source of job satisfactions among employees in organizations.

2.9.1 Relationships between Recognition of Performance and Motivation

Employees' recognition is defined as making someone feel appreciated after they have completed their tasks. In the Maslow Abraham theory, human need recognition from each other to continue our life. Recognition and performance are important thing in the organization because of when employees feel not recognize or appreciate after they

complete task given by the manager, the motivation among employees is decreased. This issue effect on the job performance among employees in the organization.

A good recognition and performance system produce by the human resources management; it can give employees feel happy when doing the job task given by the managers. According to Schuler and MacMillan (2006), the recognition system also give the benefit and contribute the employees effort to doing the right things and achieve the strategic business objective in the organizations to achieve the long term goal vision and mission, managers must be understanding about the employees psychology at workplace and encourage employees built the good relationships each other's. In additional words regarding the recognition and performance are powerful concepts of employees focusing attention in the organization.

Appreciation is the basic need by people when we are working in the organization.it because employees feel happier when the top management give support and value when employee completes the task is successful. Besides that the other word is employee are respond to appreciation expressed through of their good work because they doing the good job and successful. When employee are appreciate by the manager in the organization, their motivation and job satisfaction are increased and give the good impact on the job performance and the employee improve their good job task given by the manager (Roshan L.R , 2005).

2.10 Supervision

Supervision is a process that involves a manager meeting regularly and interacting with employees to review their works and also give the direction and guideline to subordinate to doing the job task and with the purpose of achieving maximum productivity in the organization. Besides that the supervision in the organization also take in the whole responsibilities integrated with mission and vision will be achieve for the organizational goals. Besides that bad of direction in the organization are effect on the employees' motivation and performance. The organization environment context, the supervision need built a good relationships between employees such as has a good communication and good leaderships. With have a positive relationship between supervision and employees at the workplace it can increase the employee's motivation and performance.

According to Holland and Adam (2002) mentioned that the clinical supervision administered in workplace it help in increase employees motivation and performance. Besides that, supervision at the workplace also given opportunities to employees develop the knowledge skills and at the same times it can make the improvement on job responsibilities at the workplace and this practice will become more effective and efficient.

2.10.1 Relationships between Supervision and Motivation

Supervision is defined as individuals in the organization who gives the directions and guidelines to subordinates to do the job tasks correctly along with the objective of achieving maximum productivity in the organization. Besides that, supervision in the organizations also takes in the whole responsibilities integrated with the mission and vision of the organizational goals. Supervision has effects on employees' motivation level in an organization. Having a good supervision towards employees at the workplace can give positive impact for both sides; supervisor and employees.

Previous researcher demonstrates that found the positive relationships between supervision and employees' job satisfaction. When employees were fulfilled their satisfaction at the workplace, it can increase the motivation level among employees in the organization. In the organization context, the supervision forms important roles in job satisfaction. These roles are the ability of the supervisor to provide good emotional support and to have good relationships among all employees. By having good relationships with employees, it can give the employees positive feeling to go to work. Thus, supervision has a high relationship between employees in the organization and strongly impact the motivation level among employees.

2.11 Work Life Balance

Work life balance (WLB) is defined as the balance between work and life and besides that the work life balance also refers to feeling comfortable with job and family's responsibilities. Work life balance has three components namely; paid during work, unpaid work and personal matters. Another definition of the work life balance (WLB) is juggling of five aspects of life namely; time, work, family, friends and health. According to Kumarasamy, Pangil, and Isa (2015), balancing between about job responsibilities and tasks in an organization can be achieved by minimizing the conflict between work and personal matters.

Another definition of the work life balance is a method which helps employees of an organization to balance their personal and professional lives. Work life balance is an important thing in an organization because it will affect the employees' performances to do the job tasks given by the manager and also affect the employees' motivation. Many Western organizations identify that work life balance is important and adopted work life balance policies such as having a flexible working schedule. By doing so, it increases the employees' satisfaction and job performance in the organization (Sivatte, Gordon, Rojo & Olmos, 2015).

Flexible working hours in organizations affect the employees' satisfaction towards work life balance. Besides that, the social support from the manager or supervisor also has

effects on the employees' work life balance. Without social support from each other the employees' job motivation and satisfaction will be lower. A previous research conducted in a Spain pharmaceutical organization found that there are positive relationships between job autonomy and social support with work life balance.

2.11.1 Relationships between Work Life Balance and Motivation

Work life balance (WLB) can be defined as the balance between work and life and besides that the work life balance also refers to feeling comfortable with job and family's responsibilities. There is a close relationship between work life balance and motivation levels among employee in the organization. In other definition the work life balance does not only focus on the family or childcare but also about working smart on how employees can manage between work and personal issues at the workplace. Having a positive work life balance at the workplace has some benefits to both organization and employees like, reduces stress at the workplace, increases job productivity and reduces absenteeism at the workplace.

Work life balance also impacts on the employee motivation level at the workplace. According to Susi (2010), work life balance also affects the job satisfaction among employees at the workplace as work life balance reduces stress among employees. Organizations need to pay attention on the work life balance of employees in the organization to increase the employees' motivation level. When the employees can

balance their work life with personal issues, it can significantly reduce absenteeism, increase productivity and also can achieve the long term target of the organization.

2.12 Underpinning Theories

2.12.1 Maslow's Hierarchy of Needs

Maslow's hierarchy of needs is a theory of motivation. The basis of Maslow's theory of motivation is that human beings are motivated by unsatisfied needs, and that certain lower needs to be satisfied before higher needs can be addressed. In the pyramid of hierarchy show that basic of needs are priority to satisfy of human needs on their life. Maslow pyramid are divided with five levels. The first section is the physiological and safety needs and the second of section of needs is social and affiliation needs. The other groups of needs include of esteem, actualization, curiosity and need to understand Cole (2004). The rewards and recognition also is important thing in the workplace. This theory of motivation are supported the independent variables on the research studies. Maslow subsequently extended the idea include his observations of humans innate curiosity. His theories parallel many other theories of human development psychology. Some of which focus on describing the stage of growth in humans. He then decided to create a classification system which reflected the universal needs of society as its base and the proceeding to more acquired emotions.

2.12.2 Motivation-Hygiene Theory of Herzberg

Motivation-Hygiene theory of Herzberg is the second of theory motivation demonstrated by Federik Herzberg in 1966 Wilson (2013), Wood et al.,(1994) and Yang (2011). However, research hypotheses separates the variables which identified with job motivation into two part of motivation-hygiene theory of Herzberg. The first part component follows by motivator components and hygiene elements. The motivator component includes nature of job, responsibility, advancement and recognition. The entire motivation factor is linked to the positive by people working at the workplace. The second is hygiene factor include of administration and policy of the company, compensation and working condition at the workplace. According to Robbins and Judge (2010), intrinsic motivator in Herzberg theory includes recognition, advancement and achievement. Based on the Herzberg motivation theory supports the framework of this study and which include two factor independent variables of recognition performance and training development as motivator factor.

2.13 Summary

This chapter presented a literature review that explains how motivation factor impact of the employee job motivation at workplace and also stated the framework of dependent variables and independent variables. The next chapter explains on the research methodology of this study in order to obtain the data and to analyse them.

