IMPACT OF MOTIVATION FACTORS ON WORKFORCE PRODUCTIVITY IN TENAGA NASIONAL BERHAD

MUHAMMAD HAFEEZ BIN HASSAN

FACULTY OF BUILT ENVIRONMENT
UNIVERSITY OF MALAYA
KUALA LUMPUR

2020

IMPACT OF MOTIVATION FACTORS ON WORKFORCE PRODUCTIVITY IN TENAGA NASIONAL BERHAD

MUHAMMAD HAFEEZ BIN HASSAN

SUBMITTED TO THE FACULTY OF BUILT ENVIRONMENT, IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF PROJECT MANAGEMENT

FACULTY OF BUILT ENVIRONMENT
UNIVERSITY OF MALAYA
KUALA LUMPUR

2020

UNIVERSITY OF MALAYA
ORIGINAL LITERARY WORK DECLARATION

Name of Candidate: Muhammad Hafeez bin Hassan

Matric No: BQB160018

Name of Degree: Master of Project Management

Title of Project Paper/Research Report/Dissertation/Thesis ("this Work"):

IMPACT OF MOTIVATION FACTORS ON WORKFORCE PRODUCTIVITY IN TENAGA NASIONAL BERHAD

Field of Study: Project Management

I do solemnly and sincerely declare that:

(1)   I am the sole author/writer of this Work;
(2)   This Work is original;
(3)   Any use of any work in which copyright exists was done by way of fair dealing and for permitted purposes and any excerpt or extract from, or reference to or reproduction of any copyright work has been disclosed expressly and sufficiently and the title of the Work and its authorship have been acknowledged in this Work;
(4)   I do not have any actual knowledge nor do I ought reasonably to know that the making of this work constitutes an infringement of any copyright work;
(5)   I hereby assign all and every rights in the copyright to this Work to the University of Malaya ("UM"), who henceforth shall be owner of the copyright in this Work and that any reproduction or use in any form or by any means whatsoever is prohibited without the written consent of UM having been first had and obtained;
(6)   I am fully aware that if in the course of making this Work I have infringed any copyright whether intentionally or otherwise, I may be subject to legal action or any other action as may be determined by UM.

_____

Candidate's Signature   Date: July 2020

Subscribed and solemnly declared before,

_____

Witness's Signature   Date: July 2020

Name: Dr. Othman Mohamed

Designation: Senior Lecturer, Faculty of Built Environment

ABSTRACT

Motivation factors are an important aspect in workforce productivity. In an organization, workforce motivation are among the main important criteria to ensure a smooth and stable business operation. The motivation of workforce will directly impact the individual, organization and team in an organization which will also influence the organizational behavior. This research aim is to investigate the impact of motivation factors on workforce productivity in Tenaga Nasional Berhad. The objectives of the research is to explore the motivation factor affecting workforce motivation, to investigate the impact of motivation factor on workforce productivity and to recommend on how to improve motivation and productivity in Tenaga Nasional Berhad. An online questionnaire survey was conducted and the target participant is the employees of TNB. This research contributes in exploring the motivation factors, the impact to workforce productivity and improvement to increase workforce motivation in TNB.

Keywords: motivation, TNB, Tenaga Nasional Berhad, impact of motivation, productivity

ABSTRAK

Faktor motivasi adalah aspek penting dalam produktiviti tenaga kerja. Dalam sebuah organisasi, motivasi tenaga kerja adalah antara kriteria penting utama untuk memastikan operasi perniagaan yang lancar dan stabil. Motivasi tenaga kerja secara langsung akan mempengaruhi individu, organisasi dan pasukan dalam organisasi malah juga akan mempengaruhi tingkah laku organisasi. Tujuan penyelidikan ini adalah untuk mengkaji kesan faktor motivasi terhadap produktiviti tenaga kerja di Tenaga Nasional Berhad (TNB). Objektif penyelidikan adalah untuk meneroka faktor motivasi yang mempengaruhi motivasi tenaga kerja, untuk menyelidiki kesan faktor motivasi terhadap produktiviti tenaga kerja dan memberi cadangan bagaimana meningkatkan motivasi dan produktiviti di Tenaga Nasional Berhad. Tinjauan soal selidik dalam talian telah dilakukan dan peserta yang menjadi sasaran adalah pekerja TNB. Penyelidikan ini memberikan sumbangan dalam meneroka faktor motivasi, kesan terhadap produktiviti tenaga kerja dan cadangan untuk meningkatkan motivasi tenaga kerja di TNB.

ACKNOWLEDGEMENTS

Alhamdulillah, first and foremost all praised to Allah for His blessing for the completion of this research project. I thank Allah for the opportunities and guidance for me to complete my writing.

My sincerest gratitude to my supervisor, Dr. Othman Mohamed who keeps keeping me motivated to finish my final subject. Thank you for your guidance and continuous help.

Appreciation to the lecturers from the Faculty of Built Environment who provides help, knowledge and guidance.

Thank you to my friends and colleagues in Tenaga Nasional Berhad for providing the feedback for me to complete my research. Also thank you to my university friends and my classmates from the Master of Project Management for the knowledge sharing and everything.

I would like also to thank to my wife, my daughter and my family for giving me support all day and night for me to finish my writing.

To my mum and and my late father, thank you for everything that has been given to me, all of the love and sacrifices, I do hope to make both of you proud.

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

LIST OF SYMBOLS AND ABBREVIATIONS

PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
TNB	Tenaga Nasional Berhad

LIST OF APPENDICES

CHAPTER 1

INTRODUCTION

1.0   Research Background

Human factor plays an important role in any project. Decision making process requires a good judgement and ability to ensure a proper delivery of the final product. Among important human factor that need to be taken into consideration is motivation. In project management, recognition and rewards process give impact towards human motivation. This will directly and indirectly affect the project team progress on delivering the project successfully. PMI's A Guide to the Project Management Body of Knowledge (PMBOK® Guide) (PMBOK 5th Edition) emphasizes that the in interpersonal skills needed to motivate a project team are a project manager's most important asset. (Schmid & Adams, 2008) Workforce perception of working condition are affected by factors such as motivation. Projects are often said to be motivating due to set of term and clear goals. (Gallstedt, 2003) Maslow's theory categorized human motivation into five basic need hierarchal order. The highest level of motivation in the theory is self-actualization. Expectancy theory from Victor Vroom suggest that the expectation of a positive outcome drives motivation. Douglas McGregor suggest that human motivation can be divided into Theory X and Theory Y.

Nowadays, many literatures are focusing more on the technical issues of project management and neglecting the "soft project management" in achieving project success. (Samad, Alias, & Esa, 2014)

1.1 Problem Statement

Tenaga Nasional Berhad (TNB) is a large organization, which involve in many business focusing in energy sector. In any organization, executive and non-executive play an important role to ensure smooth business operation. Human factor such as motivation plays an important role in shaping the overall project productivity. Motivation are highly correlated on the productivity of employee. Productivity is define as the mean of work output over a period of time (Dr. Ugwu Ude, 2012). Motivation factor is highly correlated to the productivity of workforce to complete the task given (Aderibigbe, 2017). In managing a project, a highly productive team will allow a better execution and smooth process of project. Human factor such as motivation plays an important role in shaping the overall project task productivity. Numerous studies has been conducted on motivation factor (Omar, Jusoff, & Hussin, 2010) .Among the common factor are job security, good wages, promotion and growth in the organization as well as good working conditions (Kovach, 1995). Study also shown that employee motivation will directly affect the performance of an organization (Dobre, 2013).

TNB has a large pool of technical staff. Most of the technical staff will be likely involved in managing project. Be it small or large project, it requires full cooperation within team (Gallstedt, 2003). As majority of the profit from proper management, it is crucial that all project need to be optimise and delivered successfully. Hence, there is a need for a study to find the impact of motivation factor on workforce productivity.

1.2   Research Aims

The aims of this study is to investigate the impact of motivation factors on workforce productivity in Tenaga Nasional Berhad.

1.3   Research Questions

The research questions are -

1) What are the motivation factors affecting workforce motivation?

2) What are the impact of motivation factors on workforce productivity?

3) How to improve motivation and productivity on workforce in TNB?

1.4   Research Objectives

The objectives of the research are:

1) To explore the motivation factor affecting workforce motivation.

2) To investigate the impact of motivation factor on workforce productivity.

3) To recommend on how to improve motivation and productivity in TNB.

1.5   Research Methodology

Research Methodology is used to determine the result of a given problem, which is also known as research problem. Different sources us different types of ways for solving problem. Methodology is the way of searching or solving the research problem. (Industrial Research Institute, 2010). This research involves collecting primary data and

secondary data. Primary data is data collected for the first time whereas secondary data is obtained from previous research or published documents.

1.5.1 Questionnaires

Next, a set of questionnaires will be sent to the relevant party, which is the staff of Tenaga Nasional Berhad. Questionnaires will be created using online questionnaire form and distributed to targeted populations.

1.5.2 Literature Review

Existing information on the impact of motivation towards productivity is studied based on literature review. This information is needed for preparation of the questionnaire forms.

1.6   Research Process

```
┌─────────────────────────────────────────┐
│                                         │
│   Impact of Motivation Factors on       │
│   Workforce Productivity at TNB         │
│                                         │
└─────────────────────────────────────────┘
                   │
                   ▼
┌─────────────────────────────────────────┐
│                                         │
│   Determine Problem Statement, Aims,    │
│   Objectives                            │
│                                         │
└─────────────────────────────────────────┘
                   │
                   ▼
┌─────────────────────────────────────────┐
│                                         │
│              Methodology                │
│                                         │
└─────────────────────────────────────────┘
                   │
                   ▼
┌─────────────────────────────────────────┐
│              Data Collection            │
│  a)Literature Review-Identify Factor &  │
│                Impact                   │
│          b)Prepare Questionaire         │
└─────────────────────────────────────────┘
                   │
                   ▼
┌─────────────────────────────────────────┐
│                                         │
│         Evaluate and Analyse Data       │
│                                         │
└─────────────────────────────────────────┘
                   │
                   ▼
┌─────────────────────────────────────────┐
│                                         │
│             Report Writing              │
│                                         │
└─────────────────────────────────────────┘
```
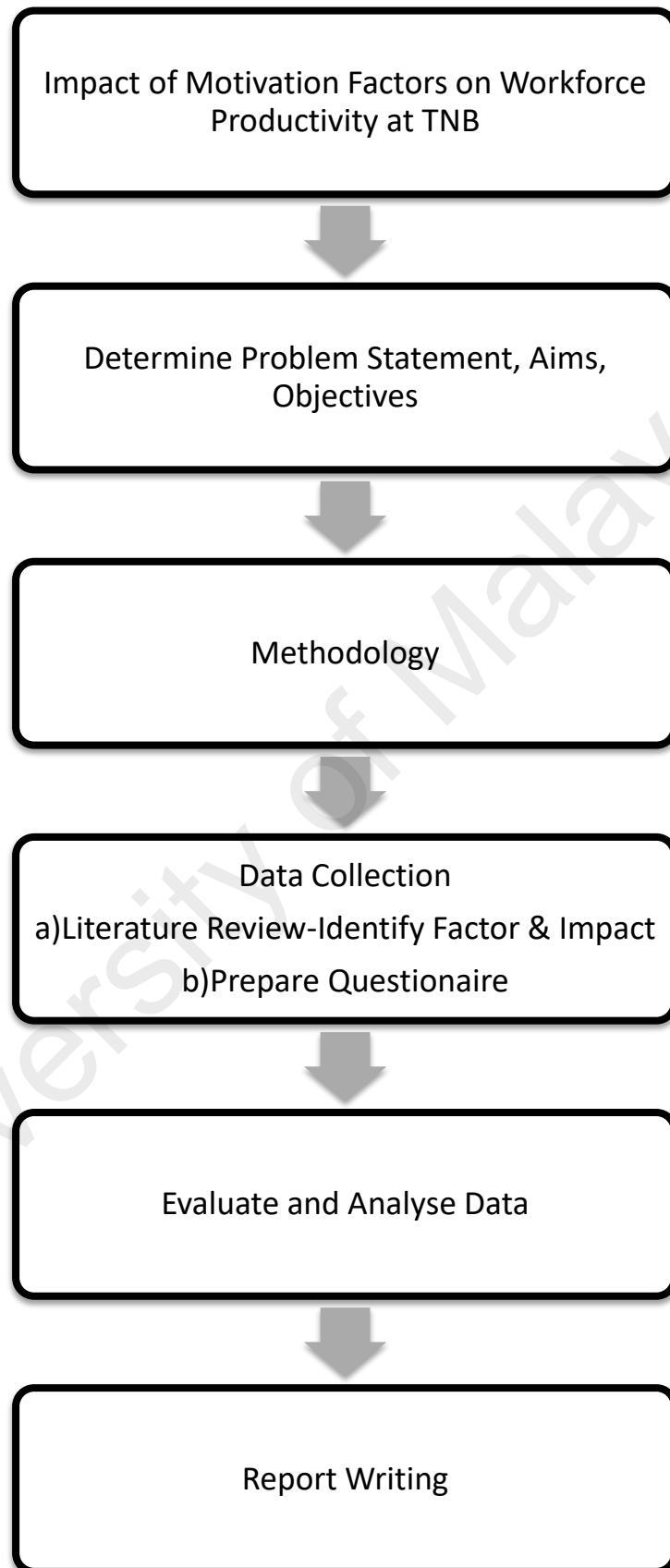
Figure 1.1: Research Process

17

1.7   Research Scope

The study scoped on workforce from Tenaga Nasional Berhad. Respondent will be the staff of TNB, which involves executives and assistant executives level that has experience in managing engineering project

1.8   Research Contributions

The expected outcomes from the research is the impact of motivation factor on workforce productivity in TNB. The research will highlight the impact of motivation as well as to increase motivation and productivity of workforce. The research is specific to Tenaga Nasional Berhad, which has its own work culture, values and ethics, which make it unique on its own.

