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**FACTORS INFLUENCING JOB MOTIVATION AMONG MALAYSIAN
POLICE OFFICERS IN THE PERLIS CONTINGENT**



MASTER OF SCIENCE (MANAGEMENT)

UNIVERSITI UTARA MALAYSIA

AUGUST 2020

**FACTORS INFLUENCING JOB MOTIVATION AMONG MALAYSIAN
POLICE OFFICERS IN THE PERLIS CONTINGENT**



**Thesis submitted to
School of Business Management, Universiti Utara Malaysia
In Partial Fulfilment of the Requirements for the Master of Science
(Management)**



**Pusat Pengajian Pengurusan
Perniagaan**

SCHOOL OF BUSINESS MANAGEMENT

Universiti Utara Malaysia

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ABSTRACT

The main objective of this study is to examine factors that influence job motivation among Malaysian police officers in the Perlis Contingent. There are three variables that have been used in this study to examine the relationship with job motivation which is leadership style, rewards and recognition and training and development. The samples of this study consist of 134 police officers from rank and file officers to senior officers in Perlis Contingent. The data were analysed using the software SPSS version 25.0. The data were collected through the distribution of surveys using questionnaires. A few analysis has been made such as reliability analysis, normality analysis, descriptive analysis, correlation analysis (Pearson correlation analysis) and regression analysis. Overall results from Pearson correlation analysis showed there is a relationship between the variable leadership styles, recognition and rewards, training and development and job motivation. However, not all variables have a significant correlation. By processing another step using multiple regressions, (leadership style and training and development) are the independent variables that have the greatest influence on dependent variables (job motivation). However, another one independent variables (reward and recognition) were not significant to affect job motivation. The result of this study showed that leadership style and training and development factors play an important role to influence job motivation, while rewards and recognition do not have a significant relationship with job motivation, among police officers at Perlis Contingent.

Keyword: *Police Officers, Job Motivation, Leadership, Rewards and Recognition, Training and Development.*



ABSTRAK

Objektif utama kajian ini adalah untuk mengkaji faktor yang mempengaruhi motivasi kerja terhadap pegawai polis di Kontinjen Perlis dengan tiga unsur pembolehubah iaitu cara penyeliaan, penghargaan dan pengiktirafan dan latihan dan pembangunan. Sampel kajian ini terdiri daripada 134 orang pegawai polis dari Kontinjen Perlis. Data kajian ini dianalisis menggunakan SPSS versi 25.0. Data dikumpul melalui kajian soal-selidik, analisis normalisasi, analisis deskriptif, analisis korelasi (Analisis Korelasi Pearson) dan analisis regresi. Keseluruhan keputusan dari korelasi Pearson menunjukkan semua pembolehubah mempunyai hubungan dengan motivasi kerja, namun tidak semua mempunyai hubungan yang signifikan. Dengan memproses satu lagi langkah menggunakan regresi berganda menunjukkan bahawa keseimbangan bagi pembolehubah (cara penyeliaan dan latihan dan pembangunan) mempunyai hubungan yang signifikan dan positif terhadap motivasi kerja pegawai polis. Manakala pembolehubah (penghargaan dan pengiktirafan) tidak mempunyai hubungan signifikan dengan motivasi kerja. Hasil kajian menunjukkan bahawa faktor (cara penyeliaan dan latihan dan pembangunan) memainkan peranan penting dalam mempengaruhi motivasi kerja di kalangan pegawai polis di Kontinjen Perlis.

Kata kunci: *Pegawai polis, Motivasi kerja, Cara penyeliaan, Penghargaan dan pengiktirafan, Latihan dan pembangunan.*



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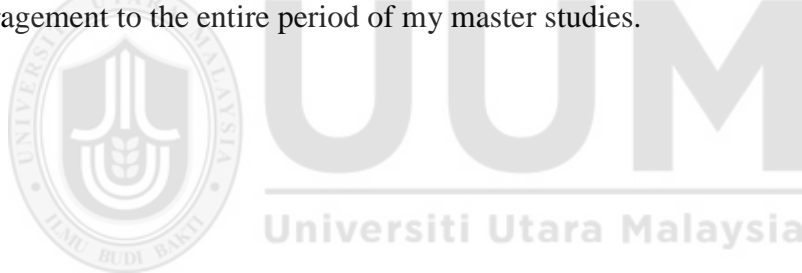


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CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter explains the background of the study, problem statement, research question, research objectives, significance of the study, scope of the study, the definitions of the key terms and the structure of the thesis.

