

**FAKTOR MOTIVASI PEKERJA DI YAYASAN DAKWAH ISLAMIAH
MALAYSIA
FACTORS INFLUENCING EMPLOYEES MOTIVATION AT YAYASAN
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Abstrak

Motivasi dianggap sebagai salah satu faktor utama yang dapat mempengaruhi prestasi pekerja dalam organisasi. Kajian terdahulu telah mengenal pasti faktor-faktor yang mempengaruhi motivasi pekerja seperti gaji, kepemimpinan transformasional, pengayaan pekerjaan, keselamatan kerja, latihan dan pengembangan dan pemberdayaan. Walau bagaimanapun, kesan faktor-faktor ini terhadap motivasi Organisasi Islam, khususnya di Malaysia belum diterokai melalui kajian empirikal. Oleh itu, kajian ini dilakukan untuk mengkaji faktor yang mempengaruhi motivasi pekerja di Yayasan Dakwah Islamiah Malaysia (Yadim) yang terletak di Kompleks Islam Putrajaya, Malaysia. Di samping itu, kajian ini juga menyelidiki lebih lanjut kesan kepuasan kerja dan penglibatan kerja antara hubungan faktor-faktor gaji, kepemimpinan transformasional, pengayaan pekerjaan, keselamatan kerja, latihan dan pembangunan, pemberdayaan dan motivasi pekerja. Untuk menjawab objektif sebelumnya, data kajian ini telah dikumpulkan melalui soal selidik di kalangan 190 pekerja di Yayasan Dakwah Islamiah Malaysia. Kajian ini mendapati bahawa faktor-faktor yang mempengaruhi motivasi pekerja di Yadim adalah gaji, kepemimpinan transformasional, pengayaan pekerjaan, keselamatan kerja, latihan dan pengembangan, pemberdayaan. Kajian ini juga mendedahkan bahawa gaji, kepemimpinan transformasional, pengayaan pekerjaan, keselamatan kerja, latihan dan pembangunan, pemberdayaan, mempunyai kesan positif terhadap motivasi pekerja yang disederhanakan oleh kepuasan kerja dan penglibatan kerja.

Kata kunci

Motivasi Pekerja, Faktor Motivasi, Prestasi

Abstract

Motivation is regarded as one of the main factors that can influence employee's performance in organization. The previous studies have identified the factors that influence employee motivation such as salary, transformational leadership, job enrichment, job security, training and development and empowerment. However, the impact of these factors on the motivation of Islamic Organization, particularly in Malaysia has not been explored through empirical study. Therefore, this study was conducted to examine the factor that influence employee's motivation in Yayasan Dakwah Islamiah Malaysia (Yadim) located in Kompleks Islam Putrajaya, Malaysia. In addition, this study also further investigates the moderating effects of job satisfaction and job involvement between the relationship of the factors of salary, transformational leadership, job enrichment, job security, training and development, empowerment that and employee motivation. To answer the previous objectives, the data of this study have been collected through questionnaire among 190 employees in Yayasan Dakwah Islamiah Malaysia. This study has found that the factors that influence employee's motivation in Yadim are salary, transformational leadership, job enrichment, job security, training and development, empowerment. This study

also reveals that salary, transformational leadership, job enrichment, job security, training and development, empowerment. have a positive effect on employees' motivation that moderate by job satisfaction and job involvement.

Keywords

Employee motivation, factor motivation, performance

1. Introduction

An organization is a group of people working to achieve one or more objectives. Organizations are created to produce goods and services for the larger society (Lussier, 2011). The organization creates a structure to streamline the factors working activities and control the actions of members (Rezayian, 2005; Ahmady and colleagues, 2016). According to Greenberg and Baron (2008), an organization is a structured social system consisting of groups and individuals working together to meet some agreed upon objectives. In other words, organizations consist of people, who alone and together in work group strive to attain common goals.

All organizations, from small non-profits to the multinational enterprises need to complete projects to move forward with their missions and strategies. There is a growing need for the management of projects in business organizations. In recent years, researchers have become increasingly interested in factors that may have an impact on project management effectiveness. Within organizations, companies have organized project offices which more effectively specialize in managing projects, even if their domain of organization structure is non-project oriented. The project office is an organization developed to support the project manager in carrying out his duties (Maja & Mladen, 2015).

