

APPENDIX 1: Malaysia Population Profile by State - 2000

	State	Population	
		Number	Percentage
	Perlis	204,450	0.88%
	Kelantan	1,313,014	5.64%
	Kedah	1,649,756	7.09%
	Terengganu	898,825	3.86%
	Penang	1,313,449	5.64%
	Pahang	1,288,376	5.54%
	Perak	2,051,236	8.81%
Klang Valley	Federal Territory	1,379,310	5.93%
	Selangor	4,188,876	18%
	Negeri Sembilan	859,924	3.69%
	Malacca	635,791	2.73%
	Johor	2,740,625	11.78%
	Labuan	76,067	0.33%
	Sabah	2,603,485	11.19%
	Sarawak	2,071,506	8.9%
Total		23,274,690	

Source: Bernama Website, 2009

APPENDIX 2: Survey Questionnaire



**Graduate School of Business Faculty of
Business and Accountancy University of Malaya**

4th Nov 2010

Dear Sir/Madam,

This research is to fulfill part of a Master of Business Administration (MBA) assessment from the University of Malaya. The objective of this study is to examine the impact of extrinsic and intrinsic work motivation on job satisfaction among employees in Malaysian service industry.

I would appreciate if you could voluntarily participate in this survey by completing the attached questionnaire. It will take about 10 minutes of your time to complete the questionnaire. There is no right or wrong answers. Your sincere answers will greatly contribute to the completion of this academic research. Please be assured that all information will be treated with the strictest confidentiality and only the aggregated data will be analyzed and reported.

If there are any queries about this study, please contact me at +6017-3700 128 or email to me at ye.fuhai@yahoo.com.

Thank you very much for your kind participation.

Yours sincerely,

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Supervised by,

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Part A: Extrinsic Motivation:

In each of the following statements, please select **ONE** answer that best describes your attitude towards extrinsic motivation in your organization, by crossing (X) in the most appropriate box.

		Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
EM1	I would be willing to be transferred to a higher level of and more demanding position					
EM2	I seek an active role of the leadership of a group					
EM3	Money factor is the best way for my manager to recognize me for the contribution I make to the company's success					
EM4	I am adequately compensated for the contribution I make to the company's success					
EM5	The positive evaluation which I get from others makes me motivated to want to do good work.					
EM6	I have always received praise from my manager					

Part B: Intrinsic Motivation:

In each of the following statements, please select **ONE** answer that best describes your attitude towards intrinsic motivation in your organization, by crossing (X) in the most appropriate box.

		Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
IM1	Having a new challenging and interesting work is very important for me.					
IM2	I push myself to be "all that I can be".					
IM3	I feel that being responsible on my work is the key factor that motivates me to do a good work.					
IM4	I feel motivated thinking that it is my responsibility that my clients are better served as a result of my work.					
IM5	Hoping to get in touch with other people					
IM6	The management has good communication with employees and frequently provides support and feedback on our work.					

Part C: Leadership:

In each of the following statements, please select **ONE** answer that best describes your attitude towards your manager’s leadership in organization, by crossing (X) in the most appropriate box.

		Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
L1	He/she treats people with dignity and respect.					
L2	He/she supports and helps me to do the best job I can.					
L3	He/she is approachable and easy to get on with.					
L4	He/she does a good job of explaining decisions that affect me and my department.					
L5	He/she monitors my performance and discusses it with me.					
L6	I have confidence in the judgment and ability of my department’s management.					

Part D: Job satisfaction:

In each of the following statements, please select **ONE** answer that best describes how satisfied with each aspect of your job listed below, by crossing (X) in the most appropriate box.

		Strongly dissatisfied (1)	Dissatisfied (2)	Neutral (3)	Satisfied (4)	Strongly Satisfied (5)
JS1	The degree to which I am fairly paid for what I have contributed to this organization					
JS2	The feeling of a health working environment.					
JS3	The feeling of talking and working with people on my job.					
JS4	The joy of setting personal goals and challenging myself to produce a quality work.					
JS5	The feeling of worthwhile accomplishment I get from doing my job.					
JS6	The amount of independent thought and action I can exercise in my job.					

Part E: Your profile :

Please select **ONE** answer from each statement that best describes you.