CHAPTER 3 METHODOLOGY

3.1 Introduction

Chapter three explain on the research methodology used for this research study. Research methodology is a method or system for the researcher to solve the research problems. It is a scientific way of how research is can be carried out for the researcher. This chapter three discuss about the research frameworks, research designs, research instruments, data collection and finally data analysis.

3.2 Research Framework

Research framework is defined as the theory formulated to explain about the phenomena to be carried out in the research. Besides that research framework will also describe the theories or hypotheses developed about the research problem. This research study will analyse the relationship between job motivation of Astro GS Shop call centre operation employees as the dependent variable and independent variables which consists of salary, working condition, training development, supervision, work life balance and recognition of performance.

Independent Variables

Variables

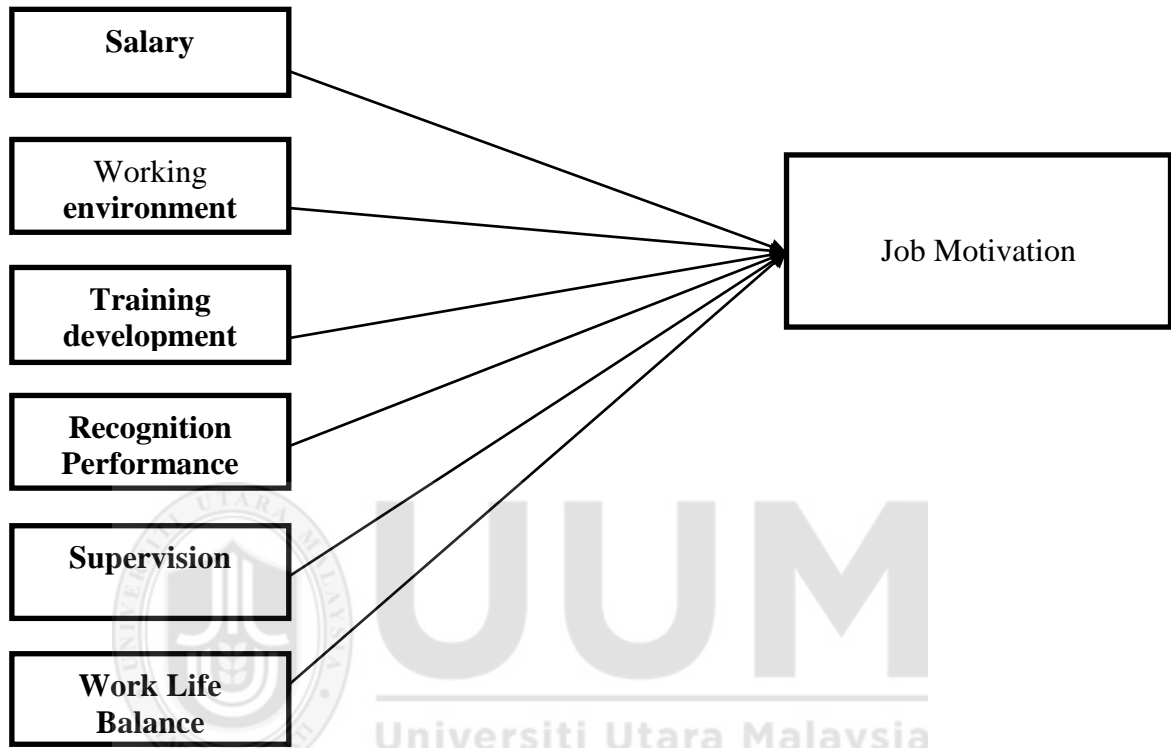


Figure 3.1 : Research Framework

Figure 3.1 shows the research framework for this research study. Independent variables are salary, working environment, training and development, recognition of performance, supervision and worklife balance. This conceptual framework is designed for this research study. All independent variable have relationship between job motivation among employees at the workplace.

3.3 Hypotheses / Propositions Development

Based on the research frameworks and research objectives, hypotheses are developed to find out whether there are relationships between the independent variables and the dependent variable. The hypotheses developed are as shown below:

H1: There is a significant relationship between salary and job motivation among ASTRO GS Shop Call Centre Operation employees at Bangsar South, Kuala Lumpur

H2: There is a significant relationship between working conditions and job motivation among ASTRO GS Shop Call Centre Operation employees at Bangsar South, Kuala Lumpur

H3: There is a significant relationship between training development and motivation among ASTRO GS Shop Call Centre Operation employees at Bangsar South, Kuala Lumpur

H4: There is a significant relationship between recognition performance and job motivation among ASTRO GS Shop Call Centre Operation employees at Bangsar South, Kuala Lumpur

H5: There is a significant relationship between work life balances and job motivation among ASTRO GS Shop Call Centre Operation employees at Bangsar South, Kuala Lumpur

H6: There is a significant relationship between supervision and job motivation among ASTRO GS Shop Call Centre Operation employees at Bangsar South, Kuala Lumpur

H7: There is influence salary, working conditions, training development, recognition performance, work life balance, supervision and job motivation among employees Astro GS Shop call centre operation in Bangsar South, Kuala Lumpur

3.4 Research Design

Research design can be defined as the body of the research study meant for data collection, data measurement and data analysis. Besides that the research design is the structure and procedure to obtain answers to the research questions developed at the research methodology. This part is a very important component in order to analyse the data collected from respondents. This study uses a survey design and analyses primary data. Data was collected using by the questionnaires to analyse the motivation among call centre operation employees in Astro GS Shop Sdn Bhd at Bangsar South, Kuala Lumpur. In order to get the data from respondents, the survey questionnaire is developed and distributed to the employees from the selected sample and population.

3.5 Operational Definition

1. **Salary**-is defined as the payment from an organization to employees. Payments are normally controlled and managed by the finance department. Besides that, salary is typically determined by comparing market pay rates people performing similar work in similar industries in the same region.

2. **Working Environment-** refers to the working condition at the workplace or organization. Working environment is an important thing in the organization to make sure the employees feel safe and convenient to do their job tasks.

3. **Training Development-** Training and development has its roles in the achieving the organizational mission and vision and besides that involves improving the effectiveness organizations and the individuals.

4. **Recognition Performance-** Employees recognition of performance can be defined as making someone feel appreciated after they have completed their tasks. Maslow theory mentions that, human need recognition from each other to continue their life.

5. **Work Life Balance-** Work life balance (WLB) is defined as the balance between work and life. Other than that, work life balance also refers to feeling comfortable with job and family's responsibilities.

6. **Supervision-** Supervision is defined as individuals in the organization giving the directions and guidelines to subordinates in doing the job tasks with the purpose of achieving maximum productivity in the organization.

3.6 Measurement of Variables / Instrumentation

Measurement of variables is an important thing on the research methodology. It is to determine which instrument will be used to measure the variables in the survey questionnaires design. The instruments used by researcher are adopted from other sources which are William (2011), Van den Berg (2011) and Johson (2005). This study survey was designed to measure the relationships between six independent variables namely salary, working condition, training and development, work life balance, recognition of performance, supervision, with the dependent variable which is the motivation among ASTRO GS Shop Call Centre Operation employees. The survey questionnaire consists of three sections. Firstly, Section A covers the demographic area among the respondents. Next, section B covers the 6 independent variables into divided 2 sections and lastly section C covers the job motivation area.