1.9   Thesis Outline

The thesis is organized into six (6) chapters as per below:-

Chapter 1 described the problem statements regarding the impact of motivation factors on workforce productivity in Tenaga Nasional Berhad. This includes, the aims of the research , the objectives, the research methodology as well as the outline of the research.

Chapter 2 of the thesis will discuss on the literature review on the motivation factors. Several motivation theory studied and reviewed based on the impact of motivation factors on workforce productivity. The literature study will also review the type of human motivations. This chapter also discussed on the impact of motivation factors.

Chapter 3 describe the process of conducting the research. The finding from the literature review is translated into the preparation of the questionnaire. Type of quantitative and

qualitative method is explained and the sampling method chosen is discussed. The measurement scale used is also describe in this chapter. The research are focussing on Theory X and Y motivation's theory by Douglas McGregor.

Chapter 4 of the thesis explained on the data analysis based on the results of the questionnaire survey. Several type of descriptive analysis is conducted to analyse the data obtained. .

Chapter 5 of the thesis described on the discussion of the results. The adequacy of the data is explained. The finding on the impact of motivation on individual, organization and team is also discuss. This is followed on the discussion of the impact of motivation on individual, organization and team. The chapter also discussed on the relationship between age and motivation.

Chapter 6 of the thesis consists of the summary of the research. The objectives of the research is represented and summaries based on the findings of the research. This is followed by the suggestion to improve motivation and productivity in TNB. The significance of the research as well as the limitation of the research is also discussed.

CHAPTER 2

LITERATURE REVIEW

2.1 Motivation

Human motivation is crucial element to ensure a success in any human related task. Definition of motivation is vary among researchers. For examples, (Welbourne, Andrews, & Andrews, 2005) defined motivation as level of energy employee bring to works whereas (Fehr & Sassenberg, 2010) defined motivation is an internal feeling. Motivation can be categorized as intrinsic motivation (internal) and extrinsic motivation (external). Intrinsic motivation involves people doing an activity because they find it interesting and derive spontaneous satisfaction from the activity itself. Extrinsic motivation, in contrast, requires an instrumentality between the activity and some separable consequences such as tangible or verbal rewards, so satisfaction comes not from the activity itself but rather from the extrinsic consequences to which the activity leads (Gagne & Deci, 2005).

2.2 Source of Motivation

PMBOK stated that an organization that valued their employee lead to motivated team (PMBOK 5th Edition). Among the source of motivation is reward and recognition. This can be done through rewards given to them such as high salary as part of a tangible aspect. In addition, opportunity to growth and new challenges in project as part of intangible aspect also are able to increase team motivation.

In Malaysia's organizational context, (Singh, Almsafir, & Alkharabsheh, 2013) mentioned that few factor affect a person's level of motivation such as level of pay and

benefits, perceived fairness of promotion system in a company, working conditions quality, leadership and social relationship and employee recognition.

2.3   Motivation Theory

Motivation theories explain the ideas why people act the way they want and how can project managers influence them to act on certain ways to produce results. Among the theories are Hierarchy of Needs, Hygiene theory, Theory X and Theory Y, Expectancy Theory and Achievement Theory.

2.3.1   Maslow's Hierarchy of Need

(Maslow, 1943) theorized that human being requires five basic of needs, which is arranged in hierarchal order. The first need is basic physical needs such as food, clothing and shelter. Next is safety and security needs, which comprises physical welfare and s security of belongings. It is suggested that once the lower level of needs has been fulfilled it progress to the next orders. Next is Social needs, followed by self-esteem needs and lastly self-actualization. The last need, which is self-actualization, concludes that a person will find the meaning of life that is important to themselves.
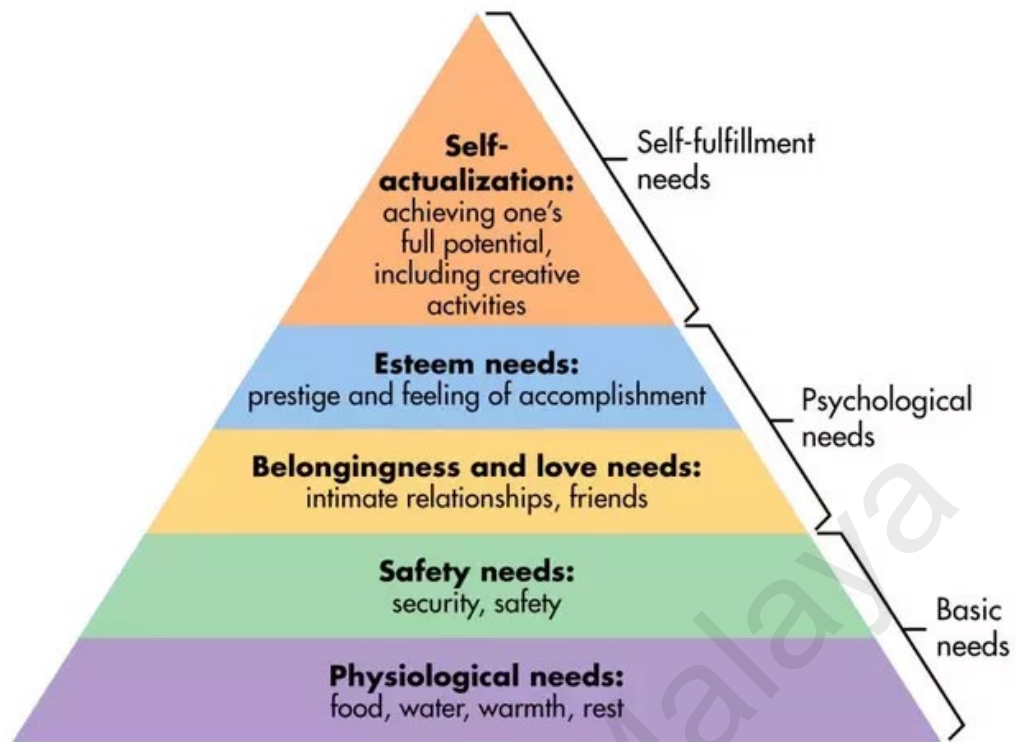
Figure 2.1: Maslow's Hierarchy of Needs

2.3.2 Theory X, Theory Y,

Theory X and Theory Y developed by Douglas McGregor to explain worker behaviour (McGregor, 1960). Theory X explains that most people do not like work and will try to avoid it. Theory X manager are authoritarian styles of management. Theory Y explain that given the right motivation and expectation, people will performed at their best to finish the task given. Team are able to function effectively with limited supervision as everyone is enjoying own works.

2.3.3 Hygiene-Motivator Theory

Frederick Herzberg explain that motivation is due to two factors, which is hygiene factors and motivators (Herzberg, 1959). Hygiene involve environment issues such as salary, relationship and conditions of work environment. This factor has significant impact on among employee dissatisfaction at workplace. On the other hand, motivators such as recognition and achievement lead to satisfaction. Both motivators and hygiene need to be taken into consideration in applying the theory,

2.3.4 Expectancy Theory

The expectancy theory was proposed by Victor Vroom in 1964 (Isaac, Zerbe, & Pitt, 2001). The theory explain that positive expectation will increase motivation. The theory consist of three main components, which is expectancy, instrumentality, and valence. The theory explained that human will be motivated as there is a positive correlation between effort and performance. The performance will related to the outcome. Based on the outcome , final rewards will be achieved.

2.3.5 Achievement Theory

Achievement theory defined that people will be motivated due to three things, which is achievement, power and affiliation (Pardee, 1990). Developed by David McClelland, the theory explain that people are motivated by achievement at the workplace. Power is the desire for people to have control on other peoples at workplace. Affiliation create a sense of belonging of people in order to ensure a motivated team.

23

2.3.6 Theory X and Theory Y motivation

Douglas McGregor (1960) in his book Human Side of Enterprise developed the famous Theory X and Theory Y (McGregor, 1960). The theory emphasized on the importance of human motivation on managing people in an organization. The operating style and behaviours of a person is characterized based on two different theories. It is assumed that managers can be divided into two unique differences. Theory X explain that human dislike to work, and try to avoid it. It also reiterates that human wish to avoid responsibility and preferred to directed or led by others. On the other hand, Theory Y explain the opposites, which relate that human enjoy working and always accept responsibility given. The establishment of Theory X and Y can be relate based on Maslow's Hierarchy of needs as per figure below.
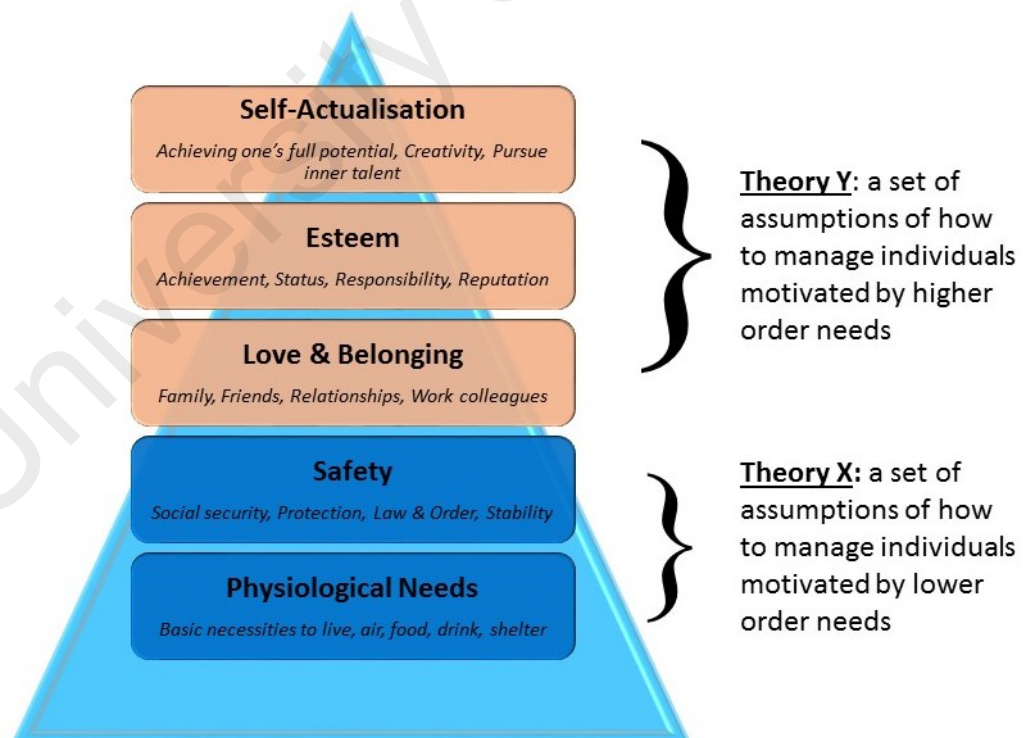
Figure 2.2: Maslow's Hierarchy of Needs

24

The hierarchy of needs explain that for a person to be motivation, the order below need to be satisfied before achieving self-actualisation. The psychological needs such as food and safety needs to be fulfilled before moving upwards of the pyramids. The next higher order elements is love, esteem and self-actualization. It can be relate that the lower order satisfy Theory X and the higher order complement Theory Y. The comparison of the Theory X and Theory Y is as per table below.