2. Problem Statement

Since YADIM was introduced to the outside world, YADIM has expanded its operations around the world and among these achievements are YADIM achieved the ISO 9001: 2008 certification on Jan 8, 2009 and this is because of the commitment and professionalism shown by the YADIM workforce of all levels and all departments. YADIM has successfully undertaken Dakwah and community programs such as the Mithali Mother Program and the Dakwah Month.

Motivation has been recognized as one of the main reasons that contribute to employees' good performance. A study by Saleem and Sheema (2015) found a positive relation between motivation and performance, indicating that the higher the motivation, the higher the performance. Similarly, Seng and Thilageswary (2017) showed that the job motivation as important competencies to improve job performance and considered as an effective way for organizations to enhance their productivity. Based on these facts, it is essential to understand the factors that influenced employee motivation.

Salary is one of the factors that influence employees' motivation. Belly (2015) in his study found that financial incentives (i.e., salary) and non-financial assets such as nonmonetary rewards, recognition, appreciation and promotion have been equally

significant bearing in motivation. Abdul Gusau (2017) also shows that salary serve as a form of motivation to the employees. Another factor that can enhance employee motivation is transformational leadership style. Adeel and colleagues (2017) indicates that all dimensions of transformational leadership have positive effects on employee motivation. Moreover, job enrichment also can play the role as the factor of employee motivation. Nanle (2015) stated that there is a strong and positive relationship of job enrichment to the motivation of employees. Job security is another reason that can influence employee motivation. Fazil (2014) found that there is a significant relation between job security and motivation. Bhaskar and Tathagata (2014) indicate that job security was the most important factor related to motivation, which closely followed by interesting work and respect and recognition. Besides that, the implementation of training and development can contribute to employee motivation. Katarzyna (2017) in his study showed a strong relationship between training and employee motivation to work. Finally, empowerment also one of the factors that influence employee motivation. Meng and colleagues (2015) conducted the research in the private university in china identified that intrinsic motivation is dominant in view the role of empowerment. In addition, Hasan and colleagues (2011) in their study of public and private banks operating in Ankara, revealed that the perceived employee empowerment had a positive impact on the achievement motivation of employees. Other research by Quratul-Ain (2011) show that the more empowerment and recognition of employees in an organization is increased, the more will their motivation to work will enhance.

The previous discussions have provided essential understanding about the factors that influence motivation. However, these findings are justified separately in different context such as commercial bank (Belly, 2015; Adeel et al., 2017), higher education institutions (Zahra et al., 2015; Ojeleye, 2017; Weiping at al., 2017), hotels (Fazil, 2014), and small and medium enterprise (Katarzyna, 2017). The previous findings also were acquired from various countries such as Kenya (Belly, 2015), United Kingdom (Ismail & Tuba, 2013), Pakistan (Zahra et al., 2015; Adeel et al., 2017), Brazil (Flavia et al., 2017), China (Weiping at al., 2017), India (Venith & Indradevi, 2015), Somalia (Said et al., 2017), and turkey (Fazil, 2014). As a result, till date, the understanding about the factors that influence motivation in a specific organization, particularly in the Islamic organization such as YADIM, in a specific country such as Malaysia are still limited.

Another gap in the field of motivation is lack of studies that investigate the moderating factors between the factors (salary, training, job enrichment, transformational leadership, empowerment, job security) and motivation. It is due to the previous studies are more focus on identifying the factors of motivation. There are two factors that have potential to be regarded as moderator known as job satisfaction and job involvement. Regarding job satisfaction, Omer and colleagues (2018) argue that job satisfaction plays a moderating role in the relation between transformational and conditional-rewarding leadership and pro-social silence. Similarly, in a study by Hakan and colleagues (2017) also highlight the moderating role of job satisfaction on the relationship between servant leadership and turnover intention. Regarding job involvement, Chi and colleagues (2018) found that job involvement had a moderating effect on the relationship between organizational commitment and job satisfaction. In addition, a study by Mahfuz (2013) indicated that job involvement had a moderating effect on the relationship between emotional intelligence and retention. Based on previous evidences, there is a potential for job satisfaction and job involvement to moderate the relationship between the factors (salary, transformational leadership, job enrichment, training, empowerment, job security) and motivation.