Section A covers about the demographic information of the respondents, which are gender, age, marital status, race, higher education, years of working experience and monthly income. Nominal scale is used or this section. Section B is designed to identify the relationships between employees' motivation and the six independent variables that are salary, working environment, training development, work life balance, supervision and recognition performance. Based on the questionnaire measurement item, respondents were asked to respond to the item by indicating their level of agreement to the statements in the questionnaire using the instrument 5-point likert scale with high score (5) to low

score indicated by (1). The instruments of 5point likert scale is made up of (1)-Strongly Disagree, (2)-Disagree, (3)-Uncertain, (4)-Agree, (5)-Strongly Agree. Section C is designed to measure the overall job motivation level among call centre operation employees in Astro GS Shop Sdn Bhd at Bangsar South,Kuala Lumpur which relates to the six motivating factor using a 5-point likert scale as well. The questionnaires that researcher used is adopted and adapted from the previous studies by various researchers as stated in table 3.1.

Tables 3.1: *Measurement variable and sources*

Measurement of Variables	No of Questions	Source
Work life balance (IV)	6	Hill et al., (2001)
Recognition and Performance (IV)	6	Weiss et al., (1967)
Salary (IV)	6	Ngimbuzi (2009)
Working Environment (IV)	6	Adel (2005)
Training Development (IV)	7	Truitt (2011)
Supervision (IV)	6	Alemi (2004)
Job Motivation (DV)	7	Weiss et al., (1967)

3.7 Data Collection

Data collection is the method used in the research methodology to gather and measure information from any sources before analysing data and getting accurate answers from the data collection. Besides that, using data collection, the researcher can evaluate the outcomes and make good decisions in the future. Data for a research study can be divided into two that are namely primary and secondary data. According to Sekaran (2003), primary data is collected from individuals and focus group. As for the secondary data, they are retrieved from records, website source information, textbooks and other reliable sources. This research study focuses on the primary data where the researcher chooses the location and respondents to distribute the questionnaires. The respondents are selected from the call centre operation employees in Astro GS Shop Sdn Bhd and focus in the area of Bangsar South, Kuala Lumpur, Malaysia.

3.7.1 Population

Population refers to the entire group selected by the researcher to conduct research (Sekaran, 2003). This research study is conducted at the call centre operation in Bangsar South district area. Respondents are selected randomly among the call centre operation employees in Astro GS Shop Sdn Bhd at Bangsar South, Kuala Lumpur. The total of the employees are 130 employees and each of the employees is an element of the population.

The questionnaire was answered by all employees in contact centre operation within 75 respondents. Krejcie and Morgan (1970) have produced a table in order to determine the sample size. As suggested in table of sample size by Krejcie and Morgan (1970), the researcher should select 75 respondents as a sample.

3.7.2 Sampling Approach

Sampling approach is the step or procedure in a research study for selecting sample size from the population. Sampling methods it is classified into probability and non-probability. Probability sampling methods includes random sampling, systematic sampling and stratified sampling. For non-probability sampling, they are the convenience sampling, judgement sampling and quota sampling. In this research study, researcher chose to use convenience sampling and the respondents were randomly chosen in the call centre operation in Astro GS Shop Sdn Bhd at Bangsar South, Kuala Lumpur. The reason researcher chose this method of sampling is because it is easier to collect the data and can save cost for the researcher. Besides that the small sample size of small population also contributed to the reason why researcher chose to use convenience sampling method.

3.7.3 Data Collection Procedures

Data collection procedure is the steps to be followed step by step in order to collect the data from respondents. The data collection procedures consist of getting the permission to conduct a research, distributing questionnaire to respondents, and time or duration of data

collection. The first step is request a permission to conduct a research. Before conducting this research, researcher needs to get the approval letter from University Utara Malaysia (UUM) to conduct a research as a student there. After getting the approval letter from the head of department, the letter will be sent to ASTRO human resources department in order to request permission to conduct a research at the Astro GS Shop call centre operation in Bangsar South, Kuala Lumpur.

The second procedure is distributing questionnaire to respondents. 75 questionnaires were distributed to respondents in the call centre operation. After the respondents have completed answering the questionnaire, the questionnaires were collect by the researcher for data analysis. The third and last procedure in the data collection is time or duration of collecting data. The time or duration is important for the researcher to analyse the data given by respondents. The time or duration taken by researcher to distribute and collect the answered questionnaire took around 3 weeks.

3.7.4 Pilot Test

Pilot test is one of the most important parts in research studies. Its function is to test the validity and reliability of a particular research. It is a method to measure whether the questionnaire items are enough to achieve the targets of the research and to answer research questions. According to Morsr et al., (2002), the reliability and validity test have big connective parts with the research. By using a pilot test, it will reduce failure risks of

the research since it is a tool to help researchers find errors in the questionnaire items before proceeding to next step on the research studies by Van Teijlingen and Hundley (2001) because they can test for validity and reliability. For this particular research, a pilot study was conducted using 30 samples among employees of the call centre operation in Astro GS Shop Sdn Bhd at Bangsar South, Kuala Lumpur. This pilot study was conducted based on the Google form. The respondents simply gave feedbacks to the questions via smartphone and submitted the form in which the link was given by email. It was to ensure that the respondents feel convenient to give feedbacks to the questionnaires given. The interpretation of Cronbach's alpha below will show the relationship of pilot study to the research in relevance of the value of coefficient. .

Tables 3.2: *Reliability Test*

Value of Coefficient	Relationships
0.00-0.60	Low Relationship
0.61-0.79	Moderate
0.80-1.00	High Relationship

Source: Sekaran, Uma (2009). Research Methods for Business: A skill-building Approach. Third Ed. New York: John Wiley & Sons, Inc., p.288

Cornbach's Alpha was one of the scales of measurement used in the realiblity test. By using this definition it is implicitly assumed that the average correlation of a set of items is an accurate estimate of the average correlation of all items. Based on Table 3.2 about the interpretation of Cronbach alpha, it indicates how the items would be positively correlated to each other using reliability coefficient. Sekaran (2000) suggested that results over 0.80 is good, in 0.70 range are acceptable and less than 0.60 is poor. Table 3.0 summarizes the interpretation of Cronbach alpha. After collecting the 30 respondents' feedback for the pilot test study for this research, the result for reliability analysis is shown below. Table of 3.3 summarizes reliability analysis result of this research pilot study.

Table 3.3: *Cronbach Alpha Result*

Variables	No of item	Cronbach's Alpha (a)
Salary	6	0.628
Working Environment	6	0.642
Training Development	7	0.772
Recognition Performance	6	0.812
Supervision	6	0.629
Work Life Balance	6	0.692
Job Motivation	7	0.864

Source: Survey On 30 respondents

3.8 Techniques of Data Analysis

Techniques of data analysis are important in research study because it is crucial to recognize the best method to be used for data analysis. For this particular research study, researcher is using two methods of analysis. The methods of analysis used are descriptive and inferential statistical as the techniques of data analysis.