Table 2.1: Comparison between Theory X and Theory Y

Theory X	Theory Y
Dislike work and try to avoid	Human enjoy working
Always try to avoid responsibility	Prefer to accept responsibility
Prefer directed by others	Prefer to lead others and have self-control
Lack creativity and imagination	Possess creativity and imagination
Committed to objectives when punish (carrot and stick)	Committed to objectives as part of rewards

Based on the comparison, the theory X assumed that people need to be force, directed and punish to deliver the work. Most of them prefer to avoid responsibility towards them. In contrast, people of theory Y accept working as natural part of life. They prefer to accept responsibly and able to lead others to achieve common goals. It is duly noted that the classical organization approach are more focusing on theory X compared to theory Y. Currently, organization are balancing between both theories. Theory X is suitable for lower rank employees as the nature of the management style which mostly emphasis on Carrot and Stick approach (Dickinson, 2001). Theory Y need to be taken into consideration for managing executives at it is more flexible and suited to any

organizational climate. Participative style of management is suite to Theory Modern idea of management style relate that autocratic style of management relate to McGregor's theory X and the democratic is related to theory Y. (Mohamed & Nor, 2013)

2.4 Motivation Factors

Several motivation factors has been identified based on McGregor's Theory X and Y. Extrinsic motivation, which is motivation, related to external factor is related to Theory X whereas intrinsic motivation is based on Theory Y. Extrinsic motivation such as salary, rewards, money, fear of failure and fear of punishment has shown a great impact on human motivation.

Intrinsic motivation such as loves, self-achievement, act of responsibility and inner talent is the examples of Theory Y motivation. Both extrinsic and intrinsic plays an important role in shaping the overall human motivation (Ryan & Deci, 2000). Both type of motivation need to be satisfied in order to achieved a well-balance impact on the individual, organisation and team.

Table 2.2: Type of Motivation

Type of motivation	Characteristics and examples
Extrinsic	Satisfy Theory X : Salary and incentives, job security, job satisfaction
Intrinsic	Satisfy Theory Y : Self-achievement, self-actualization, self-recognition

2.5   Impact of Motivation factors

Many researches are available to study the impact of motivation on the individual. Several variable has been identified such as employee loyalty, reward and compensation, working environment and peer cooperation, position and titles, employee benefits, as well as relationship with supervisor. (Omar, Jusoff, & Hussin, 2010).

In the context of organization, motivation plays an important role in shaping the overall productivity of employee. This can be seen as organization are emulating different kind of strategies to compete with other organization by increase the performance of workforce. Human resources or workforce of any organization is the main foundation for a stable organization. Not many organizations believe that workforce are the main asset, which guide them to success or failure. The organization will only be successful when the employees are motivated to fulfil the task and goals achievement. (Manzoor, 2012).

Several impact of motivation is also identified through literature review. The goal clarity (Mel E. Schnake, 1984), organization performance, employee performance (Dobre, 2013) and management style (Naile & Selesho, 2014) are among the common impact of motivation in terms of motivation factors. In general, the impacts are most likely will affect the overall motivation of a workforce in an organization.

CHAPTER 3

METHODOLOGY

3.0   Introduction

Research methodology is the study of the general approach to inquiry a given field. It is a process to justify a particular research method. It is use to describe the process for conducting the research. This will assist the researcher on how to assess critically the information of the study in the context of the overall research process.

3.1   Quantitative Method

Quantitative method of research refers to a process to investigate through statistical, computational or mathematical technique. It is suitable to be use when the variable can be quantified. For example, to collect variable data on perception, beliefs and behaviour of a person. The advantage of using questionnaire is it consist of a structured format, flexible to design for analysis, easy to collect huge amount of data and it eliminate the influence of the researcher on the feedback given. However, using a questionnaire involves a significant amount of time to design and it has a limited scope of collecting data.

In general, a questionnaire consist of two types of question which is closed format and open format. Example of close format question is a rank order question and using Likert Scale to collect feedback. For open format questionnaire, it requires respondents to provide feedback in their own words. Among common method are by using online questionnaire. It is much more effective and easy to be collected. The availability of free

online form such as using Google form allow versatility for respondent to provide feedback.

The common information to be included in questionnaire is demographic data, behavioural data and attitudinal data. Demographic data provides background information of the respondent. Behavioural data provide the preferable and priorities of the respondent where as attitudinal information allows information on the respondent's attitude. Attitudinal information is collected in the form of open-ended question or semantic differential scales.

3.2   Qualitative Method

Qualitative method involves the use of data from non-numeric approach such as interviews and information from respondent. It is suitable to be use when the variables is non-quantifiable and to investigate a process or roles of the research method. Generally, an interview consist of three types, which is structured interviews, narrative interviews and semi-structured interviews (Stuckey, 2013).

Structured interview consist of a set of question ask in specific order and require the respondent to answer by selection or fixed option. Narrative interviews do not have a fixed order and flexible way of answering whereas semi-structure interview is a combination of both quantifiable and specific questions.

3.3   Research Design

The research methodology chosen for this research is the quantitative method. The purpose of the research is to investigate the impact of motivation factor on the engineering project team productivity at TNB. The data collection will be done by using online questionnaire survey to collect information from the respondents. The data needed to identify the motivation factor is obtained through literature review. To achieve the objectives,
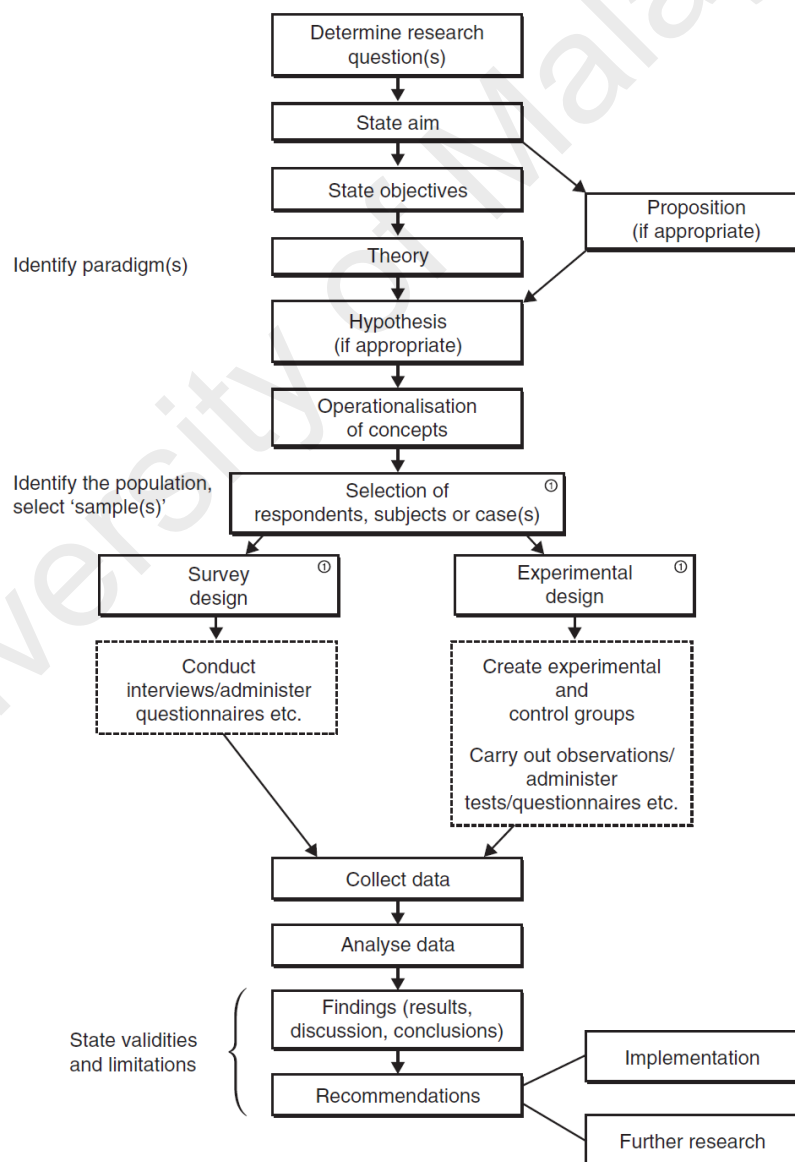

Figure 3.1: Research Process (Fellows & Liu, 2015)

3.4   Questionnaire Survey

Online questionnaire survey will be used in the research as a part of obtaining the necessary information. Using electronic survey allows the data to be easily obtain to wide group of population with faster speed and higher responses quality (Hoonakker & Carayon, 2009). The questionnaire survey is based on the motivation theory developed by Douglas McGregor, which is Theory X and Theory Y

3.5   Reviewing the Literature

The literature reviews is one of the most important foundation of research process. The review of literature is needed to identify key criteria in developing the research's questionnaire. The literature review is a scholarly source that provide information of a particular topic. Most of the literature review conducted is based on theory of motivation. There are many theory of motivation such as Maslow's hierarchy of needs, Theory X and Theory Y, Hygiene-Motivation theory, Expectancy theory and Achievement theory. This research focusses on Theory X and Theory Y developed by Douglas McGregor. The literature review conducted assist in understanding the difference of Theory X and Theory Y. Based on the literature, the most important factors according to Theory X and Y is identified and put on to prepare the questionnaire. Other important input that were reviewed is the impact of motivation factors, comparison of theory X and Y and recommended suggestion to improve motivation at the workplace. All of this important input is categorized base on its influence on the individual, organization and team. The variables of the information is clearly evaluated by assessing journals, articles, books as well as reports from local and international sources.

3.6   Sampling Technique

The sampling technique use is convenience sampling due to the convenient to reach the respondent. Convenient sampling is a non-probability sampling method that meet certain practical criteria, such as easy accessibility, geographical proximity, availability at a given time, or the willingness to participate (Dornyei, 2007). It is suitable to be used when the researchers has limited resources, time and workforce. (Etikan, Musa, & Alkassim, 2016)

The targeted respondent were 100 employees from different departments in TNB, which comprises of Operation & Maintenance and Asset Development from Distribution Network Division and Centre of Expertise (Projects) from Energy Venture Division for period of two weeks. The targeted respondent consist of executive and assistant executive with technical background. The employees were identified based on the experience in handling engineering related projects.

3.7   Measurement Scale

Scales of measurement are the ways on which variables or numbers are defined and categorized. For instance, any scales of measurement has its own purpose, which will determine the suitability to be used in statistical analysis.

Type of measurement scales that are available such as Nominal, Ordinal, Interval and Ratio are widely used in statistics (Neuman, 2014). Table below shows the comparison between each of the scales .

Table 3.1 Scales of measurements (Fellows & Liu, 2015)

Nos.	Scale	Basic Characteristics
1	Nominal	Numbers identify and classify objects.
2	Ordinal	Numbers include the relative positions of the objects but not the magnitude of differences between them
3	Interval	Differences between objects can be compared; zero point is arbitrary
4	Ratio	Zero point is fixed; ratios of scale values can be computed

The demographics profile in this research uses nominal and ordinal scales to identify the demographics of the respondents. Genders, age, years of experience and highest education of the participants is collected based on nominal and ordinal scales. This allows for easy data analysis on the result obtained from the participants. In addition, the main information needed for the questionnaire participant is based on interval scale which is Likert scale developed by Rensis Likert. Table 3.2 below shows the given value for each of the scale for the purpose of the research.