1.2 Background of the Study

The Royal Malaysia Police (RMP), especially in Perlis State is one of the key leaders in national security to ensure the community in Perlis is safe and secures moreover to sustain the need and demand in terms of peace within Malaysia. The Royal Malaysia Police (RMP) is not only working to ensure a safe and peaceful country but also to reduce the crime rates in the country regardless of age, race, and religion to improve public safety in Malaysia. As police personnel, they need the motivation to increase inner power and psychological energy that could affect the working behaviour. Self-motivation is the key for the force, regarding the trend of community now a days is more challenging where fake news and video is spreading widely in social media. So as frontlines Royal Malaysia Police (RMP) needs to be more careful in every action towards the public. Every move in every action will go viral if we are not in the right situation. So this aspect has become one of the examples as a challenge for police forces to compete. In a way to fight with the social environment, these are some factors that influence the level of motivation police officers have. To increase job motivation among police officers in Perlis this research has been conducted to study how to overcome this issue. So that the management department of Royal Malaysia

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APPENDICES

APPENDIX A : QUESTIONNAIRES



COLLEGE OF BUSINESS
UNIVERSITI UTARA MALAYSIA

QUESTIONNAIRES

Dear Sir/Madam,

I am conducting this research as a fulfillment for the awarding of the Master Degree in Science (Management). The purpose of this research is to investigate *Factors Influencing Job Motivation among Malaysian Police Officers in the Perlis Contingent*. This self-administered questionnaire **CAN ONLY BE ANSWERED BY POLICE OFFICER** from PERLIS CONTINGENT ONLY. It consists of 5 sections and should take less than 15 minutes to complete. All responses for this questionnaire will be treated in strict confidence and will be used for the purpose of this research only. The success of this study directly depends upon your honest and genuine response to each question. All information given is confidential and will be used for academic purpose only. Please return the filled questionnaire to me personally or you can leave it at the counter office. Your time and cooperation are highly appreciated. Thank you.

Thank you in advance for your utmost cooperation.

Yours faithfully,
Noor Alyzamleana Binti Aladin
Master of Science (Management)
College of Business
Universiti Utara Malaysia

Please tick () the appropriate boxes:

Sila tandakan () pada kotak yang sesuai:

1. Gender (*Jantina*) *

Male (*Lelaki*)

Female (*Perempuan*)

2. Race (*Bangsa*) *

a) Malay (*Melayu*) b) Chinese (*Cina*) c) Indian (*India*) d) Other (*Lain-lain*)

3. Level of Education (*Tahap Pendidikan*) *

a) SPM (*SPM*) b) STPM (*STPM*) c) Diploma (*Diploma*)

d) Degree (*Sarjana Muda*) e) Master Degree (*Sarjana*) f) PhD (*Doktor Falsafah*)

4. Years of Working Experience (*Tahun Pengalaman Kerja*) *

a) 5 to 10 years (*5 hingga 10 tahun*) b) 11-15 years (*11 hingga 15 tahun*)

c) 16 to 20 years (*16 hingga 20 tahun*) d) 21 to 25 years (*21 hingga 25 tahun*)

e) 26 and above (*26 tahun dan keatas*)

Please respond to all items given below by putting a tick (☐) in the appropriate space using the following scales:

Sila nyatakan tahap persetujuan terhadap kenyataan-kenyataan di bawah dengan menandakan (☐) berdasarkan pada skala berikut:

1	2	3	4	5
Strongly disagree / sangat tidak setuju	Disagree/tidak setuju	Undecided/tidak pasti	Agree/setuju	Strongly agree/sangat setuju