In addition, the package for Social Sciences (SPSS) software version 22 is used in this research study on the grounds that it is easy and cost saving to analyse the data of respondents. To ensure a valid and statistically reliable results on the motivation level among employees at the call centre operation at Astro GS Shop Sdn Bhd is obtained, questionnaires were distributed randomly among employees in the call centre operation. From the result, researcher is able to draft for solution to improve employees' motivation and hence achieve higher performance rate or productivity in the call centre operation. Henceforth it will be a win-win situation for both employee and employer.

3.8.1 Descriptive Analysis

In section A of the questionnaire, demographic profile is to be studied first. For section A, researcher used descriptive analysis because that would provide accurate data to describe a set of factors in situation according to Sekaran (2003). For this research study, descriptive analysis is used based on frequency and percentage. The questionnaire items include age, marital status, working experience, monthly income and highest level of

education to be analysed and result of data analysis would be shown on graphs and also generated in frequencies and percentages.

3.8.2 Inferential Analysis

Correlation analysis would be used to analyse result from Section B which are to identify any relationship between salary, working environment, training and development, recognition of performance, work life balance and supervision with job motivation among employees in Astro GS Shop call centre operation. For H1 to H6 researcher used correlation analysis and For H7 researcher used regression analysis to see the whether the motivation among call centre employees is affected or not.

3.9 Summary

This chapter discusses in detail on the research methodologies including research framework, hypotheses, research design, and measurement of instruments, data collection, pilot test and also techniques of data analysis. In the next chapter, hypotheses testing and all data analysis result of this research study will be discussed.

CHAPTER 4

RESULTS AND DISCUSSION

4.1 Introduction

This chapter discuss and explain in detail about descriptive analysis of the research of respondents from call centre employees in Astro GS Shop Sdn Bhd at Bangsar South, Kuala Lumpur. Firstly, the demographic analysis which include gender, age, ethnicity; highest education level, marital status, income and length of working experience in the organization are presented. Then, after analysing data, it would show the results and percentage from respondents who answered all the questions given. For section B, the researcher used the correlation analysis to determine the relationships between independent variables and dependent variable. For section C, researcher used multiple regression analysis to find out whether the motivation among call centre employee is affected by the six independent variables. At the end of this chapter the results analysis are explained in detail and depth.

4.2 Demographic Analysis

Table 4.2 below are the explanation summary of the respondents profile as collected among call centre respondents. The respondents profile includes gender, age, ethnicity,

highest education level, marital status, income and length of service. A total of 75 questionnaires were answered by 75 respondents of call centre employee in Astro GS Shop Sdn Bhd at Bangsar South, Kuala Lumpur.

4.2.1 Gender

Table 4.1: *Gender*

Gender	Frequency	Percent
Male	35	46.7
Female	40	53.3
Total	75	100.0

Table 4.1 shows the gender of respondents. Majority of the respondents are female that is 40 people (53.3%) and followed by male that is 35 people (46.7%).

4.2.2 Age

Table 4.2: *Age*

Age	Frequency	Percent
<25 years old	18	24.0
25-30 years old	43	57.3
31-35 years old	10	13.3
36-40 years old	3	4.0
>40 years old	1	1.3
Total	75	100.0

Table 4.2 shows respondents' age. Majority of the respondents' age is between 25 to 30 years old that is 43 individuals (57.3%). Followed by age between below than 25, age 31 to 35 and age 36 to 40 years old that is 18 individuals (24%), 10 individuals (13.3%) and 3 individuals (4%) respectively. While the rest, only 1(1.3%) respondent aged more than 40 years old.

4.2.3 Ethnicity

Table 4.3: *Ethnicity*

Ethnicity	Frequency	Percent
Malay	70	93.3
Indian	3	4.0
Others	2	2.7
Total	75	100.0

Table 4.3 above shows the ethnicity of respondents. Majority of the respondents are Malay that is 70 individuals (93.3%). Followed by Indian that is 3 individuals (4%). While the rest, only 2 individuals (2.7%) are categorized as others ethnic.

4.2.4 Highest Level of Education

Table 4.4: *Highest level of education*

Highest level education	Frequency	Percent
Diploma	29	38.7
Degree	37	49.3
Master	3	4.0
Others	6	8.0
Total	75	100.0

Table 4.4 above shows the data of respondents' highest level of education. Majority of the respondent have a Degree that is 37 individuals (49.3%). Followed by respondents who have a Diploma and others that is 29(38.7%) and 6(8%) individuals respectively. Meanwhile the rest, only 3 individuals (4%) have Master degree.

4.2.5 Marital Status

Table 4.5: Marital Status

Marital status	Frequency	Percent
Single	51	68.0
Married	24	32.0
Total	75	100.0

Table 4.5 above shows the data of respondents' marital status. Majority of the respondents have single status that is 51 individuals (68%). While the rest, only 24 individuals (32%) have married status.

4.2.6 Income

Table 4.6: Income

Estimate Income	Frequency	Percent
<RM2000	16	21.3
RM2000-RM2999	46	61.3
RM3000-RM3999	11	14.7
RM4000 & above	2	2.7
Total	75	100.0

Table 4.6 above shows the data of respondents' income. Majority of the respondent have a monthly personal income between RM2000 to RM2999 that is 46 individuals (61.3%) followed by respondents who have an income below than RM2000, between RM3000 to

RM3999 that are 16(21.3%) and 11(14.7%) individuals respectively. While the rest, only 2 individuals (2.7%) have income of RM4000 and above.

4.2.7 Length of services

Table 4.7: *Length of Services*

Length Of Services	Frequency	Percent
< 1 year	27	36.0
1-4 years	45	60.0
5-10 years	1	1.3
>10 years	2	2.7
Total	75	100.0

Table 4.7 above shows the number of length of services. Majority of the respondents who worked were about 1-4 years (45 respondents). Following by respondents have working less than 1 year was about 27 respondents and for more than 10 years, there were 2 respondents and last but not least for 5-10 years, there were 1 respondent.

4.3 Reliability Test

Table 4.8: *Reliability Test of Result*

Variables	No.of Items	Cronbach Alpha (a)
Salary	6	.945
Working Environment	6	.938
Training & Development	7	.940
Recognition & Performance	6	.938
Supervision	6	.938
Work Life Balance	6	.939
Job Motivation	7	.911

Based on the table above, it showed value of Cronbach alpha for salary is 0.94 and the value of Cronbach alpha for working environment is 0.93. The value of Cronbach alpha for training and development is 0.94, whereas value of Cronbach alpha for recognition of performance is 0.93, meanwhile the value of Cronbach alpha for supervision is 0.93 and for the last value of Cronbach alpha which is for work life balance is 0.93. All of these variables are considered reliable to one another and is consistent for this study.

4.4 Correlation Analysis

Correlation analysis is defined as a method of analysis in the statistical method to determine the strength of relationships between independent variables and dependent variable. This method is used by researchers to know if there are possible connections between independent variables and dependent variable. At the end of this chapter

researcher will explain further about the correlation analysis between independent variables and dependent variables. The research objectives, hypotheses and results of this research are as follows;

1. To examine the relationship between salary and job motivation of ASTRO GS Shop call centre operation employees in Bangsar South, Kuala Lumpur.