Table 3.2: Likert's Scale value

No	Likert Scale	Value
1	Strongly Agree	4
2	Agree	3
3	Disagree	2
4	Strongly Disagree	1

3.8   Structure of Questionnaire

The questionnaire were developed based on the research objectives. It consist of three (3) main parts:

Part 1: Demographics profiles

Part 2: Impact of motivation factors

Part 3: Improvement and Suggestion

In Part 1 of the questions, the demographics profile of the participant will be collected. It consists of four (4) questions, which is gender, age, years of experience and highest education. Part 2 consist of questions related to study the impact of motivation factors. Seven (7) questions in the section will help to identify the impact of motivation factor on participants. The question is tailored based on theory of motivation, which is Theory X, and Theory Y developed by Douglas McGregor. The entire question is using Likert Scale to obtain information from the participants. The first three (3) questions will identify and categorize the type of theory practice in TNB either Theory X or Theory Y in terms of individual, organizations and team. Question four (4) for Part 2 is to identify the comparison between motivation factors of Theory X and Theory Y in terms of individual, organizations and team. The next three (3) question of Part 2 will investigate the impact of the motivation factors in terms of individual, organization and teams.

Lastly, Part 3 of the questionnaire consist of two (2) questions. Feedback for the most preferred improvement and suggestion information is collected from the participants. A list of statement is identified based on literature review and the participant need to choose the most preferred suggestion to improve workforce motivation at the workplace. The participant are allowed to choose more than one (1) option. Finally, and open-ended question is included to obtain additional suggestion whereby the participants are allowed to provide own opinion to improve motivation at the workplace.

CHAPTER 4

DATA ANALYSIS

4.1   Questionnaire Survey Response

This chapter will presents the finding of this research, which covers the overall part of data analysis based on the quantitative questionnaire as well as open-ended questions conducted. The questionnaire is distributed to participant through online survey platform for two (2) weeks period .Quantitative analysis cover descriptive analysis and frequency distribution method to present the data. The analysis is done by using Microsoft Excel. The statement is rated from scale of 1 to 4 such as 1= Strongly disagree, 2 = Disagree, 3 =Agree, 4 =Strongly Agree. Based on the survey, 55 respondents provided their feedback and all question was answered. The sampling method use was convenience sampling due to the convenient availability of data needed based on estimated respondent of 100 participants. This represents 55% of the targeted respondents.

4.2   Demographics of the respondents

From the total 55 respondents, 29 were male which accounts 52.7% of total respondent while 26 were female which represent 47.3% as per Figure 4.1 below.
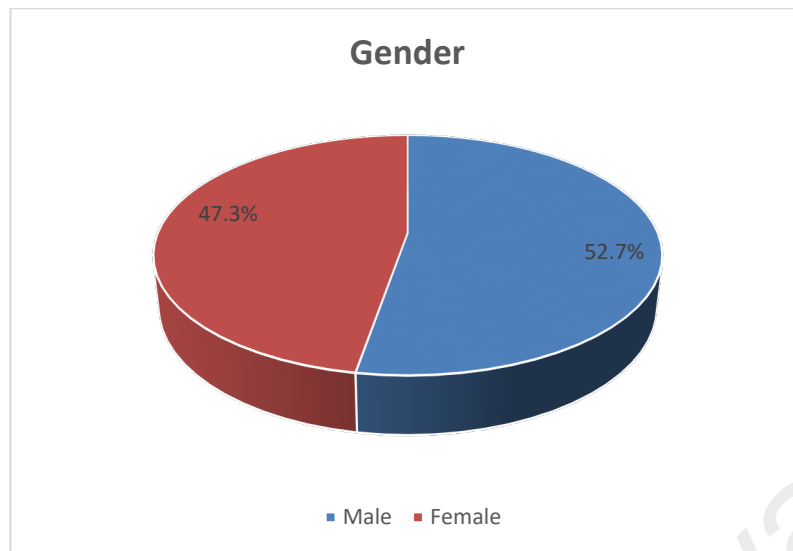
Figure 4.1: Gender of Respondents

The Table 4.1 below shows the range of age of the respondents. Out of 55 respondents, 33 of them is between ages of 24-29 years old which represent 60% of the total respondents. 20 of the respondents (36.4%) is between age of 30-40 years old and only two respondent (3.6%) is between age of 41 years old and above.

Table 4.1: Range of Age

Nos.	Range of Age	Number of respondents	Percentage
1	18-23	0	0%
2	24-29	33	60 %
3	30-40	20	36.4%
4	41 and above	2	3.6%
	Total	**55**	
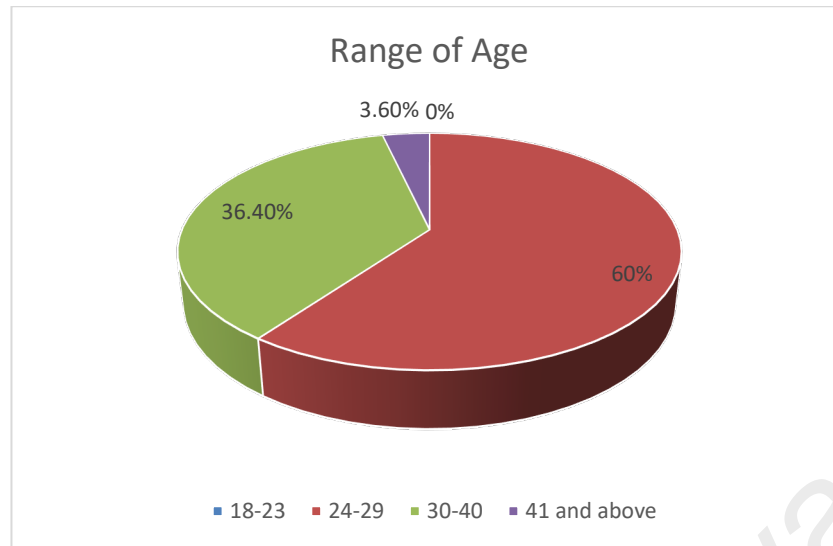
Figure 4.2: Range of Age

Based on the Table 4.2 below represent the years of experience of the respondent. Out of 55 respondents, 35 of them is between 1-5 years of work experience in TNB, which represent 63.6%. Followed by 13 respondents (23.6%) of the employees is between 6-10 years of work experience. Four of the respondents (7.3%) has been working for 11 to 15 years, and two of the respondents (3.6) has more than 15 years of work experience. Lastly, only one of the respondent (1.8%) has less than a year of work experience.

Table 4.2: Years of Experience

Nos.	Years of Experience	Number of respondents	Percentage
1	Less than 1 year	1	1.8%
2	Between 1 to 5 years	35	63.6 %
3	Between 6 to 10 years	13	23.6%
4	Between 11 to 15 years	4	7.3%
5	More than 15 years	2	3.6%
	Total	**55**	
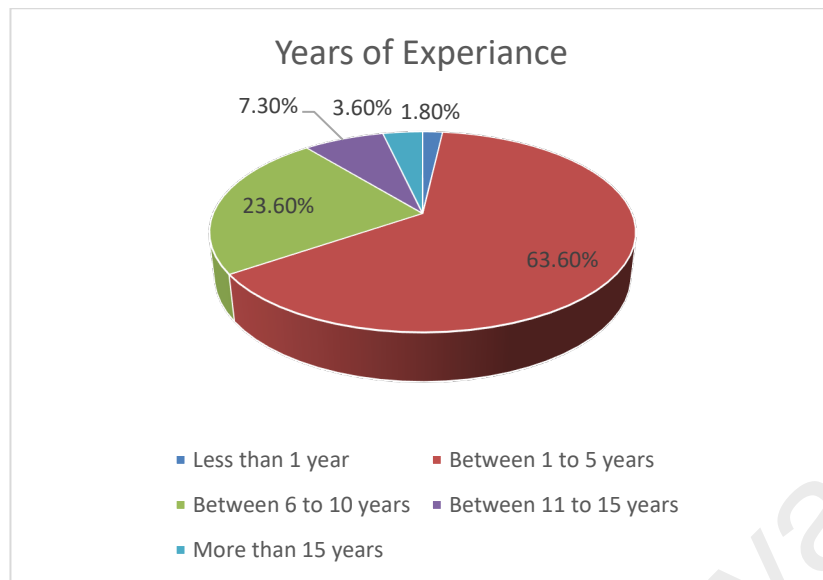
Figure 4.3: Years of Experience

According to table 4.3 below, majority of the respondent that is 46 out of 55 respondent has a Bachelor's degree, which represent a percentage of 83.6%. Six of the respondents (10.9%) has a Diploma followed by three of the respondents (5.5%) has a Master's degree.

Table 4.3: Highest Education

Nos.	Highest Education	Number of respondents	Percentage
1	Certificates	0	0%
2	Diploma	6	10.9%
3	Bachelor's Degree	46	83.6 %
4	Master's Degree	3	5.5%
5	Doctoral Degree	0	0%
6	Others	0	0%
	Total	**55**	
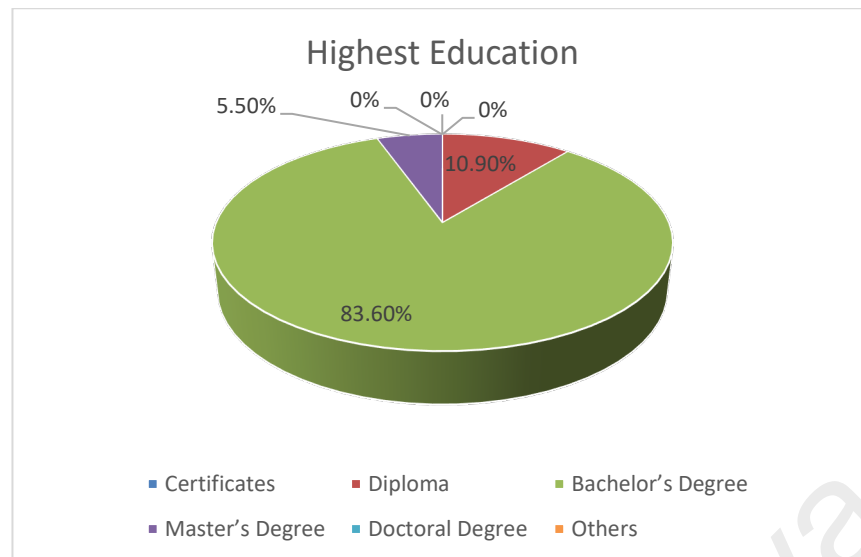
Figure 4.4: Highest Education

4.3 Theory X and Y on the Individual

Table 4.4 below shows the Theory X and Theory Y on the individual. The statement "I always accept the responsibility of every task assigned by my superior" was ranked number one with the mean of 3.44 and is the highest among the six statement. Secondly is the statement "I always find my job interesting and look forward to work everyday "with a mean of 3.29. Thirdly, it is followed by the statement "Being creative and problem solving is my passion" with a mean of 3.20. The next statement is "I prefer to work independently and dislike supervision" with a mean of 2.75 and lastly the statement "I do not think money and rewards keep me motivated" with a mean of 2.38.

Table 4.4: Theory X or Y Individual

Theory Y on Individual	Total (N)	Mean	Strongly Agree (%)	Agree (%)	Disagree (%)	Strongly Disagree (%)	Total	Rank
I always find my job interesting and look forward to work everyday	55	3.29	35%	60%	5%	0%	100%	2
I prefer to work independently and dislike supervision	55	2.75	13%	53%	31%	4%	100%	4
I always accept the responsibility of every task assigned by my superior	55	3.44	44%	56%	0%	0%	100%	1
I do not think money and rewards keep me motivated.	55	2.38	11%	35%	36%	18%	100%	5
Being creative and problem solving is my passion	55	3.20	29%	62%	9%	0%	100%	3

Figure 4.5: Ranking of Theory X and Y on Individual

4.4   Theory X and Y on the Organization

According to Table 4.5 below, the statement "My organization provides opportunities for growth and development" with the mean of 3.15 is the highest among all other statements. Secondly, it is followed by the statement "My organization encourage its employees to be involved in decision making process" with a mean of 3.13. Thirdly, statement "My organization encourage its employees to develop expertise and make suggestion for improvement" with a mean of 3.11 and lastly the statement " My organization provides appreciation on its employees based on achievements" with a mean of 3.04.