No	Items Leadership Styles (Gaya Kepimpinan) *	1	2	3	4	5
1.	The leader needs to ensure his/her role in the department is well understood. <i>(Pemimpin perlu memastikan peranannya dalam jabatan itu difahami dengan baik)</i>					
2.	The leader maintains specific standards of performance. <i>(Pemimpin mengekalkan standard prestasi tertentu)</i>					
3.	The leader decides what shall be done and how it shall be done in the department. <i>(Pemimpin memutuskan apa yang perlu dilakukan dan bagaimana ia akan dilakukan di jabatan).</i>					
4.	The leader ensures that all subordinates understand each other's role in the department. <i>(Pemimpin memastikan semua orang bawahan memahami peranan masing-masing di jabatan).</i>					
5.	The leader ensures that the work in the department is well structured. <i>(Pemimpin memastikan bahawa kerja di jabatan berstruktur dengan baik).</i>					
6.	The leader ensures that everyone in his/her department is clear about their roles and responsibilities. <i>(Pemimpin memastikan semua orang di jabatannya jelas tentang peranan dan tanggungjawab mereka).</i>					
7.	The leader must set a clear performance standard. <i>(Pemimpin mesti menetapkan standard prestasi yang jelas)</i>					
8.	Police Department has appropriate processes in place to reward and recognize individual performance. <i>(Jabatan Polis mempunyai proses yang sesuai untuk memberi ganjaran dan mengiktiraf prestasi individu).</i>					
9.	Employees are involved in the planning processes in department/organization. <i>(Pekerja terlibat dalam proses perancangan di jabatan / organisasi).</i>					
10.	New ideas to solutions are always encouraged in department/organization. <i>(Idea baru untuk penyelesaian sentiasa digalakkan dalam jabatan / organisasi).</i>					

No	Items Leadership Styles (Gaya Kepimpinan) *	1	2	3	4	5
1.	Implementation of the new ideas and approaches to solutions are recognized. <i>(Pelaksanaan idea dan pendekatan baru untuk penyelesaian diiktiraf).</i>					
2.	Successful implementation of new ideas is always rewarded in the organization. <i>(Pelaksanaan idea-idea baru yang berjaya sentiasa diberi ganjaran dalam organisasi).</i>					
3.	Knowledge sharing is encouraged amongst teams in department/organization. <i>(Perkongsian pengetahuan digalakkan di kalangan pasukan di jabatan / organisasi).</i>					
4.	The leader informs to subordinate what is happening in the organization. <i>(Pemimpin memberitahu untuk membendung apa yang sedang berlaku dalam organisasi).</i>					
5.	The leader makes an effort to inform about the critical changes that could be important for subordinates. <i>(Pemimpin membuat usaha untuk memaklumkan tentang perubahan kritikal yang mungkin penting bagi orang bawahan).</i>					
6.	The leader regularly convenes a departmental meeting to provide feedback on the team progress. <i>(Pemimpin kerap mengadakan sidang jabatan untuk memberikan maklum balas mengenai kemajuan pasukan).</i>					
7.	The leader encourages open communication in the department. <i>(Pemimpin menggalakkan komunikasi terbuka di jabatan).</i>					
8.	The leader implements suggestions made by the subordinates. <i>(Pemimpin melaksanakan saran yang dibuat oleh orang bawahan).</i>					
9.	The leader looks out for the personal welfare of team members. <i>(Pemimpin menjaga kebajikan peribadi ahli pasukan).</i>					
10.	The leader makes subordinates feel that they are valued in the organization. <i>(Pemimpin membuat orang bawahan merasa bahawa mereka dihargai dalam organisasi)</i>					
11.	The relationship between the leaders and subordinates is good most of the time. <i>(Hubungan antara pemimpin dan orang bawahan adalah paling baik pada masa itu).</i>					
12.	Employees are provided with the opportunities to make decisions in organizations. <i>(Pekerja diberi peluang untuk membuat keputusan dalam organisasi)</i>					

No	Job Motivation (Motivasi Kerja) *	1	2	3	4	5
1.	I feel really motivated to do my job well. <i>(Saya berasa sangat bermotivasi untuk melakukan tugas saya dengan baik).</i>					
2.	My opinion of myself goes down when I do this job badly. <i>(Pendapat saya mengenai diri saya turun ketika saya melakukan pekerjaan ini dengan teruk).</i>					
3.	I take pride in doing my job as well as I can. <i>(Saya berbangga dengan melakukan pekerjaan saya sebaik mungkin).</i>					
4.	I feel unhappy when my work is not up to my usual standard. <i>(Saya berasa tidak gembira apabila kerja saya tidak sampai kepada standard biasa saya).</i>					
5.	I like to look back on the day work with a sense of a job well done. <i>(Saya suka melihat semula kerja saya dan merasakan kerja tersebut dilakukan dengan baik).</i>					
6.	I try to think of ways of doing my job effectively. <i>(Saya cuba memikirkan cara kerja saya dengan berkesan).</i>					

THANK YOU!