H1: There is a significant relationship between the salary and job motivation among employees.

Level of significant, $\alpha=0.05$

Table 4.9 : Correlation between salary and job motivation

		salary	Job Motivation
Salary	Pearson Correlation	1	.436**
	Sig. (1-tailed)		.000
	N	75	75
Job Motivation	Pearson Correlation	.436**	1
	Sig. (1-tailed)	.000	
	N	75	75

**Correlation is significant at the 0.01 level (1-tailed).

Based on the correlation result, H1 was accepted. It can be seen that the Pearson correlation coefficient showed the result at value r is 0.436, and that it is statistically significant as ($p = 0.000$). It can be concluded that there is significant relationship between the salaries towards job motivation among employees.

2. To examine the relationship between working environments and job motivation of ASTRO GS Shop call centre operation employees in Bangsar South, Kuala Lumpur.

H2: There is a significant relationship between working environments and job motivation among employees.

Level of significant, $\alpha=0.05$

Table 4.10 : *Correlation between working environment and job motivation*

		Working Environment	Job Motivation
Working Environment	Pearson Correlation	1	.728**
	Sig. (1-tailed)		.000
	N	75	75
Job Motivation	Pearson Correlation	.728**	1
	Sig. (1-tailed)	.000	
	N	75	75

**Correlation is significant at the 0.01 level (1-tailed).

Based on the correlation result, H2 was accepted. It can be seen that the Pearson correlation coefficient showed the result at value r is 0.728, and that it is statistically significant as ($p = 0.000$). It can be concluded that there is a significant relationship between working environments and job motivation among employees.

3. To examine the relationships between training and development and job motivation of ASTRO GS Shop call centre operation employees in Bangsar South, Kuala Lumpur.

H3: There is a significant relationship between training and development and job motivation level among employees.

Level of significant, $\alpha=0.05$

Table 4.11: *Correlation between training development and job motivation*

		Training	Job Motivation
Training Development	Pearson Correlation	1	.644**
	Sig. (1-tailed)		.000
	N	75	75
Job Motivation	Pearson Correlation	.644**	1
	Sig. (1-tailed)	.000	
	N	75	75

** Correlation is significant at the 0.01 level (1-tailed).

Based on the correlation result, H3 was accepted. It can be seen that the Pearson correlation coefficient showed the result at value r is 0.644, and that it is statistically significant as ($p = 0.000$). It can be concluded that there is a significant relationship between training and development and job motivation among employees.

4. To examine the relationships between recognition of performance and job motivation of ASTRO GS Shop call centre operation employees in Bangsar South, Kuala Lumpur.

H4: There is a significant relationship between the recognition of performance towards job motivation among employees.

Level of significant, $\alpha=0.05$

Table 4.12 : *Correlation between recognition performance and job motivation*

		Recognition	Job Motivation
Recognition Performance	Pearson Correlation	1	.598**
	Sig. (1-tailed)		.000
	N	75	75
Job Motivation	Pearson Correlation	.598**	1
	Sig. (1-tailed)	.000	
	N	75	75

** Correlation is significant at the 0.01 level (1-tailed).

Based on the correlation result, H4 was accepted. It can be seen that the Pearson correlation coefficient showed the result at value r is 0.598, and that it is statistically significant as ($p = 0.000$). It can be concluded that there is a significant relationship between recognition of performance and job motivation among employees.

5. To examine the relationships between supervision and job motivation of ASTRO GS Shop call centre operation employees in Bangsar South, Kuala Lumpur.

H5: There is a significant relationship between supervision and job motivation among employees.

Level of significant, $\alpha=0.05$

Table 4.13 : *Correlation between supervision and job motivation*

		Supervision	Job Motivation
Supervision	Pearson	1	.658**
	Correlation		
	Sig. (1-tailed)		.000
	N	75	75
Job Motivation	Pearson	.658**	1
	Correlation		
	Sig. (1-tailed)	.000	
	N	75	75

** Correlation is significant at the 0.01 level (1-tailed).

Based on the correlation result, H5 was accepted. It can be seen that the Pearson correlation coefficient showed the result at value r is 0.658, and that it is statistically significant as ($p = 0.000$). It can be concluded that there is a significant relationship between supervision and job motivation among employees.

6. To examine the relationships between work life balance and job motivation of ASTRO GS Shop call centre operation employees in Bangsar South, Kuala Lumpur.

H6: There is a significant relationship between work life balances and job motivation among employees.

Level of significant, $\alpha=0.05$

Table 4.14 : *Correlation between work life balance and job motivation*

		work	Job Motivation
Work life Balance	Pearson Correlation	1	.493**
	Sig. (1-tailed)		.000
	N	75	75
Job Motivation	Pearson Correlation	.493**	1
	Sig. (1-tailed)	.000	
	N	75	75

** Correlation is significant at the 0.01 level (1-tailed).

Based on the correlation result, H6 was accepted. It can be seen that the Pearson correlation coefficient showed the result at value r is 0.493, and that it is statistically significant as ($p = 0.000$). It can be concluded that there is a significant relationship between work life balances and job motivation among employees.

7. To examines the influence between employee motivation and job motivation of ASTRO GS Shop call centre operation employees in Bangsar South, Kuala Lumpur.

H7: There is significant influence salary, work environment, training development, recognition performance, work life balance and supervision between job motivations among employee Astro GS Shop call centre operation in Bangsar South, Kuala Lumpur.

Level of significant, $\alpha=0.05$

Table 4.15 : Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.839 ^a	.704	.678	.430

a. Predictors (Constant) : Salary, Working Environment, Training & Development, Supervision, Recognition of Performance

b. Dependent Variable: Job Motivation

Table 4.15 shows the R^2 value indicates that 70.4% of the total variations in the job motivations can be explained by the independent variable. The regression analysis for six dimension of motivation level among call Centre operation employees are significant at $p<0.01$, at $F=26.930$. From the regression analysis it can be concluded that the six predictors are significant which have $p\text{-value}<0.00$ namely salary, working environment, training development, recognition of performance, supervision and work life balance. As a conclusion, the six predictors of the motivation level among call center employees have impact on job motivation in the organization.

Table 4.16 : ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.898	6	4.983	26.930	.000 ^a
	Residual	12.582	68	.185		
	Total	42.480	74			

4.5 Multiple Regression Analysis

Multiple regression analysis is a research method for a researcher to test all the variables in a research study. Besides that, the multiple regression analysis is to identify how many significant variances in the dependent variables have positive relationships with dependent variable.

Table 4.17: Multiple Regression Statistics

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.325	.324		-1.005	.319
	Salary	.049	.083	.053	.594	.555
	Working Environment	.407	.104	.427	3.919	.000
	Training & Development	.209	.094	.194	2.213	.030
	Recognition of Performance	.030	.092	.034	.325	.746
	Supervision	.120	.084	.137	1.432	.157
	Work life balance	.255	.071	.273	3.616	.001

a. Dependent Variable: Job Motivation

Table 4.17 above shows the result of multiple regression analysis for the independent variables. The variables working environment, training and work life balance are proven to have significant influence to the job motivation because the p value is less than 0.05 respectively. The highest beta value is working environment and the value is .407 and this variable is strongly significant towards job motivation among call centre employees in Astro GS Shop Sdn Bhd. The second highest beta value is work life balance (β .255, $t=3.616$, $p<0.01$) and this variable is strongly significant towards job motivation among call centre operation employees in Astro GS Shop Sdn Bhd.