Table 4.5: Theory X or Y Organization

Theory Y on Organization	Total (N)	Mean	Strongly Agree (%)	Agree (%)	Disagree (%)	Strongly Disagree (%)	Total	Rank
My organization encourage its employees to be involved in decision making process.	55	3.13	20%	73%	7%	0%	100%	2
My organization provides opportunities for growth and development	55	3.15	24%	69%	5%	2%	100%	1
My organization provides appreciation on its employees based on achievements	55	3.04	20%	64%	16%	0%	100%	4
My organization encourage its employees to develop expertise and make suggestion for improvement	55	3.11	22%	67%	11%	0%	100%	3

Figure 4.6: Ranking of Theory X and Y on Organization

4.5 Theory X and Y on the Team

Based on the table 4.6, the statement "I think teamwork is important" with a mean of 3.75 is the highest among all the four statements. Secondly, the statement "I think participation of teams members lead to increase in motivation" with a mean of 3.67. Thirdly, is the statement "I enjoy working as a team" with a mean of 3.60 and lastly, the statement "I always communicate with my team member" with a mean of 3.56.

Table 4.6: Theory X or Y Team

Theory Y on Team	Total (N)	Mean	Strongly Agree (%)	Agree (%)	Disagree (%)	Strongly Disagree (%)	Total	Rank
I enjoy working as a team	55	3.60	62%	36%	2%	0%	100%	3
I think participation of teams members lead to increase in motivation	55	3.67	69%	29%	2%	0%	100%	2
I always communicate with my team member	55	3.56	60%	36%	4%	0%	100%	4
I think teamwork is important	55	3.75	75%	25%	0%	0%	100%	1
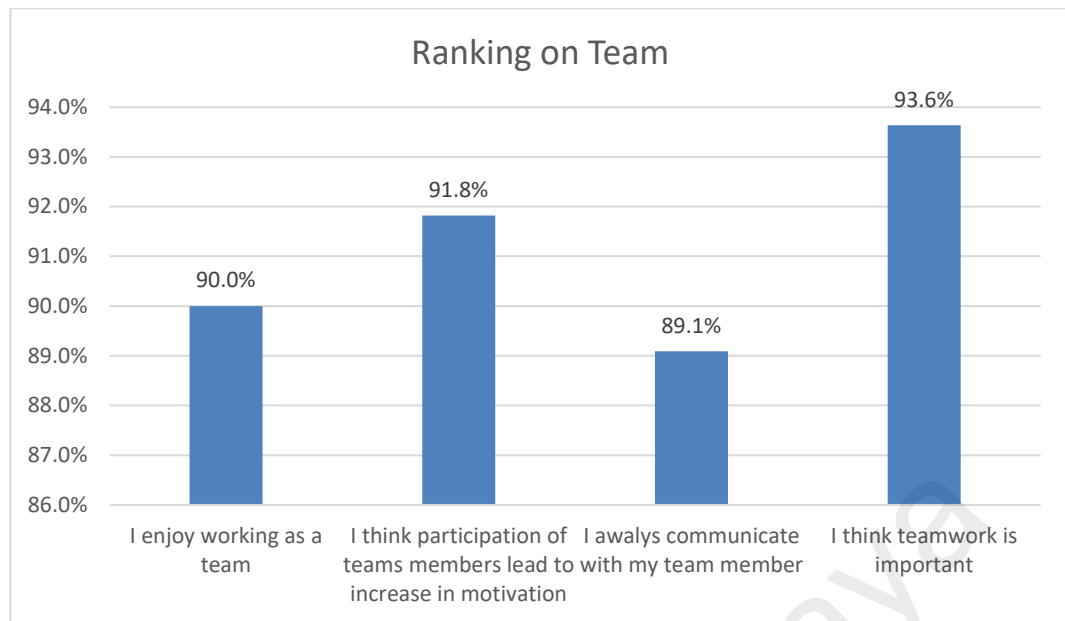
Figure 4.7: Ranking of Theory X and Y on Team

4.6   Comparison between Theory X and Theory Y

According to table 4.7 below, the statement "I am self-motivated and enjoy taking responsibility" with a mean of 3.38 is the highest among all four statement. Secondly, the statement "Participative management style are my preference, which employees are involved in decision making and not centralized in terms of control" with a mean of 3.31. Thirdly, the statement "My organization encouraged its workforces to develop expertise, and make recommendation and improvement" with a mean of 3.16 followed by the statement "Performance appraisal is regular and frequent opportunities for promotions is provided" with a mean of 3.13.

Table 4.7: Comparison between Theory X and Theory Y factors

Comparison between factors	Total (N)	Mean	Strongly Agree (%)	Agree (%)	Disagree (%)	Strongly Disagree (%)	Total	Rank
I am self-motivated and enjoy taking responsibility	55	3.38	42%	55%	4%	0%	100%	1
Participative management style are my preference, which employees are involved in decision making and not centralized in terms of control	55	3.31	33%	65%	2%	0%	100%	2
My organization encouraged its workforces to develop expertise, and make recommendation and improvement	55	3.16	27%	64%	7%	2%	100%	3
Performance appraisal is regular and frequent opportunities for promotions is provided	55	3.13	24%	65%	11%	0%	100%	4
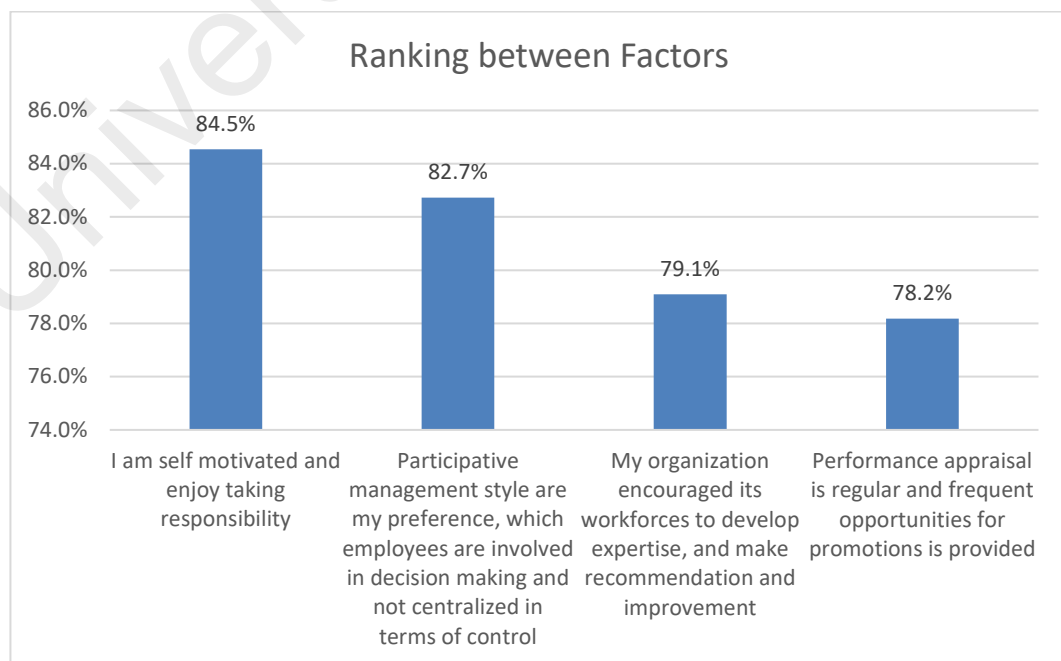
Figure 4.8: Ranking between Motivation Factors

4.7   Impact of Motivation on Individual

Based on the table 4.8 below, the statement "I always think that working is part of natural process" with a mean of 3.35 is the highest among all other statement. Secondly, the statement" Overall, I am very satisfied with my job" and the statement "I am confident that I will work with my organization until my retirement age" with a mean of 3.16 respectively. Lastly, the statement "I think my salary is sufficient" with a mean of 2.85 is ranked.

Table 4.8: Impact of Motivation on Individual

Impact on Individual	Total (N)	Mean	Strongly Agree (%)	Agree (%)	Disagree (%)	Strongly Disagree (%)	Total	Rank
I think my salary is sufficient	55	2.85	20%	51%	24%	5%	100%	3
I am confident that I will work with my organization until my retirement age	55	3.16	35%	47%	18%	0%	100%	2
Overall, I am very satisfied with my job	55	3.16	31%	56%	11%	2%	100%	2
I always think that working is part of natural process	55	3.35	38%	58%	4%	0%	100%	1
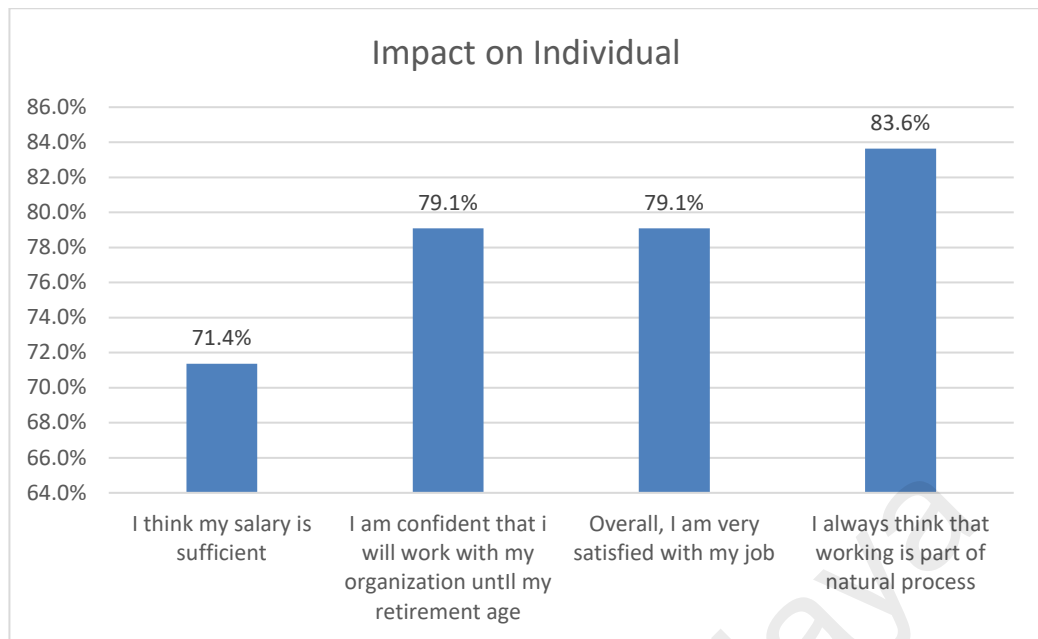
Figure 4.9: Impact on Individual

4.8 Impact of Motivation on Organization

According to Table 4.9 below, the statement "My organization have a clear goal and vision" is ranked the highest among all other statements with a mean of 3.27. This is followed by the statement "I believe that my organization has a high work performance compared to other organization" with a mean of 3.22. Thirdly, the statement "My organization allows its employee to provide constructive criticism for further improvement" is ranked with a mean of 3.11 followed by the last statement " My organization provide fair performance appraisal for its employees" with a mean of 3.07.