APPENDIX B : SPSS RESULT

1.RELIABILITY TEST

a)

Reliability Statistics for Job Motivation		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.728	.754	6

b)

Reliability Statistics for Leadership Style		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.916	.922	22

c)

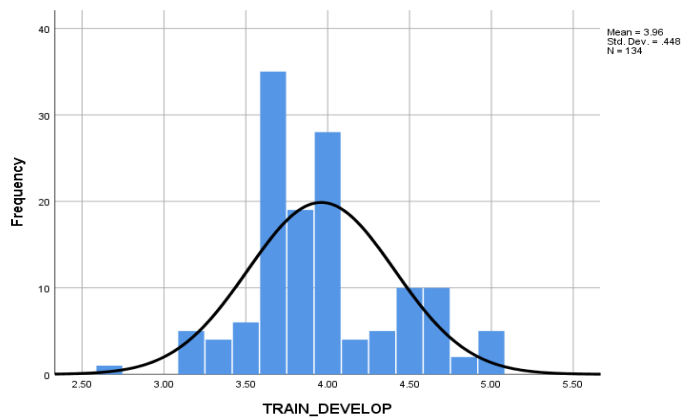
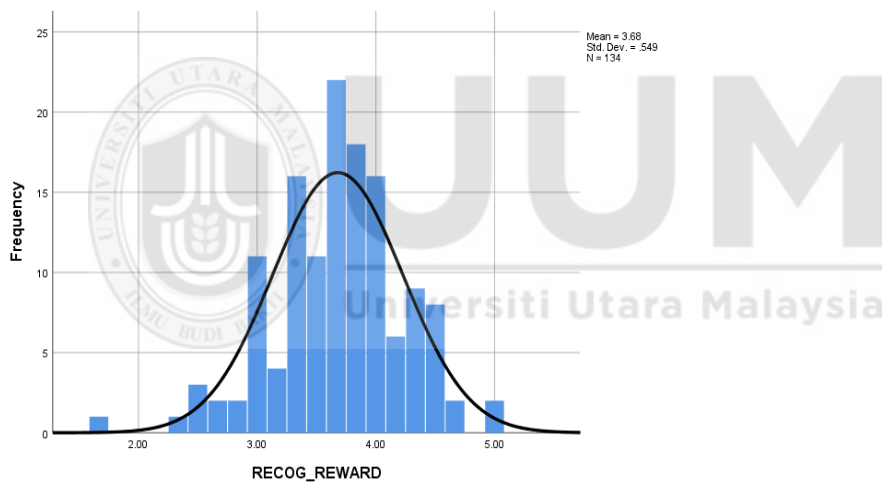
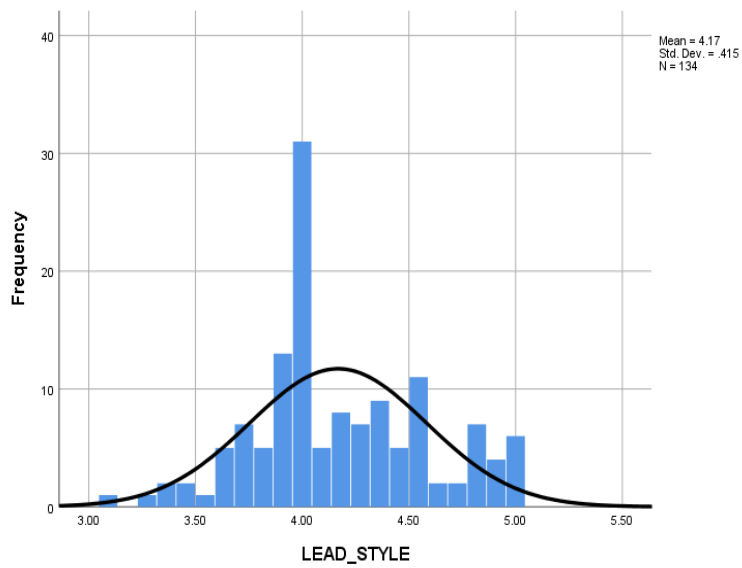
Reliability Statistics for Recognition and Reward		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.604	.594	6

d)