The third highest beta value is training and development (β .209, $t=2.213$, $p<0.01$) and the result could be analysed that the variable training and development is strongly significant toward job motivation among call centre operation employees.

The variables of salary, recognition of performance and supervision are not significant influences to the job motivation because the p value is more than 0.05 respectively. The beta values for salary are (β .049, $t=.594$, $p>0.05$) and therefore variable of salary is not a significant influence on job motivation. Recognition of performance beta values (β .030, $t=.325$, $p>0.05$) and therefore variable recognition of performance are also not a significant influence on job motivation. The last variable which is supervision has beta values (β .120, $t=1.432$, $p>0.05$) so the variable supervision is not a significant influence on job motivation as well.

In conclusion, working environments, training and development and work life balance have strong significant influence on job motivations among call centre operation employees in Astro GS Shop Sdn Bhd Bangsar Kuala Lumpur. For other variables which are salary, recognition of performance and supervision are not significant influences to job motivation and therefore did not impact the job motivation among call centre employees in Astro GS Shop Sdn Bhd.

4.6 Hypotheses Summary

Table 4.18: *Hypotheses Summary*

NO	HYPOTHESIS	RESULT
H1	There is a significant relationship between salary and job motivation of employees call centre operation in Astro GS Shop Sdn Bhd	Accepted $r = 0.436$ $p < 0.01$
H2	There is a significant relationship between working environment and job motivation of employees call centre operation in Astro GS Shop Sdn Bhd	Accepted $r = 0.728$ $p < 0.01$
H3	There is a significant relationship between training & development and job motivation of employees call centre operation in Astro GS Shop Sdn Bhd	Accepted $r = 0.644$ $p < 0.01$
H4	There is a significant relationship between recognition of performance and job motivation of employees call centre operation in Astro GS Shop Sdn Bhd	Accepted $r = 0.598$ $p < 0.01$

H5	There is a significant relationship between supervision and job motivation of employees call centre operation in Astro GS Shop Sdn Bhd	Accepted $r=0.658$ $p<0.01$
H6	There is a significant relationship between work life balance and job motivation of employees call centre operation in Astro GS Shop Sdn Bhd	Accepted $r=0.493$ $p<0.01$
H7	There is a significant relationship of salary, work environment, training development, recognition performance, supervision, work life balance and job motivation of employees call centre operation in Astro GS Shop Sdn Bhd	Accepted $r= 0.839$ $p<0.01$

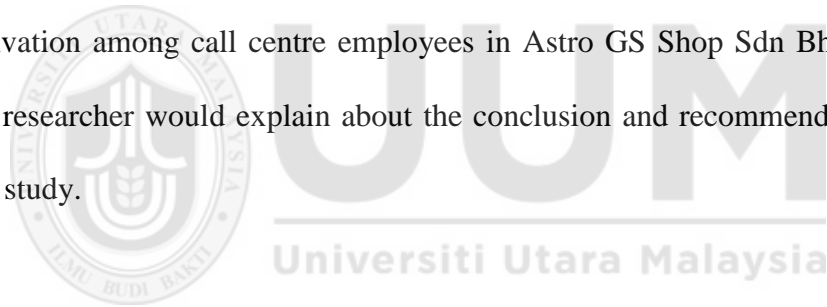
Based on table 4.18 shown above, the result hypothesis H1, H2, H3, H4, H5, H6 and H7 are accepted. Results of all the independent variables have strong positive significance with job motivation of employees. Based on the result by Pearson's correlation analysis, the positive relationship between the job motivation are working environment r value is .728 with p value is significant at 0.00 level. Secondly is supervision r value is .658 with p value is significant at 0.00 level. The third is training and development r value is .644 with p value is significant at 0.00 level. The fourth is recognition of performance r value is .598 with p value is significant at 0.00 level. Next is work life balance r value is .493 with p value is significant at 0.00 level and the last is salary r value is .436 with p value is significant at 0.00 level. The independent variables that show weak value relationship between job motivations are work life balance and salary but these two independent variables are still positively related towards job motivation.

After analysing the data, all independent variables have shown positive relationships towards job motivation among call centre operation employees. Furthermore, based on the multiple regression analysis, the three independent variables have strong positive relationship towards job motivations. The three independent variables are working environment is (β . 407, $t= 3.919$, $p < 0.01$) and makes the strongest contribution and most significant to explain the job motivation among call centre operation employees at Astro GS Shop Sdn Bhd. The second of highest is training development (β . 209, $t= 2.213$, $p < 0.01$) and makes the strongest contribution and most significant to explain the job motivation among call centre operation employees at Astro GS Shop Sdn Bhd. The third highest significant is work life balance (β . 255, $t= 3.616$, $p < 0.01$) and makes the strongest contribution and most significant to explain the job motivation among call centre operation employees at Asto GS Shop Sdn Bhd

The other three variables are salary is (β . 049, $t= .594$, $p > 0.05$) and not makes the strongest contribution and don't have significant to explain the job motivation among call centre operation employees at Astro GS Shop Sdn Bhd. The second is supervision (β . 120, $t= 1.432$, $p > 0.05$) and not makes the strongest contribution and don't have significant to explain the job motivation among call centre operation employees at Astro GS Shop Sdn Bhd. And the third is recognition and performance (β . 030, $t= .325$, $p > 0.05$) and not makes the strongest contribution and don't have significant to explain the job motivation among call centre operation employees at Astro GS Shop Sdn Bhd.

4.7 Summary

This chapter explained in further detail on data analysis. Starting from how to analyse the data, researcher used SPSS to process and analyse the data collected from respondents. Then, Section A allocated for demographic profile was analysed using descriptive analysis and section B and section C data were analysed using Pearson correlation analysis and multiple regression analysis. Hypotheses developed earlier are also tested and the results are all strongly positive and the highest of value is working environment value is .407 follow by work life balance the values is .255 and the third highest is training development and the value is .209. This variable is strongly significant towards job motivation among call centre employees in Astro GS Shop Sdn Bhd. For the next chapter, researcher would explain about the conclusion and recommendations for future research study.



CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter discuss about the conclusion and recommendations of this research study. Besides that this chapter also aims to discuss the data analysis explained in chapter four. This chapter also discuss the main findings of this research study, the hypotheses as well as theoretical and practical implication of the study. After analysing the data collected from previous chapters, researcher also provided some suggestions and recommendations for organizations to implement in the workplace. Last but not least, recommendations for future research and the conclusion of this study can be found at the end of this chapter.

The objective of this research study to determine the relationship between independent variables that are salary, working environment, training & development, recognition of performance, work life balance and supervision with job motivations among call centre employees in Astro GS Shop Sdn Bhd at Bangsar South, Kuala Lumpur. The hypotheses were tested and analysed and the results found that the seven independent variables factor are significant and have positive relationships with job motivation among call centre operation employees.