Table 4.9: Impact of Motivation on Organization

Impact on Organization	Total (N)	Mean	Strongly Agree (%)	Agree (%)	Disagree (%)	Strongly Disagree (%)	Total	Rank
My organization have a clear goal and vision	55	3.27	35%	60%	4%	2%	100%	1
I believe that my organization has a high work performance compared to other organization	55	3.22	35%	53%	13%	0%	100%	2
My organization provide fair performance appraisal for its employees	55	3.07	22%	65%	11%	2%	100%	4
My organization allows its employee to provide constructive criticism for further improvement	55	3.11	25%	62%	11%	2%	100%	3
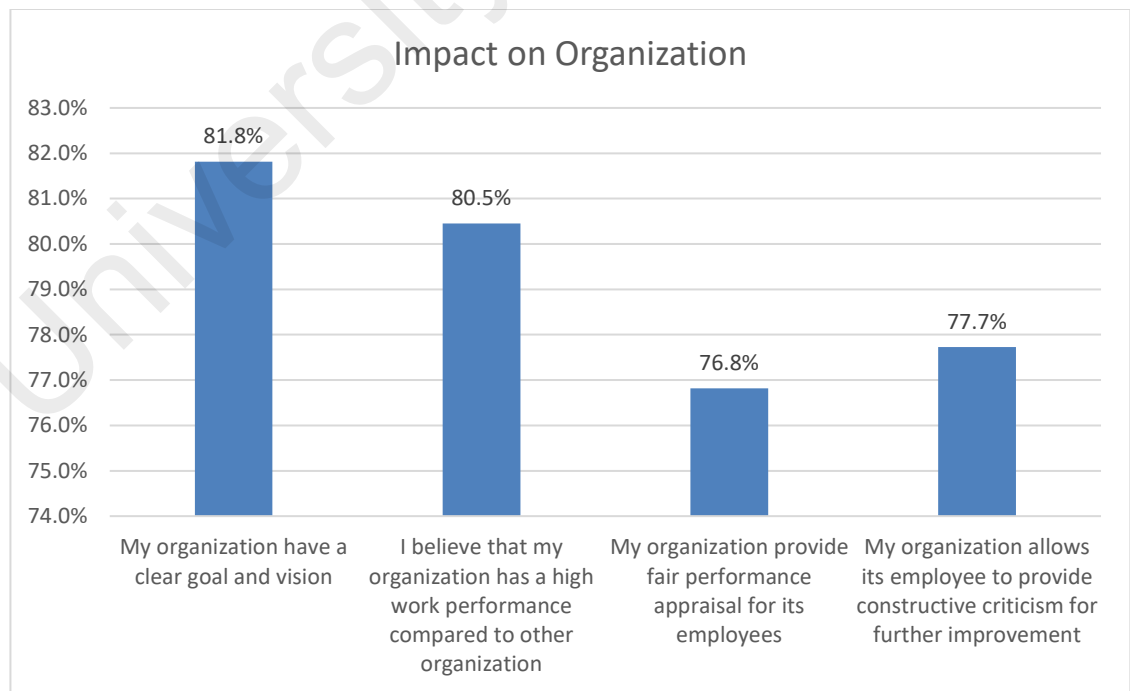
Figure 4.10 Impact on Organization

4.9   Impact of Motivation on Team

Based on the Table 4.10 below, the statement "I always think that communication is important in teamwork" is ranked the highest with a mean of 3.75 among all other statements. Secondly, the statement "Team collaboration allows me to do my job efficiently" with a mean of 3.69. Lastly, the statement "Effective coordination increase my team performance" is ranked last with a mean of 3.67.

Table 4.10: Impact of Motivation on Team

Impact on Team	Total (N)	Mean	Strongly Agree (%)	Agree (%)	Disagree (%)	Strongly Disagree (%)	Total	Rank
I always think that communication is important in teamwork	55	3.75	75%	25%	0%	0%	100%	1
Team collaboration allows me to do my job efficiently	55	3.69	69%	31%	0%	0%	100%	2
Effective coordination increase my team performance	55	3.67	67%	33%	0%	0%	100%	3
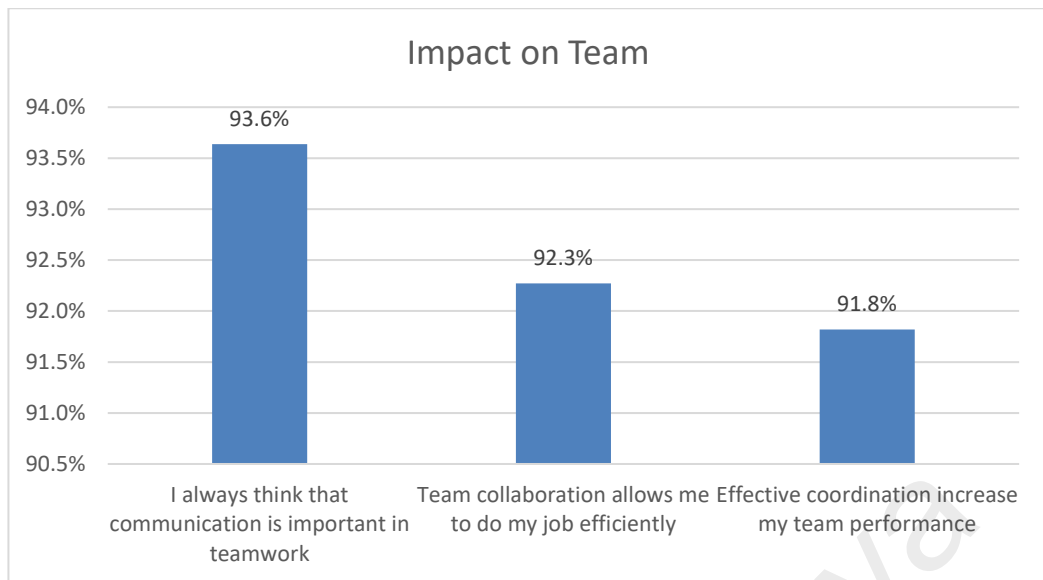
Figure 4.11 Impact on Team

4.10   Suggestion for Motivation Improvement in TNB

The Table 4.11 below shows several statement for the suggested motivation improved in TNB. Based on the table, the statement "Provide a better career growth and development to employees" with a percentage of 20.5% is ranked the highest among all other statements. Secondly, the statement "Emphasize on quality of work life/ Work life balance" with a percentage of 20.0%. The third ranked statement is "Allow flexible two-way communication focusing on feedback and gradual improvement" with a percentage of 16.7% followed by the statement "Focus on future performance rather than fault-finding in past performance" with a percentage of 16.2%. The next statement is "Adequate and fair remuneration system" and the statement "Emphasize on Job Enrichment and Job Enlargement" with a percentage of 9.0% respectively. The lowest ranked statement is "Allow more responsibility and autonomy to the employees" with a percentage of 8.6% from the respondents of the survey.

Table 4.11: Suggestion for Motivation Improvement in TNB

Nos.	Statements	Percentage	Rank
1	Adequate and fair remuneration system	9.0%	5
2	Emphasize on quality of work life/ Work life balance	20.0%	2
3	Allow more responsibility and autonomy to the employees	8.6%	6
4	Provide a better career growth and development to employees	20.5%	1
5	Allow flexible two-way communication focusing on feedback and gradual improvement	16.7%	3
6	Focus on future performance rather than fault-finding in past performance	16.2%	4
7	Emphasize on Job Enrichment and Job Enlargement	9.0%	5
	Total	100.0%	
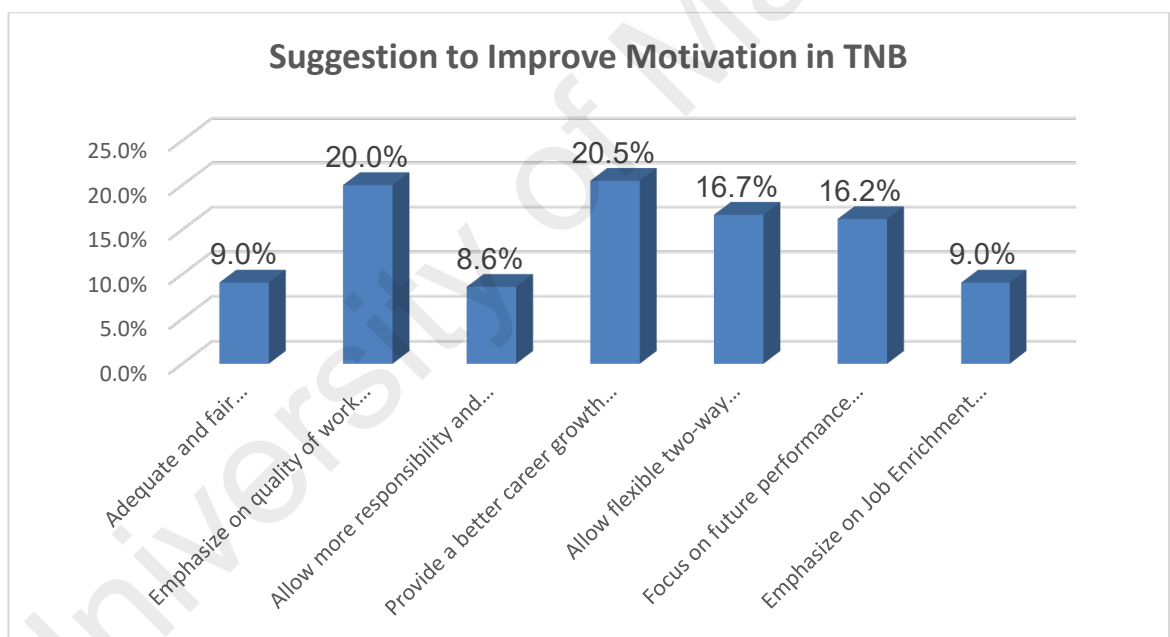
Figure 4.12 Suggestion to Improve Motivation in TNB

4.11 Relationship between Age and Individual (24-29 Years Old)

Based on the Table 4.12 below, the statement is rank based on the mean value to indicate the importance of the statement in terms of individual towards age of the respondent.

Table 4.12 (24-29 Years Old and Individual)

Theory Y on Individual	Total (N)	Mean	Strongly Agree (%)	Agree (%)	Disagree (%)	Strongly Disagree (%)	Total	Rank
I always find my job interesting and look forward to work everyday	33	3.21	30.3%	60.6%	9.1%	0%	100%	2
I prefer to work independently and dislike supervision	33	2.70	12.1%	48.5%	36.4%	3%	100%	4
I always accept the responsibility of every task assigned by my superior	33	3.36	36.4%	63.6%	0.0%	0%	100%	1
I do not think money and rewards keep me motivated.	33	2.27	9.1%	27.3%	45.5%	18%	100%	5
Being creative and problem solving is my passion	33	3.12	27.3%	57.6%	15.2%	0%	100%	3

4.12 Relationship between Age and Organization (24-29 Years Old)

Based on the Table 4.13 below, the statement is rank based on the mean value to indicate the importance of the statement in terms of organization towards age of the respondent.

Table 4 13 (24-29 Years Old and Organization)

Theory Y on Organization	Total (N)	Mean	Strongly Agree (%)	Agree (%)	Disagree (%)	Strongly Disagree (%)	Total	Rank
My organization encourage its employees to be involved in decision making process.	33	3.09	18.2%	72.7%	9.1%	0.0%	100%	2
My organization provides opportunities for growth and development	33	3.18	24.2%	69.7%	6.1%	0.0%	100%	1
My organization provides appreciation on its employees based on achievements	33	2.94	15.2%	63.6%	21.2%	0.0%	100%	4
My organization encourage its employees to develop expertise and make suggestion for improvement	33	3.06	18.2%	69.7%	12.1%	0.0%	100%	3

4.13 Relationship between Age and Team (24-29 Years Old)

Based on the Table 4.14 below, the statement is rank based on the mean value to indicate the importance of the statement in terms of team towards age of the respondent.

Table 4.14 (24-29 Years and Team)

Theory Y on Team	Total (N)	Mean	Strongly Agree (%)	Agree (%)	Disagree (%)	Strongly Disagree (%)	Total	Rank
I enjoy working as a team	33	3.64	66.7%	30.3%	3.0%	0.0%	100%	3
I think participation of teams members lead to increase in motivation	33	3.67	69.7%	27.3%	3.0%	0.0%	100%	2
I always communicate with my team member	33	3.52	57.6%	36.4%	6.1%	0.0%	100%	4
I think teamwork is important	33	3.73	72.7%	27.3%	0.0%	0.0%	100%	1

CHAPTER 5

DISCUSSION OF RESULTS

5.1   General Adequacy of the data

The quantitative data needed of this research seems adequate based on the feedback from the respondent. Based on the 55 respondents out of 100 targeted, it can be seen that the data collected allowed a reliable study to be conducted. Although motivation factors is a norm in organizational behaviour, it plays an important role in shaping the overall human resource aspect of an organization. The data collected were enough as it covers majority of respondent's background in terms of gender, age, years of experience and education level of the respondent. The questionnaire was distributed through WhatsApp messaging platform to several respondent in various business unit majoring in technical area in TNB.