1. Gender:

- Male Female

2. Age group:

- 30 years and below 51 – 60 years
 31 – 40 years 60 years and above
 41 – 50 years

3. Ethnic background:

- Malay Chinese
 Indian Others (please specify)

4. Religion:

-
- Muslim Buddhist
 Hindu Christian
 None Others (please specify)

5. Highest education level achieved:

-
- Primary Education Postgraduate Degree
 Secondary Education (e.g. Master or Doctorate)
 Certificate or Diploma Professional Qualification
 First Degree (Bachelor) Others (please specify)

6. Current job position:

-
- Top Manager (e.g. CEO, CFO, COO)
 Middle Manager (e.g. Regional/Area/Branch/Senior Manager)
 First-Line Manager (e.g. Departmental Manager, Supervisor, and Team Leader)
 Administration/ Supports staff
 Professional (e.g. Medical Doctor, Lawyer, Professor, Auditor)

7. Current type of industry:

- Banking/Finance Pharmaceutical/Healthcare
 Communications/Advertising Retail/Own business
 Engineering/construction Service/hospitality
 Education Others (please specify)

8. The number of years you have served your current employer:

-
- Less than 1 year 7-9 years
 1-3 years More than 10 years
 4-6 years

Thank you for your participation

APPENDIX 3: Hierarchical Regression

Figure 4.1: Hierarchical Regression

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	Intrinsic, Extrinsic ^a	.	Enter
2	Leadership ^a	.	Enter
3	EXTRINSICvLDSHP, INTRINSICvLDSHP ^a	.	Enter

a. All requested variables entered. b. Dependent Variable: JS

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.695 ^a	.483	.475	.40616	.483	56.609	2	121	.000
2	.741 ^b	.550	.538	.38079	.066	17.661	1	120	.000
3	.751 ^c	.565	.546	.37756	.015	2.031	2	118	.136

a. Predictors: (Constant), Intrinsic, Extrinsic

b. Predictors: (Constant), Intrinsic, Extrinsic, Leadership

c. Predictors: (Constant), Intrinsic, Extrinsic, Leadership, EXTRINSICvLDSHP
INTRINSICvLDSHP

ANOVA^d

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.677	2	9.339	56.609	.000 ^a
	Residual	19.961	121	.165		
	Total	38.639	123			
2	Regression	21.238	3	7.079	48.823	.000 ^b
	Residual	17.400	120	.145		
	Total	38.639	123			
3	Regression	21.817	5	4.363	30.610	.000 ^c
	Residual	16.821	118	.143		
	Total	38.639	123			

- a. Predictors: (Constant), Intrinsic, Extrinsic
- b. Predictors: (Constant), Intrinsic, Extrinsic, Leadership
- c. Predictors: (Constant), Intrinsic, Extrinsic, Leadership, EXTRINSICvLDSHP, INTRINSICvLDSHP
- d. Dependent Variable: JS

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.643	.289		2.229	.028
Extrinsic	.219	.080	.219	2.735	.007
Intrinsic	.559	.082	.546	6.830	.000
2 (Constant)	.603	.271		2.228	.028
Extrinsic	.121	.078	.121	1.545	.125
Intrinsic	.421	.084	.411	5.037	.000
Leadership	.258	.061	.330	4.203	.000
3 (Constant)	2.669	1.061		2.516	.013
Extrinsic	.043	.417	.043	.104	.917
Intrinsic	-.039	.444	-.038	-.087	.930
Leadership	-.367	.318	-.470	-1.154	.251
EXTRINSICvLDSHP	.028	.107	.202	.267	.790
INTRINSICvLDSHP	.132	.121	.994	1.088	.279

a. Dependent Variable: JS

Excluded Variables^c

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
					Tolerance
1 Leadership	.330 ^a	4.203	.000	.358	.607
EXTRINSICvLDSHP	.542 ^a	4.533	.000	.382	.257
INTRINSICvLDSHP	.514 ^a	4.554	.000	.384	.289
2 EXTRINSICvLDSHP	.833 ^b	1.695	.093	.154	.015
INTRINSICvLDSHP	1.180 ^b	2.005	.047	.181	.011

- a. Predictors in the Model: (Constant), Intrinsic, Extrinsic
- b. Predictors in the Model: (Constant), Intrinsic, Extrinsic, Leadership
- c. Dependent Variable: JS