5.2 Recapitalization of the Study

The research study determine the relationship of job motivation among employees in the call centre operation at Astro GS Shop Sdn Bhd at Bangsar South, Kuala Lumpur with six independent variables (salary, working environment, training development, recognition performance, supervision, work life balance). The motivation level only focuses on the call centre operation employees and all the six independent variables are tested then all the six independent variables are found to have positive relationships between job motivations of employee in the call centre operation. In other words, the six independent variables are found to positively affect job motivations among call centre operation employees.

The six independent variables are salary, working environment, training and development, recognition and performance, supervision and work life balance that affect the motivation level among call centre operation employee in Astro GS Shop Sdn Bhd at Bangsar South, Kuala Lumpur. To get an accurate data from the research study, six hypotheses were developed and all result hypotheses were analysed and all the hypotheses showed positive relationships between job motivations among employee in call centre operation in Astro GS Shop Sdn Bhd. For this research study, researcher used primary data for the data collection and a set of questionnaires survey were distributed to 75 respondents among call centre operation employee in Astro GS Shop Sdn Bhd at Bangsar South, Kuala Lumpur. The 75 sets of questionnaire were successfully answered

by the call centre operation respondents. To analyse the data, researcher used descriptive analysis, correlation and multi regression analysis using SPSS method analysis. After that the results released and all variables are found to have a positive relationship between job motivations among call centre operation employee in Astro GS Shop Sdn Bhd at Bangsar South, Kuala Lumpur.

5.3 Relationships between salary and motivation

Salary is one of the factor effects on the motivation level among call centre operation employees in Astro GS Shop Sdn Bhd at Bangsar South, Kuala Lumpur. The study result have shown that salaries have significant influence with job motivations among call centre operation employees in Astro GS Shop Sdn Bhd with the value r value is .436 with p value is significant at 0.00 level. With that it can be concluded that salary affects the job motivation among call centre operation employees in the organization.

To increase the motivation of employees at the workplace, the top management has to be more concerned about the salaries given to employees. According Adeyinka, Ayeni & Popoola (2007), salary is a factor effect on the employees motivation and when the motivation of employees increases, it will also increase the employees' productivity in the organization. New salary guidelines from the management will increase the motivation at the workplace and employees will become happier to do work because one of their needs' are fulfilled.

5.4 Relationship between Working Environment and Motivation

Working environment is the second independent variables that have positive relationship with the motivation among call centre operation employees in Astro GS Shop Sdn Bhd at Bangsar South, Kuala Lumpur. The study's results have shown that working environment have a significant influence on job motivation among call centre operation employees in Astro GS Shop Sdn Bhd at Bangsar South, Kuala Lumpur. The value r is 0.728 and significant $p < 0.00$. Working environment is the highest factor found in this study to contribute to the motivation among call centre operation employees. Working condition is an important thing in the organization to make sure that the employees feel safe and convenient to do their job.

The results showed that the employees are concerned about their working environment in the call centre operation. The management needs to provide the good condition to employees and have a safety guideline at the workplace. By providing suitable and safe working environment to employees, it can increase the employees' motivation at the workplace. According the Chimombe (2011), studies conducted about office environment shows that bad working condition or environment leads to low motivation among employees and that has effects on the productivity performance.

5.5 Relationship between training development and Motivation

Training and development is the third independent variable that has a positive relationship towards motivation among call centre employee in Astro GS Shop Sdn Bhd at Bangsar South, Kuala Lumpur. Research study has shown that training and development is an important thing to employees as they want to have growth on the career development. Without proper training and knowledge distribution among employees, it will give low motivation level for employees to do their job tasks.

The management needs to plan and develop more programmes plus add more initiatives to give equal opportunities for employees to develop their career goals in the organization. When a lot of training is given to employees by the management it will increase their knowledge and skills and in addition increases the employees' motivation at the workplace. According to Tsaur and Lin (2004), if bad training is given to the employees, neither their performance nor motivation will improve but it will become a loss of time and money.

5.6 Relationship between Recognition Performance and Motivation

Recognition of performance is the fourth independent variable that has positive relationship with motivation among call centre operation employee in Astro GS Shop Sdn Bhd at Bangsar South, Kuala Lumpur. This research study's results have shown that

recognition of performance have significant importance with job motivation among call centre operation employees in Astro GS Shop Sdn Bhd at Bangsar South, Kuala Lumpur. It is noted that value r is .598 and significant $p < 0.00$. Recognition of performance is shown to have a weak value but it still has positive relationship with motivation among call centre operation employees.

The result showed that recognition of performance has effects on the motivation among the call centre operation employees. According to Kim H (2004), everyone in any organization wants to be appreciated and valued by the organization. With the value or recognition, it would increase employees' motivation to do their responsibilities and can also reduce the turnover rate of employees in the organization. On the other hand, if top management do not give appreciation and recognition to employees in an organization, it can influence on employees motivation and employees might feel bored and demotivated to do tasks since there is nothing to anticipate.

5.7 Relationship between Supervision and Motivation

Based on the hypotheses, study showed that supervision had significance towards job motivation among call centre operation employees in Astro GS Shop Sdn Bhd. The value r is .658 and significant $p < 0.00$. Supervision is the third highest rated factor that is related to job motivation among call centre operation employees. The results showed that supervision has effects on motivation among employees.

By having dissatisfactory supervision in workplace, it may lead to job stress and also effects on the productivity of employees. Thereupon, if an employer wants his or her employees to be happy going to work and want to increase the employees motivation, the supervision must be shown through good attitudes, being responsible and care for employees also by displaying exceptional work ethics. Employers are also expected to care for employees' personal issues and problems that the employees are facing in which employer are solicited to reduce the burden. According to Holland and Adam (2002), the clinical supervision administered in workplace would help in increasing employees' motivation and performance. Not only that, it can increase career development of employees and at the same time it helps improve their job responsibilities at workplace and the operation also would become more effective and efficient. Hence it results in win-win situation for both employer and employees.

5.8 Relationship between Work Life Balance and Motivation

Based on the hypotheses, study showed that work life balance has significant influence towards job motivation among call centre operation employees in Astro GS Shop Sdn Bhd at Bangsar South, Kuala Lumpur. The value r is .493 and significant $p < 0.00$. Work life balance is the third weakest factor that is related with job motivation among call centre operation employees. Despite the weak value, work life balance still has positive relationship towards motivation among employees as shown in the result.

Based on research, work life balance is important in any organization run by human individuals because human are living things and therefore deserve to have life. Work and personal life is equally important so balancing in our life. Many organizations in western recognize that work life balance is important because employees should have hobbies or means to release their workload stress. By adopting work life balance policies for example as simple as having flexible working schedule could help in increasing employees' satisfaction and job performance in the organization mentioned (Sivatte, Gordon, Rojo & Olmos, 2015).

5.9 Recommendation

The objective of this research study is determined to examine the relationships between the six independent variables and motivation of employees at the call centre operation. In this research study, researcher only focuses on the six independent variables effects towards job motivation among call centre operation employees in Astro GS Shop Sdn Bhd at Bangsar South, Kuala Lumpur. Researchers suggests that for future research topic on motivation field, and add more variables that can be tested towards motivation level among call centre operation employees.