Most of the respondent were male with which account 52.7% of total respondent while 47.3% were female. The respondents covered the age between 23 to above 41 years old and the majority of them (60%) are in the range of age between 24-29 years old. This is followed by the range of age between 30-40 years old, which account 36.4% of the total respondents. This is important, as the motivation are paramount for the young executives as they make up the main foundation of an organization to achieve their vision and mission for the next many years. The years of experience also of the respondent are also important as majority of them (63.6%) are between 1-5 years of work experience and can be categorized a young executives followed by the range between 6-10 years of work experience (23.6%) from the total of the respondents. Lastly, majority of the respondent has a bachelor's degree with a percentage of 83.6% from the total respondents.

5.2 Theory X and Y for Individual

Based on the Figure 4.5 in Chapter 4 of the research, the statement "I always accept the responsibility of every task assigned by my superior" is ranked 85.9 % the highest among all other statements. This is followed by the statement "I always find my job interesting and look forward to work everyday" which represents the second ranked statement followed by the statement "Being creative and problem solving is my passion". The fourth statement is "I prefer to work independently and dislike supervision" and the lowest ranked statement is "I do not think money and rewards keep me motivated". Based on the results, it can be seen that majority of the workforce in TNB are based on Theory Y. The first statement "I always accept the responsibility of every task assigned by my superior" fulfilled the requirement as suggested by Theory Y of motivation. The inference for this result is people always accept responsibility as every task requires someone to be responsible to complete the work. The implication of this is the increase of productivity on the work output in TNB. For recommendation, it is important that every employees take every responsibility of every task as work responsibility has a positive and significant effect on job performance. (Azar & Shafighi, 2013)

The second statement "I always find my job interesting and look forward to work every day" which represents 82.3% of the rank. The result show that employees in TNB are in good motivation level and always look forward to work every day. The inference of this is because individual are always motivated if assigned to specific job based on their interest. The implication of this is assigning a job will affect the motivation of the employee. It is suggested that any job or task given to employee need to suit their interest.

The third statement ""Being creative and problem solving is my passion" is an important factor in McGregor's Theory of motivation. The mean rank of 80% shows that employee in TNB think this will affect their motivation directly. The inference for this is because creativity and problem solving is among the main important characteristics needed for every workforce. The increase of organization transform agenda requires a creative and problem solving workforce. It is recommended that every organization emphasize on the important of having a creative and problem solver workforce.

The statement "I prefer to work independently and dislike supervision is rank fourth in the analysis. This infers that employees in TNB seems preferred to work under supervision. The result might be affected based on majority of the respondent >60% are still young executive and need guidance. It is recommended that the young workforce are allowed to work independently to build their strength and character.

The last statement "I do not think money and rewards keep me motivated" is the lowest ranked based on overall statement. This likely infers that money and rewards are among the main factors that people feel motivated to go to work. The implication of this will make employees always looking for money and rewards as part of the job. It is recommended that the organization focused on balancing between intrinsic and extrinsic reward and focusing on the welfare of its employees. Research has shown that employees place a great value on the difference rewards given by their employees. It is important that an organization has a good remuneration policy as this will likely influence the workforce performance. (Ajila & Abiola, 2004)

5.3   Theory X and Y for Organization

According to Figure 4.6 in Chapter 4 of the research, four statements has been identified to study the McGregor's theory for organization. The highest rank statement is "My organization provides opportunities for growth and development" which represent 78.6% of mean rank. The second ranked statement is "My organization encourage its employees to be involved in decision making process." with a mean rank percentage of 78.2% followed by the statement "My organization encourage its employees to develop expertise and make suggestion for improvement" with a percentage of mean rank at 77.7%. Lastly, the statement "My organization provides appreciation on its employees based on achievements" are the lowest percentage of mean rank of 75.9%.

The highest ranked statement "My organization provides opportunities for growth and development" is the highest rank among other statements. This likely infers that employees at TNB always think that opportunities for growth development is important part of job motivation in an organization. The implication of this will ensure the employee always looking forward for a better career and growth development in TNB. It is recommended that TNB improve on growth development of its employees. Research has shown that career and growth development play an important role in employees motivation. (Manzoor, 2012)

The second highest ranked statement "My organization encourage its employees to be involved in decision making process." This infers that it is important for employees to be involve in decision making process. The implication will be less autonomy in decision making.

5.4   Theory X and Y for Team

Based on Figure 4.7 in chapter 4, "I think teamwork is important" is ranked highest among all others statement. The inference for the statement is because teamwork is needed to complete any task given in the organization. The implication of teamwork is it allows everyone to show its strength and less likely highlight its weaknesses. It is recommended that team building activities is conducted yearly to improve teamwork in an organization.

Secondly, the statement "I think participation of teams members lead to increase in motivation" is ranked second highest. The inference for the statement is team participation will encourage friendship and trust between members. The implication is it will help everyone to improve their skills and strength. In an organization, complex problem can be solve quickly due to team participation. This will lead to increase in productivity and job performance. It is recommended that an organization to always encourage it employees to participate in any event.

The next statement is "I enjoy working as a team". This infers that the employees in TNB is a team player. The implication of the statement is it will lead to increase productivity and job performance. It is recommended that working as a team culture always be strengthen to ensure a high performance organization.

Lastly, the statement "I always communicate with my team member" is ranked last among others statement. The inference of the statement is because there might be it is due to automation process that is currently implemented in TNB. Nowadays, most of the issue can be solve by using online platform and social media such as WhatsApp Messaging without the needs to meet each other. The implication of this will lead to less human interaction between each other. It is recommended that more human approach communication is encourage to reduce the disparity and weaknesses in communication.

5.5 Comparison of the Motivation Factors

Based on the Figure 4.8 in Chapter 4, the statement "I am self-motivated and enjoy taking responsibility" is ranked highest among other statement. The inference of this statement is because motivation give a high impact towards responsibility of the employee. The statement is related to Theory Y of motivation. The implication of this is it will lead to a highly motivated and a self-responsible employee. It is recommended that TNB always emphasized on ensuring its staff to always stay motivated and high performance.

The second highest ranked is the statement "Participative management style are my preference, which employees are involved in decision making and not centralized in terms of control" among other statements. The inference for this statement is management style is an important aspect in motivation and TNB encourage a participate management style. The implication of this is that every action taken will encourage the employees to be more responsible and less autonomy. It is recommended that this type of management style will always be implemented by the organization. Research conducted has shown that participative management style will lead to high job satisfaction (Rolkováa & Farkašová, 2014).

The next statement is "My organization encouraged its workforces to develop expertise, and make recommendation and improvement". The inference for his statement is TNB always encourage its employees to provide feedback for future improvement. The implication of this will lead to work organization impact in terms of motivation. It is recommended that the encouragement for feedback us always implemented.

Lastly, the statement "Performance appraisal is regular and frequent opportunities for promotions is provided" is the lowest ranked statement among others. The inference for this is it might be due lack of fair performance appraisal and frequent opportunity

provided in TNB. The implication of this will lead to employees become less motivated. I t is recommended that a fair performance appraisal system and frequent opportunities is always being highlight to keep motivation on the staff.

5.6   Impact of the Motivation Factor on Individual

Based on Figure 4.9 in Chapter 4, the highest ranked statement is "I always think that working is part of natural process" among all other statements. The inference for this statement is majority of the respondent in TNB think that working is part of a normal process. They go to work not because of being force but as part of fulfillment to meet end meets. The implication of this will lead to a natural motivation to the workforce. According to McGregor's Theory Y of motivation (McGregor, 1960), people who enjoy goes to work naturally have a good motivation. It is also part of self-actualization processed based on Maslow's theory of needs. (Maslow, 1943).

Secondly, the next ranked statement is "I am confident that I will work with my organization until my retirement age". The inference of this statement is it shows that TNB employees believe with the high job security by working with TNB. This might be due to good benefits and rewards program that is implemented in TNB. The implication of this will lead to high motivation workforce and increase organization performance. It is recommended that TNB maintained its current benefits and rewards for its employees.

The same ranked statement is "Overall, I am very satisfied with my job". The inference for this is TNB Employees has a good job satisfaction. The implication of this will lead to better impact on motivation of employees. The lowest ranked statement is "I think my salary is sufficient". This infers that some of TNB employees are not satisfied with their

salary. The implication of this will affect the motivation of its employees. It is recommend for TNB to ensure a fair remuneration policy if and study the impact of it.

5.7   Impact of the Motivation Factor on Organization

According to Figure 4.10 in chapter 4, the highest ranked statement is "My organization have a clear goal and vision". The inference for this is because the employee agreed with the organizational goal and vision of TNB. The implication of the statement is it will lead to a better organizational performance and stronger projection of growth. It is recommended that TNB keep their staff updated to any changes of the company goal and vision

The next ranked statement with a percentage of 80.5% is "I believe that my organization has a high work performance compared to other organization. The inference for the result shows that the employee at TNB has a strong belief with the company productivity and job performance. The implication of the statement is this will encourage healthy competition between organizations and keep the employees highly motivated to become the best. It is recommended that the high work performance culture being strengthen and maintained.

The next statement is "My organization allows its employee to provide constructive criticism for further improvement" with a percentage of 77.7%. The inference is that the employees are afraid to provide constructive criticism to the top management. The implication of this will lead to unhealthy workplace environment and lack of motivation towards employees. It is suggested that a good communication mechanism is developed to encourage employees to criticize company for a better improvement.

The least rank statement with a percentage of 76.8% is "My organization provide fair performance appraisal for its employees". The inference for this result is because there might be lack of fair performance appraisal in the company. The implication of this will lead to employee's dissatisfaction and poor performance. It is recommended that a fair performance appraisal being conducted in the company.

5.8   Impact of the Motivation Factor on Team

According to Figure 4.11 in Chapter 4, the highest ranked statement is "I always think that communication is important in teamwork" with a percentage of 93.6%. The inference for this is because a large organizational company requires an effective communication in solving daily task. The implication of this it will lead to low team performance and low productivity if neglected. Therefore, it is suggested that an effective team communication strategy to be established.

The next statement is "Team collaboration allows me to do my job efficiently" with a percentage of 92.3%. The inference for this result shows that team collaboration is paramount important in a large organization. The implication of this is that a highly collaborative team is likely high in performance and able to do job efficiently. It is suggested that TNB always emphasized on team collaboration in the workplace.

Lastly, the next statement "Effective coordination increase my team performance" is ranked with a percentage of 91.8%. The inference of this is the employees of TNB always belief that team performance will be effected with effective team coordination. It is suggested that team coordination. Team coordination is defined as a process that consists of strategies and pattern of behavior to integrate, actions, knowledge and foal of

interdependent members to achieve a common goals. (Rico, Sánchez-Manzanares, Gil, Alcovery, & Tabernero, 2011)

5.9   Relationship between Age and Motivation Factors

Based on table 4.12-4.13, majority of the respondents is between a young ages of 24-29 years old, it indicates that the majority of the respondents are towards theory Y of motivation. The inference of this is because young executive are self-motivated due to eagerness and willingness to learn new things. The implication of this is it will benefits the company in terms of new ideas and human resources. It is suggested that the organization focused on the development of the young executive, as they will be the potential future leaders of the organization.

CHAPTER 6

CONCLUSIONS

6.1 Introduction

This chapter will summarize the overall summary of what is done on the research through the overall process for achiving the objectives of the research. The aim of the research is to investigate the impact of motivation factors on workforce productivity in Tenaga Nasional Berhad. Three (3) objectives has been outlined which is 1) To explore the motivation factor affecting workforce motivation, 2) To investigate the impact of motivation factor on workforce productivity and 3) To recommend on how to improve motivation and productivity in TNB.

The problem statement of the research has been covered in chapter 1. It covers the issues of lack of motivation among employees and the significant of the impact of motivation on workforce productivity. Chapter 2 explained on the availability of the motivation theories and the factors that impact motivation. In chapter 3, the methodology of the research is explained whereby quantitative approach is used to collect information from the targeted participants. The analysis of the result is described in Chapter 4 of the research where a descriptive analysis is used to analyse the overall data collected through the questionnaire surveys.