3. Literature Review

The factors that influence employee's motivation

Motivation is discussed widely across various disciplines (Abdulcader & Anthony, 2014; Kroth, 2007; Latham, 2011). Motivation is the most important thing for each public or private sector organization (Chintallo & Mahadeo, 2013).

Salary is an indicator that can affect employees (Arabi, Subramaniam, Baker & Abu, 2013) including their motivation. Previous studies have provided empirical evidence from various context to support the link between salary and motivation. For instance, a study by Onanda (2015) among employees of selected 7 KCB branches at Mombasa county has been found that financial incentives such as an appropriate salary and non-financial assets such as nonmonetary rewards, recognition, appreciation and promotion have been equally significant bearing in motivation.

In a study done by Adeel and colleagues (2017) among 270 employees of banking sector (Allied Bank Limited, Habib Bank Limited and National Bank of Pakistan) in Pakistan revealed that transformational leadership has a positive impact on employee motivation. In specific, this study found positive and strong relationship between all dimension of transformational leadership such as idealize influence, individual consideration, intellectual stimulation and inspirational motivation with employee motivation.

In a study done by Iman and Wayan (2018) among the civil servants at regional office of the Directorate General of State Assets Management of Bali and Nusa Tenggara found that job enrichment positively and significantly affects work motivation and organizational commitment.

Bhashkar and Tathagata (2014) have conducted a study among ninety-two in-service government officer from three states in India. In their study, the study participants were required to rank 14 factors of motivation important for them in their current job. The factors for the study were selected using Herzberg's two-factor theory of motivation. The study results indicate that job security was the most important factor related to motivation, closely followed by interesting work and respect and recognition.

In a study done by Katarzyna (2017) among 54 employees, who work in industrial enterprises showed the existence of a strong link between internal training in the surveyed companies and the motivation of employees to the work.

In a study done by Iman and Wayan (2018) among 42 civil servants with executive positions in regional offices of the head of State assets management Directorate (DJKN) Bali and Nusa Tenggara indicating that job enrichment and empowerment of workers affect the positive motivation of work and commitment to the Organization.

4. Motivations Theories

a) Herzberg Two-Factor Theory

Herzberg's motivation-hygiene theory, also known as the two-factor theory, has received widespread attention as having a practical approach toward motivating employees. In 1959, Herzberg published his analysis of the feelings of 200 engineers and accountants from over nine companies in the United States. These professionals were asked to describe experiences in which they felt either extremely bad or exceptionally good about their jobs and to rate their feelings on these experiences. Responses about good feelings are generally related to job content (motivators),

whereas responses about bad feelings are associated with job context (hygiene factor). Motivators involve factors built into the job itself, such as achievement, recognition, responsibility and advancement. Hygiene factors are extrinsic to the job, such as company policy and administration, technical supervision, interpersonal relations with supervisor, interpersonal relations with peers and subordinates, salary, job security, personal life, work conditions and status (Huling, 2003; Herzberg, 1966). Hygiene or extrinsic factors external and often determined at the organization level can lead to dissatisfaction and lack of motivation if not present in positive degree (Bawa, 2017). According to Herzberg's Two Factor Theory, external motivation methods do not motivate employees but provide workers with suitable conditions to be motivated (Brislin et al., 2005).