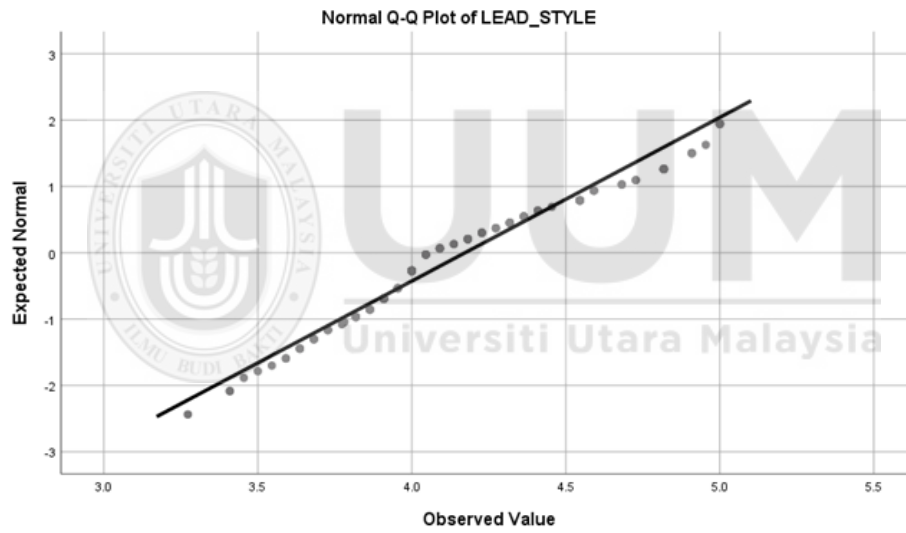
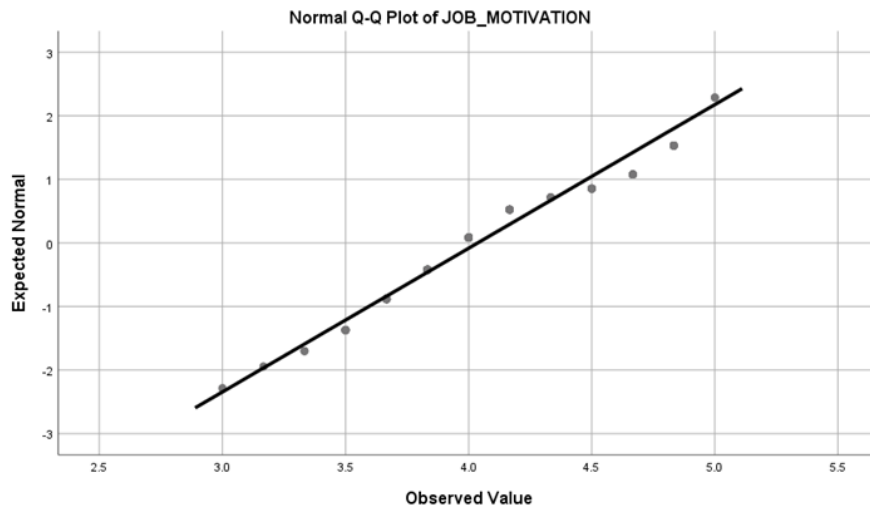
Reliability Statistics for Training and Development		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.716	.757	6