6.2   Summary of Research

Motivation factor is an important aspect of human behaviour that leads to the overall productivity of the workforce. In the context of organizational behaviour, motivation drives the employee to their work diligently and productively. The "soft approach" of understanding human behaviour will give impact to its surrounding environment. A satisfied workforce are not necessarily productive but a productive workforce is always motivated. The research is aim to investigate the impact of motivation factors on workforce productivity in TNB.

6.2.1 Objective 1: To explore the motivation factors affecting workforce motivation

The literature review was done to understand the type of motivation theories that exist from past researchers. Based on the literature, motivation can be categorize into two main type, which is intrinsic motivation and extrinsic motivation. The intrinsic motivation is a motivation that is due to internal factors such as people who enjoy doing their work due to self-achievement. Extrinsic motivation is a motivation based on external factors such as money and rewards. Among the motivation factors identified are money and rewards, management style, job security, job satisfaction, and employee development. The research focused on the motivation theory by Douglas McGregor's Theory X and Theory Y. Based on the theory, data analysis shown that workforce in TNB are mostly Theory Y workforce. They always accept the responsibility, enjoy working every day and always look forward to work. Most of them are also passionate about being a problem solver and creative. However, extrinsic motivation such as money and rewards are still an important factor for them.

In terms of organization, the majority of the respondent believed that TNB provides fair opportunities for growth and development. The feedback given also indicates that TNB is a Theory Y organization and provide a well balance policy to its workforce. The organization allows its employee to involve in decision-making process and always encourage its employees to improve its organization.

In the context of team, the workforce in TNB believed that teamwork is very important. Most of the feedback also agreed that team participation is important and it will lead to increase in motivation. Feedback received indicates that the workforce always enjoy working as a team. This shows that TNB has a good and productive working environment.

6.2.2 Objective 2: To investigate the impact of motivation factors on workforce productivity

This objective described the influence of motivation factors in TNB. Based on the impact on individual, feedback received indicates that the workforce in TNB enjoyed working and think that it is part of natural process. Most of the also believed in job security as majority of the respondent agreed that they willing to work until their retirement age. The feedback received also indicates that TNB has a high job satisfaction rate. However, some of the employees think that their salary rate is still insufficient.

In the context of impact on organization, most of the feedback received show that TNB has a clear goal and vision. As TNB is under transformation, it is crucial that the workforce has deep understanding on the goal clarity and vision of the company. The impact of the transformation program is well received by the workforce as shown in the feedback. Majority feedback from the respondents also indicated the workforce believed that TNB has a high work performance compared to other organizations. This will likely shows that the employees are well motivated. However, some of the feedback shows that

66

TNB should emphasized on employee development by having a fair performance appraisal for its workforce and always improve their management style by allowing for constructive criticism for further improvement of the organization.

On the impact on team, majority of the respondents agreed that think communication is important in teamwork. Effective communication is important especially in ensuring an efficient and highly productive output. Majority of the respondents also agreed that team collaboration would lead to improving efficiency. Being an organization with large department, collaboration is an important tool for delegation of task and prevent any delay in a project. Lastly, most of the respondent also agreed that effective coordination would increase team performance.

Briefly, all of this crucial element will directly influence the motivation of the workforce in TNB.

6.2.3 Objective 3: To recommend on how to improve motivation and productivity in TNB

The suggestion for motivation improvement has been analysed in Chapter 4, Figure 4.12 of the research.

Table 6.1 Suggestion to Improve Motivation

Rank	Suggestions
1	Provide a better career growth and development to employees
2	Emphasize on quality of work life/ Work life balance
3	Allow flexible two-way communication focusing on feedback and gradual improvement
4	Focus on future performance rather than fault-finding in past performance
5	Emphasize on Job Enrichment and Job Enlargement
6	Allow more responsibility and autonomy to the employees

Based on Table 6.1 above, the first suggestion is to provide a better career growth and development to employees. The finding indicates that career growth and development plays a significant impact on employee's motivation. Secondly, the organization need to emphasized on quality of work life/ Work life balance. Nowadays, work life balance is a crucial element to keep motivation high among employees. Work from home approach can be implemented to address this issue.

Thirdly, it is suggested that TNB allow a flexible two-way communication focusing on feedback and gradual improvement. As discussed on previous chapter, communication element plays an important role in allowing an effective organization performance.

Next, TNB should focus on future performance rather than fault-finding in past performance. This is an important criteria that need to be address as people will keep improving themselves when motivated. Fair performance appraisal and remuneration is needed to ensure a well balance employees.

In addition, the organization need to emphasize on Job Enrichment and Job Enlargement. Job enrichment and job enlargement provides the opportunity for the employees to develop and growth. Lastly, the organization need to allow more responsibility and autonomy to the employees. By giving more autonomy to employees, more fresh idea are able to be generate and this will directly benefits the overall organization.

6.3   Significance of Research

The purpose of the research is to identify the impact of motivation factors in a Tenaga Nasional Berhad. The research is conducted to study an organization, which has its own work culture, values and ethics, which make it unique on its own. The outcome of the

research also can be used to improve the motivation of employees in TNB. The research contributes to the knowledge areas of motivation whereby there is not much study has been conducted yet in TNB.

6.4   Limitation of Research

The research is conducted with an expectation that there is lack of motivation among employees in TNB. However, as discussed in Chapter 5 of the research, it is not necessarily true that the employees are demotivated. The finding indicates that certain organizational aspect need to be reinforced to ensure a continuous motivated workforce in TNB. It is important to highlight that the targeted population might not represent the perception of other TNB staff which comprises of approximately 36000 employees. Therefore, further research need to be done to explore other possible angle of knowledge area that is related to motivation of the workforce.

REFERENCES

Aderibigbe, I. A. (2017). Relationship between Employee Motivation and Productivity among Bankers in Nigeria. *Journal of Economics*, 76-80.

Ajila, C., & Abiola, A. (2004). Influence of Rewards on Workers Performance in an Organization. *Journal of Social Science*, 7-12.

Azar, M., & Shafighi, A. A. (2013). The Effect of Work Motivation on Employees' Job Performance. *International Journal of Academic Research in Business and Social Sciences*, 9.

Dickinson, D. L. (2001). The Carrot vs. the Stick in Work Team Motivation. *Experimental Economics*, 107-124.

Dobre, O.-I. (2013). Employee motivation and organizational performance. *Review of Applied Socio- Economic Research*, 53.

Dornyei, Z. (2007). *Research Methods in Applied Linguistics* . Oxford: Oxford University Press.

Dr. Ugwu Ude, D. M. (2012). Incentive Schemes, Employee Motivation and Productivity In Organizations In Nigeria: Analytical Linkages. *Journal of Business and Management*, 32-39.

Etikan, I., Musa, S. A., & Alkassim, R. S. (2016). Comparison of Convenience Sampling and Purposive. *American Journal of Theoretical and Applied Statistics*, 1-4.

Fehr, J., & Sassenberg, K. (2010). Willing and able: How internal motivation and failure help to overcome prejudice. *Group Processes & Intergroup Relations*, 167-181.

Fellows, R., & Liu, A. (2015). *Research Methods for Construction.* United Kingdom: John Wiley & Sons.

Gagne, M., & Deci, E. L. (2005). Self-determination theory and work motivation. *Journal of Organizational Behavior*, 331–362.

Gallstedt, M. (2003). Working conditions in projects: perceptions of stress and motivation among project team members and project managers. *International Journal of Project Management*, 449-455.

Herzberg, F. (1959). *The Motivation to Work.*

Hoonakker, P., & Carayon, P. (2009). C 1044-7318 1532-7590 Intl. Journal of Human–Computer Interaction, Vol. 25, No. 5, April 2009: pp. 1–50 Intl. Journal of Human–Computer Interaction Questionnaire Survey Nonresponse: A

Comparison of Postal Mail and Internet Surveys. *INTL. JOURNAL OF HUMAN–COMPUTER INTERACTION*, 348–373.

Isaac, R. G., Zerbe, W. J., & Pitt, D. C. (2001). Leadership And Motivation: The Effective Application Of Expectancy Theory. *Journal of Managerial Issues*, 212-226.

Kazaz, A., Manisali, E., & Ulubeyli, S. (2008). EFFECT OF BASIC MOTIVATIONAL FACTORS ON CONSTRUCTION WORKFORCE PRODUCTIVITY IN TURKEY. *JOURNAL OF CIVIL ENGINEERING AND MANAGEMENT* , 95-106.

Kovach, K. A. (1995). EMPLOYEE MOTIVATION: ADDRESSING A CRUCIAL FACTOR IN YOUR ORGANIZATION'S PERFORMANCE. *Employment Relations Today*, 93-107.

Makulsawatudom, A., & Emsley, M. (n.d.). *FACTORS AFFECTING THE PRODUCTIVITY OF THE CONSTRUCTION INDUSTRY IN THAILAND: THE PROJECT MANAGERS' PERCEPTION.* Department of Civil and Construction Engineering, UMIST, P.O. Box 88, Manchester, M60 1QD, UK.

Manzoor, Q.-A. (2012). Impact of Employees Motivation on Organizational Effectiveness. *European Journal of Business and Management*, 3.

Maslow, A. H. (1943). *A THEORY OF HUMAN MOTIVATION.* Brooklyn College.

McGregor, D. M. (1960). *The Human Side Enterprise.*

Mel E. Schnake, S. C. (1984). Internal Work Motivation and Intrinsic Job Satisfaction: The Effects of Goal Clarity, Goal Difficulty,Participation in Goal Setting, and Task Complexity. *Group & Organization Studies,*, 201-219.

Mohamed, R. K., & Nor, D. C. (2013). The Relationship between McGregor's X-Y Theory Management Style and Fulfillment of Psychological Contract: A Literature Review. *International Journal of Academic Research in Business and Social Sciences*, 5.

Naile, I., & Selesho, J. M. (2014). The Role of Leadership in Employee Motivation. *Mediterranean Journal of Social Sciences*, 3.

Neuman, W. L. (2014). *Social Research Methods: Qualitative and Quantitative Approaches.* Essex: Pearson Education Limited.

Omar, M. W., Jusoff, K., & Hussin, H. (2010). Employee Motivation and its Impact on Employee Loyalty. *World Applied Sciences Journal*, 871-873.

Pardee, R. L. (1990). *Motivation Theories of Maslow, Herzberg, McGregor & McClelland. A Literature Review of Selected Theories Dealing with Job Satisfaction and Motivation.* Institute of Education Sciences.

PMBOK 5th Edition. (n.d.). PMI USA.

Rico, R., Sánchez-Manzanares, M., Gil, F., Alcovery, C. M., & Tabernero, C. (2011). COORDINATION PROCESSES IN WORK TEAMS. *Papeles del Psicólogo*, 59-68.

Rolkováa, M., & Farkašová, V. (2014). The Features of Participative Management Style. *2nd GLOBAL CONFERENCE on BUSINESS, ECONOMICS, MANAGEMENT and TOURISM* (pp. 1383 – 1387). Prague, Czech Republic: Procedia Economics and Finance.

Ryan, R. M., & Deci, E. L. (2000). Intrinsic and Extrinsic Motivations: Classic Definitions and New Directions. *Contemporary Educational Psychology*, 54–67.

Samad, Z. A., Alias, A. B., & Esa, M. (2014). Preparing Project Managers to Achieve Project Success - Human Related Factor. *International Journal of Research in Management & Technology*, 2.

Schmid, B., & Adams, J. (2008). *Motivation in Project Management: The Project Manager's Perspective.*

Singh, M. S., Almsafir, M. K., & Alkharabsheh, A. A. (2013). Factors Influencing Employees Motivation at Tenaga Nasional Berhad, Ipoh Perak. *Journal of Modern Marketing Research*, 98-110.

Stuckey, H. L. (2013). Three types of interviews: Qualitative research. *Journal of Social Health and Diabetes*.

Tabassi, A. A., & Bakar, A. A. (2009). Training, motivation, and performance: The case of human resource management in construction projects in Mashhad, Iran. *International Journal of Project Management*, 471-480.

Welbourne, T. M., Andrews, S. B., & Andrews, A. O. (2005). BACK TO BASICS: LEARNING ABOUT EMPLOYEE ENERGY AND MOTIVATION FROM RUNNING ON MY TREADMILL. *Wiley InterScience*, 55-66.