This theory explains the value employees placed on their work. The outgrowth of the theory emphasized the process where motivators or satisfiers are concerned with job content, while the hygiene factors or dissatisfiers are more concerned with the environment in which the job is performed. The motivators focused on the factors responsible for producing attitudes or job satisfaction which includes the opportunity for task completion, for seeing results of effort and for solving problems independently. The motivators are responsible and accountable for task completion, for individual performance, and for having sufficient control to decide how and when tasks are to be completed. The hygiene factors emphasized on the effectiveness of company organization and the effectiveness with which the company's policies are administered. The hygiene factor also examined the impact an individual's personal life may have on job performance and how the supervisor relates to subordinates (Salau, Adeniji and Oyewunmi, 2014; Frederick, 1966).

b) Maslow Hierarchy Theory

According to Maslow, physiological needs for food, clothing and shelter is dominating a person while the employee is just starting his career. At this stage, if you want to motivate individuals, pay him on time. This is because it is clear that at this stage the basic motivation is the salary. Nigerian workers whose average is motivated when he received warning salary especially if he expects some arrears. If warranted, management may also consider additional financial rewards (e.g., bonuses, productivity) and this can motivate him to enhance his productivity (Bawa, 2017).

In the event that when acquainted with Maslow's hierarchy of Needs, transformational Leadership would fit into the higher level, as it obliges a higher state of credibility, self-regard and self-completion to effectively be a transformational Leader. Goals are higher in Maslow's Hierarchy, which does suggest that lower concerns, for example, wellbeing and security must be sensibly protected before individuals will give careful consideration to the higher potential outcomes (Covey, 2017)

Under Maslow's hierarchy of needs theory, salary is associated with the lower level needs, such as physical and security needs. Maslow (1954) stated that once the lower-order needs are met, higher-order needs will become most important. Thus, additional salary increases do not motivate employees any further. To improve job satisfaction and performance level of workers, managers must work on motivators by providing opportunities for career advancement and development, as workers value motivators more than hygiene factors (Ramlall, 2004).

c) Expectancy Theory

Expectancy Theory suggests that administrators should make good use of personal expectancy to inspire employees. This is based on the rudimentary concept that inclination for an individual's action is determined by possible expected results and the relationship between the results and the action adopted. To take a different approach, job involvement for an employee is determined by his/her expectancy level, which results in incentives for action (Zaki & Udham, 2010).

Vroom (1964) and Hussain, Yusoff, Banoori, Khan and Khan (2016) suggested that people will be motivated to act if they feel that their desired goals can be achieved through the action. He further explains that some goals are direct, and some are indirect such as high performance and promotion or pay rise respectively. In training and development context, according to Elangovan and Karakowsky (1999); Hussain, Yusoff, Banoori, Khan and Khan (2016), employees will be motivated to learn if they perceive the importance of training and development with respect to their expectation in the form of improved performance, reward, bonuses and promotion (Wahab et al., 2014; Hussain, Yusoff, Banoori, Khan & Khan, 2016).

Similarly, according to Al-Emadi and Marquardt (2007), employees who perceive training beneficial will be more committed to organization. Furthermore, Brinkerhoff (2006) points out that "the best result that training alone can is an increase in capability i.e., the ability to perform." He further explains that to achieve high level performance from employees there should be incentive or rewards together with proper feedback, direction and job aids which in turn drives effective performance. This means that employees who perceive training effective means of satisfying their lower level needs together with high level needs such as self-esteem or self-actualization will be more effective and motivated performers in organization.

This theory also include in the context of religious beliefs were a motivation as it could lead to highly appreciated results, hoping to convince, and positive religious efficacy (Khair, 2014; Zulkifli et al., 2016). For example, for men to strive to enter Heaven (length) will make the commandments of Allah and avoid obedience (intermediate) according to religious rules (Zulkifli et al., 2016).

d) Social Exchange Theory

The social exchange theory explains how transformational leaders may affect employee engagement through social exchanges by creating a friendly and trustworthy environment (Blau, 1964; Hui & Nazir, & Wang & Asadullah & Zeb & Shafi, 2019). This theory can link with motivation because a friendly and trustworthy environment may affect employee motivation to engage in organization.

e) Transformational leadership theory

The transformational leadership theory makes available a basis for a strong relationship between leaders and followers which in further provides a resilient trust level resulting in an unflinching inspiration. In this theory, on the part of leader, his/her main power emanates from charismatic behavior and the inspiration which he/she induce (Burns, 1978; Khan and Nawaz, 2018).