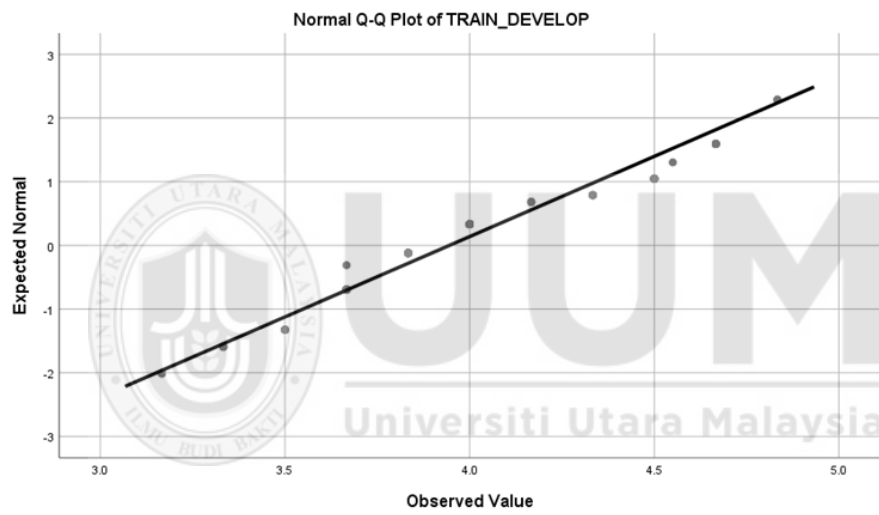
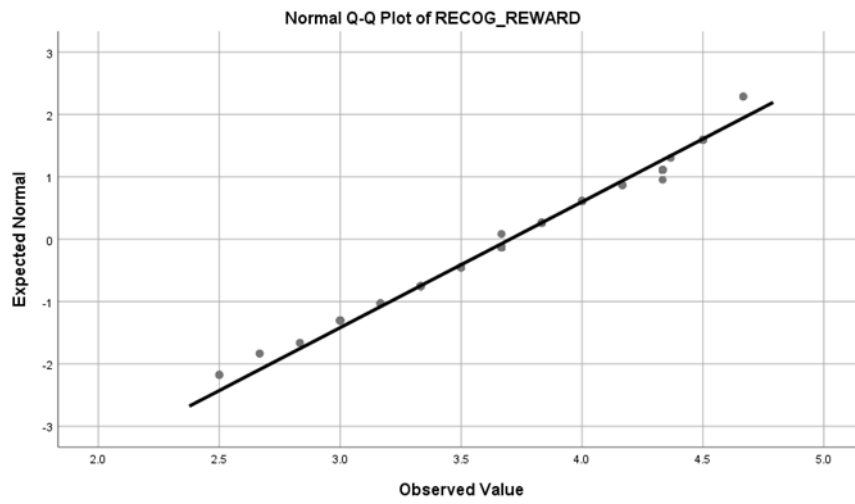
2. NORMALITY TEST

a)



b)





3.DEMOGRAPHIC TEST

a)

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	102	76.1	76.1	76.1
	FEMALE	32	23.9	23.9	100.0
	Total	134	100.0	100.0	

b)

Level of Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM	79	59.0	59.0	59.0
	STPM	15	11.2	11.2	70.1
	DIPLOMA	10	7.5	7.5	77.6
	DEGREE	26	19.4	19.4	97.0
	MASTER DEGREE	4	3.0	3.0	100.0
	Total	134	100.0	100.0	

c)

Race					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALAY	122	91.0	91.0	91.0
	CHINESE	7	5.2	5.2	96.3
	INDIAN	3	2.2	2.2	98.5
	OTHERS	2	1.5	1.5	100.0
	Total	134	100.0	100.0	

d)

Rank in Career					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SENIOR OFFICER	26	19.4	19.4	19.4
	RANK AND FILE OFFICER	108	80.6	80.6	100.0
	Total	134	100.0	100.0	

e)

Years of Working Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5 TO 10 YEARS	50	37.3	37.3	37.3
	11 TO 15 YEARS	37	27.6	27.6	64.9
	16 TO 20 YEARS	14	10.4	10.4	75.4
	21 TO 25 YEARS	11	8.2	8.2	83.6
	26 AND ABOVE	22	16.4	16.4	100.0
	Total	134	100.0	100.0	

4. DESCRIPTIVE ANALYSIS

a)