The second suggestion from researcher for future research is to conduct a research study using qualitative research. Previously this research study was conducted using quantitative study. The research data analysis' measurement used quantitative methods.

By using qualitative study method, researcher can uncover deeper reasons the variables are affecting motivation level among call centre operation employee. The qualitative research study can be conducted through face to face interview with the respondents. In such wise, relationships between researcher and respondents would be closer and researcher can get detailed and accurate data with specific examples to relate to regarding each variables studied towards motivation level among employee in the organizations.

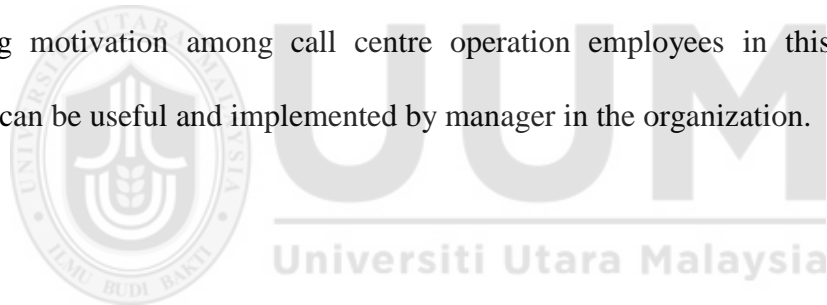
The third suggestion for future researcher is, to know deeper and more accurate about factors affecting motivation level of employees, researcher should attempt to collect data from larger scale sample from different organizations with different nature of businesses. The present research study, researcher only focuses on the home shopping call centre operation in Astro GS Shop Sdn Bhd. Even though it will be more challenging, but by collecting data from larger sample it will be helpful to find the strengths and weaknesses for researches conducted in the future.

5.10 Conclusion

Motivation is an important matter in any organization as it creates the urge for employees to act on and contribute their skills and knowledge for the organizations they are working in. Furthermore, if employees are given more attention in human resources roles, it also can leave effect on job performance in the organization. Motivation in all organization is an important matter and needed because it can change and improve employee behaviour and attitude at the workplace Asrabi et al., (2013). Batman and Snell (1996) another

researcher in motivation field argued that motivation is the main factor since increment in employee motivation consequence in employee achieving the goal and vision at the workplace. As conclusion, motivation is vital in an organization since it affects employees' job performances and leading the employees toward achieving the vision and objective at the workplace set up by the employer.

In order to further increase motivation among call centre operation employees in the Astro GS Shop Sdn Bhd at Bangsar South, Kuala Lumpur, researcher provided and presented a few recommendations for implementation as well as for future research in the motivation level field. Besides that, researcher also hopes that all findings or information regarding motivation among call centre operation employees in this research study conduct can be useful and implemented by manager in the organization.



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Questionnaires

Dear respected respondents

I am Wan Mohammad Shahrom Bin Wan Abdullah, final semester student of Master of Science management in Universiti Utara Malaysia. I hereby attached questionnaires to study on the **motivation among call centre employee in Astro Go Shop Sdn Bhd at Bangsar South Kuala Lumpur.**

The questionnaire is divided into three parts which is part A, part B and part C. For each question there is no right or wrong answers. Please be informed that your identity and all information provided will be kept confidential. The information will be analysed as a group rather than individual. My appreciation for your cooperation and time to answer all questions.

You're sincerely: Wan Mohammad Shahrom Bin Wan Abdullah

Appendix A: Questionnaires

SECTION A: DEMOGRAPHIC PROFILE

This section is for your background details. Please answer all of the questions frankly and honestly. This will help in the analysis of the survey results. Please tick at the appropriate box.

1. Gender: ☐ male ☐ Female

2. Age

☐ Below 25 years

☐ 25-30 years

☐ 31-35 years

☐ 36-40 years

☐ above 40 years

3. Ethnicity

☐ Malay

☐ Chinese

☐ Indian

☐ Others: _____ (please specify)

4. Highest level of education:

☐ Diploma

☐ Degree

☐ Master

☐ PhD

☐ Others: _____ (Please specify)

5. Marital status

☐ Single

☐ Married

☐ Divorced

☐ Widowed

6. Estimated monthly personal income:

☐ Below RM2,000

☐ RM2,000-RM2,999

☐ RM3,000-RM3999

() RM4,000 and above

7. How many years have you worked for your current employer:

() less than 1 year

() 1 year - 4 years

() 5 years -10 years

() more than 10 years

SECTION B: MOTIVATION LEVEL

Please complete the following questionnaire with specific regard to the below enquiry, by placing a cross (x) in the appropriate box.

According to the 5 likert-scale; From 1 to 5 : 1:Strongly

Disagree; 2:Disagree; 3:Uncertain; 4:Agree; 5:Strongly Agree

Statement	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
Salary					
1. The salary that I received has driven me to work harder					
2. I am satisfied with my salary					
3. I receive a commensurate salary with what I have performed in my job					
4. I am being rewarded if my output is good					
5. I love my salary for the time being					
6. I do part time job outside because of my salary is not enough					
Working Environment					
1. I closely engage with my supervisor and co-workers					
2. There is an atmosphere of trust and mutual respect within the organization					
3. I have enough tools and resources to do my job well					
4. I am satisfied with the organizational working environment including air conditioning, light and the surroundings					
5. I feel enthusiastic about instructions given by supervisor or					

manager					
6. I do much more of what is required for me to help company to enhance the productivity of work					
Training and Development					
1. I am satisfied with the current training provided					
2. I am happy with the way employees are evaluated					
3. Training and development is important for my job growth					
4. I received update training which is required for my position					
5. My coaching sessions are meaningful and motivational					
6. Training and development is important for my potential advance					
7. The job training is an effective tool for me to learn new skills					
Recognition and Performance					
1. I get enough recognition from my immediate supervisor					
2. I am satisfied with my opportunities for promotion					
3. I get notified when I do a good job					
4. I can feel my efforts are rewarded the way they should be					
5. There is really a big change for promotion on my job					
6. My pay amount is fair for the work I do					
Supervision					
1. I can count on my supervisor when I encounter difficulties in my work					
2. I get on well with my supervisor					
3. My supervisor is friendly towards me					
4. My supervisor encourages and supports my career development					

5. I have significant autonomy in determining how I do job					
6. I can decide on my own how to go about doing my work					
7. I have considerable opportunity for independence and freedom in how I do my job					
Work Life Balance					
1. It easy for me to balance the demands of my work and my personal and family life					
2. I have sufficient time away from my job to maintain adequate work and personal/family life balance					
3. When I take a vacation I am able to separate myself from work and enjoy myself					
4. I feel that I am successful in balancing my work and personal/family life					
5. I always feel drained when I go home from work because of work pressure and problems					
6. I have sufficient flexibility in my current job to maintain adequate work and personal and family life balance					

SECTION C: JOB MOTIVATION

Statement	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
Job Motivation					
1. Doing my job well really motivated me to work					
2. I am really excited when going to work					
3. I am enthusiastic about my job for the time being					
4. I feel real enjoyment in my job					
5. I'm rarely feel my job is taking for granted					

6. I give considerable attention on my job					
7. I give considerable effort on my job					

Thank you for your cooperation to participate in this survey