The transformational leader is characterized by his/her capability to identify the need for change, build vision towards change and enhance followers' commitment to accomplish the tasks ultimately (Khan & Nawaz, 2018). The leader focuses upon

followers' needs and thus transforms everything. Hence by motivating and empowering their followers. Moreover, the transformational theory of leadership is distinguished from previous theories regarding moral dimensions and professional ethics (Gerry & Eid, 2012; Khan & Nawaz, 2018).

5. Research Questions

- a) What are the factors that influence employee motivation in Yayasan Dakwah Islamiah Malaysia (YADIM)?
- b) Does job satisfaction moderate the relationship between the factors (salary, transformational leadership, job enrichment, job security, training and development and empowerment) and motivation?
- c) Does job involvement moderate the relationship between the factors (salary, transformational leadership, job enrichment, job security, training and development and empowerment) and motivation?

6. Research Objectives

- a) To identify the factors that influence employee motivation in Yayasan Dakwah Islamiah Malaysia (YADIM).
- b) To examine the moderating effect of job satisfaction in the relationship between the factors (salary, transformational leadership, job enrichment, training and development and empowerment) and motivation.
- c) To examine the moderating effect of job involvement in the relationship between the factors (salary, transformational leadership, job enrichment, training and development and empowerment) and motivation.

7. Research Methodology

Questionnaire was chosen as a tool for data collection due to it having the ability to be developed in less amount of time, being capable of collecting data from a large number of respondents, allowing numerous questions asked about a subject, giving extensive flexibility in data analysis and finally, being cost affective (Daw, 2016). A questionnaire also enable researcher to obtain information about the thoughts, feelings, attitudes, beliefs, values, perceptions, personality, and behavioral intentions of research participants (Burke & Larry, 2014).

This study applies a quantitative research design. The quantitative data can be used to look for cause and effect relationship and can be used to make predictions. In addition, the quantitative findings are likely to be generalized to a whole population or a sub-population because it involves the larger sample which is randomly selected (Rahman, 2017).

8. Data Analysis

The data was analyzed using the Statistical Package for Social Sciences (SPSS) version 22 based on the procedure proposed by Hair, Anderson, Tatham and Black (1998) as details below:

a) Cleaning the data

A preliminary analysis has been conducted to clean the data including the test of outliers, normality, homoscedasticity and linearity.

The outliers have been assessed with Mahalanobis distance value. According to this method, when the value of Mahalanobis distance exceeds the critical value of chi-square, the case considered to be outliers (Hair et al., 1998).

The normality has been tested using Kurtosis critical value. Based on this method, the data perceived as non-normality distributed if values more than normal value of multivariate Kurtosis (Hair et al., Stevens, 2009).

Homoscedasticity assumptions is principally associated to dependence relationship amongst variables. According to this assumption the variance level of dependent variable should be the same across the range of predictor variables. Conducting this test can ensure the relationships between dependent and independent variable are fully captured through the use of the equal value of variance at each value of the predictor variable. This assumption has been examined by using scatterplot residual analysis (Hair et al., 1998).

Linearity is the assumption that used to identify if there is any nonlinearity in the data which could result in underestimating of the strength of relationships. The scatterplot has been applied to examine the relationships between variable and to detect if there any nonlinearity that could affect the correlation (Hair et al., 1998).

b) Exploratory Factor Analysis

The exploratory factor analysis (EFA) is widely applied statistical technique in the social sciences research to detect the underlying relationships amongst measured variables (Stevens, 2009; Joseph et al., 1998).

The first step to conduct EFA is assessing the suitability of the data for EFA. To do so, the Kaiser-Meyer-Olkin (KMO) test was applied to examine the adequacy of the sample size where the value of KMO at least 0.6 or more to consider the sample size suitable for factor analysis (Stevens, 2009).

The second step is the use of principle component to identify the smallest number of factors that should be retained to depict the interrelationships amongst set of items (Latin, Carrol and Geen, 2003). The factors that show eigenvalue 1 or greater can be retained (Stevens, 2009).