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Statistic
Leadership Styles	134	1	5	4.46	.596
Leadership Styles	134	2	5	4.18	.713
Leadership Styles	134	2	5	4.34	.612
Leadership Styles	134	4	5	4.42	.495
Leadership Styles	134	2	5	4.36	.606
Leadership Styles	134	3	5	4.39	.519
Leadership Styles	134	3	5	4.31	.568
Leadership Styles	134	1	5	4.09	.790
Leadership Styles	134	2	5	4.01	.710
Leadership Styles	134	1	5	4.11	.690
Leadership Styles	134	2	5	4.01	.799
Leadership Styles	134	2	5	4.31	.565
Leadership Styles	134	2	5	4.22	.570
Leadership Styles	134	2	5	4.19	.581
Leadership Styles	134	2	5	4.09	.666
Leadership Styles	134	2	5	4.14	.673
Leadership Styles	134	1	5	3.86	.737
Leadership Styles	134	1	5	4.27	.737
Leadership Styles	134	1	5	4.28	.798
Leadership Styles	134	1	5	4.16	.764
Leadership Styles	134	2	5	3.82	.821
Leadership Styles	134	1	5	3.69	.936
Recognition and Reward 1	134	1	5	3.71	.964
Recognition and Reward 2	134	1	5	3.88	.974
Recognition and Reward 3	134	1	5	3.60	1.137
Recognition and Reward 4	134	1	5	3.25	1.102
Recognition and Reward 5	134	1	5	3.44	.863
Recognition and Reward 6	134	3	5	4.19	.508
Training and Development	134	2	5	4.16	.635
Training and Development	134	2	5	3.72	.742
Training and Development	134	2	5	3.50	1.009
Training and Development	134	2	5	4.20	.572
Training and Development	134	2	5	4.06	.572
Training and Development	134	2	5	4.13	.540
Job motivation	134	2	5	3.51	.820
Job Motivation	134	3	5	4.28	.481
Job Motivation	134	2	5	3.94	.763
Job Motivation	134	2	5	4.11	.690
Job Motivation	134	2	5	4.27	.590

b)

Descriptive Statistics									
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
JOB_MOTIVATION	134	3.00	5.00	4.0373	.44244	.335	.209	-.289	.416
LEAD_STYLE	134	3.27	5.00	4.1731	.40544	.395	.209	-.484	.416
RECOG_REWARD	134	2.50	4.67	3.7030	.49565	-.219	.209	-.337	.416
TRAIN_DEVELOP	134	3.17	4.83	3.9456	.39674	.403	.209	-.437	.416
Valid N (listwise)	134								

5. PEARSON CORRELATION COEFFICIENT TEST

a)

Correlations					
		LEAD_STYLE	RECOG_REWARD	TRAIN_DEVELOP	JOB_MOTIVATION
LEAD_STYLE	Pearson Correlation	1	.335**	.471**	.534**
	Sig. (2-tailed)		.000	.000	.000
	N	134	134	134	134
RECOG_REWARD	Pearson Correlation	.335**	1	.164	.103
	Sig. (2-tailed)	.000		.058	.234
	N	134	134	134	134
TRAIN_DEVELOP	Pearson Correlation	.471**	.164	1	.564**
	Sig. (2-tailed)	.000	.058		.000
	N	134	134	134	134
JOB_MOTIVATION	Pearson Correlation	.534**	.103	.564**	1
	Sig. (2-tailed)	.000	.234	.000	
	N	134	134	134	134

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

b)

Coefficients ^a													
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations		Collinearity Statistics		
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
		1	(Constant)	.856			.372		2.297	.023	.119	1.593	
	LEAD_STYLE	.408	.087	.374	4.704	.000	.236	.580	.534	.381	.315	.710	1.409
	RECOG_REWARD	-.078	.063	-.088	-1.236	.219	-.204	.047	.103	-.108	-.083	.888	1.126
	TRAIN_DEVELOP	.448	.085	.402	5.297	.000	.281	.616	.564	.421	.355	.778	1.286

a. Dependent Variable: JOB_MOTIVATION

6. MULTIPLE REGRESSION TEST

a)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.646 ^a	.417	.404	.34160

a. Predictors: (Constant), TRAIN_DEVELOP, RECOG_REWARD, LEAD_STYLE

b. Dependent Variable: JOB_MOTIVATION

b)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.866	3	3.622	31.041	.000 ^b
	Residual	15.169	130	.117		
	Total	26.036	133			

a. Dependent Variable: JOB_MOTIVATION

b. Predictors: (Constant), TRAIN_DEVELOP, RECOG_REWARD, LEAD_STYLE

c)

ANOVA					
JOB_MOTIVATION AND ROCOGNITION AND REWARD					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.314	16	.270	1.452	.130
Within Groups	21.722	117	.186		
Total	26.036	133			

d)

ANOVA					
JOB_MOTIVATION AND LEADERSHIP STYLE					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	13.012	33	.394	3.027	.000
Within Groups	13.024	100	.130		
Total	26.036	133			

e)

ANOVA					
JOB_MOTIVATION AND TRAINING AND DEVELOPMENT					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	11.654	12	.971	8.172	.000
Within Groups	14.381	121	.119		
Total	26.036	133			