The third step is rotating the factors using the approach of varimax rotation to evaluate each item loading pattern on the factors, where the loading denotes the correlation between the items and the factors (Latin et al., 2003).

c) Reliability Analysis

The reliability is conducted to ensure the degree of consistence between multiple measurements of variable (Hair, Anderson, Tathman and Black, 1998). The importance reliability comes from the fact that when repeating the measurement to collect data from the same individuals using the same instrument it should produce the same results (Koul, 2004). The most popular instrument to be applied to determine the internal consistency of the variables in this research is Cronbach's alpha coefficient (Tavakol and Dennick, 2011; Musaazi, 2006). The estimate value of reliability that score 0.7 or higher, is considered as a good (Hair et al., 2006).

d) Regression Analysis

Regression analysis was applied to test the hypotheses of this study. This technique is a powerful tool designed to explore and analyze the relationship between a single dependent variable and several independent variables (Joseph et al., 1998). The regression analysis objective is to predict a single independent variable. It is important to know that when the case involves one independent variable the technique here called simple regression. However, in the case that involves more than one independent variable the technique called multiple regression (Joseph et al., 1998). The multiple regressions have been applied to inspect the factor of (salary, transformational leadership, job enrichment, job security, training and development and empowerment) and motivation. The moderating effect of job satisfaction and job involvement on the relationship between (salary, transformational leadership, job enrichment, job security, training and development and empowerment) and motivation also used regression analysis.

9. Result of Data Analysis

Multiple Regression Analysis for Employee Motivation

Table 1 displays the results of multiple regression analysis for salary. According to regression results of motivation, it was found that only salary, transformational leadership and job security had a significant and positive effect on motivation work stress ($\beta = .237, .213, -.175, p < 0.05$), while job enrichment, training and development, empowerment was not significant ($\beta = .124, .114, 1.62 p > 0.05$).

The results also indicated that salary with $\beta = .237$ has the highest contribution amongst the variables that significantly contributed to employee motivation, followed by transformational leadership with $\beta = .213$, then empowerment with $\beta = .137$, then job enrichment with $\beta = .124$, after that, training and development with $\beta = .114$ and finally job security with $\beta = -.175$.

Table 1: Results of Multiple Regression Analysis for Motivation

Variable	B	SE	β	t value	p value	Results
SALARYY	.203	.067	.237	3.04	.003	Supported
TLEADERSHIP	.188	.069	.213	2.70	.008	Supported
JENRICHMENT	.121	.094	.124	1.28	.200	Not Supported
TDEVELOPMENT	.089	.072	.114	1.24	.215	Not Supported
JSECURITY	-.083	.034	-.175	-2.46	.015	Supported
EMPOWERMENT	.133	.082	.137	1.62	.107	Not Supported

Dependent Variable: Motivation

10. Conclusion

This study was conducted to examine the factors that influence employee's motivation in Islamic Organization. The objectives are: (i) to identify the factors that influence

employee motivation in Yayasan Dakwah Islamiah Malaysia (YADIM), (ii) to examine the moderating effect of job satisfaction in the relationship between the factors (salary, transformational leadership, job enrichment, training and development and empowerment) and motivation, (iii) to examine the moderating effect of job involvement in the relationship between the factors (salary, transformational leadership, job enrichment, training and development and empowerment) and motivation.

This study is a quantitative study, and cross-sectional data technique was executed. A survey was conducted and self-administered questionnaire as a tool to measure variables in this study such as salary, transformational leadership, job enrichment, training and development and empowerment was used. Data collected at Yayasan Dakwah Islamiah Malaysia (Yadim) were obtained from 190 staffs who participated in the disaster preparedness training from June to July 2019. The results of the study were obtained through EFA analysis using SPSS version was proven that the three variables; salary, job security and empowerment have a significant and positive relationship on employee's motivation. Meanwhile the effect of the job satisfaction and job involvement as moderator showed significant and positive relationship. salary was found to be the most significant among the two variables that influenced on the employee's motivation. Job satisfaction and job involvement as the moderator in the relationship between salary, transformational leadership, job enrichment, training and development, job security, empowerment and motivation. Besides, the significant results helped the hypotheses in this study to be accepted.

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