

MODERATING EFFECT OF DEMOGRAPHICS ON MONETARY MOTIVATION AND EMPLOYEES' JOB PERFORMANCE RELATIONSHIP: EVIDENCE FROM MALAYSIA

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ABSTRACT

This study investigated the moderating effect of demographic factors (age, gender, education level, tenure, and job level) on the relationship between monetary motivation and employees' job performance at oil and gas offshore production facilities in Malaysia. The outcomes of this study provide useful insight that could influence company's performance management, resourcing and talent management strategies and policies. Data were collected using self-administered survey questionnaire from 341 employees at oil and gas offshore production facilities of selected companies in Malaysia. Convenience sampling method was used. Quantitative data analyses, which included descriptive, reliability, and inferential analyses were performed using the Statistical Product and Service Solution 21. At the .05 level, the results of the General Linear Model univariate analysis of variance showed that there was a significant moderating effect of tenure and job level on the relationship between monetary motivation and employees' job performance while gender did not show any significant moderating effect. Age and education level showed weak moderating effect. Employees with tenure of 31 years or more reported significantly higher job performance level compare to their younger counterparts with tenure of 10 years or less. Managers and supervisors scored significantly higher job performance level than technicians.

Keywords: Monetary reward, Job performance, Demographic factors, Moderating effect, Employees, Oil and gas, Malaysia.

Contribution/ Originality

This study is one of very few studies which have investigated the moderating effect of demographic factors (age, gender, education level, tenure, and job level) on the relationship between monetary motivation and employee's job performance in oil and gas industry in Malaysia.

1. INTRODUCTION

Oil and gas (O&G) industry plays an important role in fuelling Malaysian economic transformation programme (ETP) by virtue of its significant contributions of approximately 20% of total annual export earnings and 75% of the energy sources for Malaysia (Siu and Adams, 2012). Motivation of employees working at O&G offshore production facilities is an imperative factor for reliable production of O&G and safety performance. Literature suggests and empirical evidences show that motivated employees are linked to high level of job performance (Sharma and Bajpai, 2011) and they are also more likely to stay in the company (Dhiman and Mohanty, 2010; Matters, 2012).

Unfortunately, motivation of employees working at O&G offshore production facilities in Malaysia has been an issue for several years. Pay or monetary reward has been quoted by employees and employers as one of the key factors associated with employee's motivation. For example, one of the O&G companies selected for this research has reported that its employees working at offshore production facilities have consistently scored low pay satisfaction in its annual employees' opinion surveys. Outcomes of interviews by the researchers with Human Resource (HR) managers and focus groups also revealed that pay or monetary reward was one of the primary concerns among employees at O&G offshore production facilities in Malaysia. And one of the Malaysian O&G companies that participated in a survey conducted by Talent Corp (2012) also quoted pay as one of the primary reasons for employee turnover.

Thus, it was not surprising that O&G companies have resorted to use monetary reward to increase employees' motivation. Furthermore, the use of monetary reward as motivator is premised on the belief that money has positive effect on employees' job performance. For instance, it was believed that most Asians are motivated by money (Podolinsky, 2013). Their belief is supported by empirical evidences that suggest high monetary reward is indicative of high value that the organisation places on its employees (Adeogun, 2008; Kamaluddin *et al.*, 2011; Zaidi and Abbas, 2011); money brings joy resulting in satisfied employees (Lee, 2006), who are likely to increase job performance, and high performing employees contribute to high organisational performance (Armstrong, 2012; Mustapha, 2013); satisfied employees especially those who feel that they are most valued by their company are unlikely to leave the organisation (Dhiman and Mohanty, 2010) therefore, company could reduce recruitment cost, which otherwise could range from 1.2 to 2.0 times the annual salary (Stack, 2012). And according to Stack company could avoid productivity loss associated with employee turnover because on average it takes 13.5 months for a new employee to reach maximum efficiency in performance.

The relationship between monetary motivation and employees' job performance has been studied by many researchers. However, outcomes of the studies are divergent – significantly positive correlation between monetary motivation and job performance (Lourenco, 2010; Springer, 2011) and negative correlation between monetary incentive and performance (Adeogun, 2008). With regard to the moderating effect of age, gender, education level, tenure,

and job level on the relationship between monetary motivation and employees' job performance, outcomes of previous studies also offer divergent views.

On the basis of extant literature, it is hypothesised that monetary motivation of employees working at O&G offshore production facilities in Malaysia varies according to demographic factors such as age, gender, education level, tenure, and job level. Therefore, it is essential to understand the moderating effect of these demographic factors. Surprisingly, to the best of one's knowledge, existing literature offers no empirical evidences on the moderating effect of age, gender, education level, tenure, and job level on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia. Thus, the purpose of this study is to investigate the moderating effect of demographic factors (age, gender, education level, tenure, and job level) on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia. More specifically, this study aims to answer the five research questions namely:

Question 1. Is there a significant moderating effect of age on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia?

Question 2. Is there a significant moderating effect of gender on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia?

Question 3. Is there a significant moderating effect of education level on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia?

Question 4. Is there a significant moderating effect of tenure on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia?

Question 5. Is there a significant moderating effect of job level on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia?

The outcomes of this study could potentially alter companies' performance management strategy and policy in a manner such that when monetary reward is administered it stands a higher probability to increase employees' job performance. In addition, the study outcomes could also influence resourcing and talent management strategy of companies in O&G industry in Malaysia.

The remaining part of this article will cover literature review, methodology, findings, discussion, implications of the study outcomes, limitations of study, and conclusion.

2. LITERATURE REVIEW

2.1. Factors That Affect Employees' Motivation

Motivation is one of the most important factors affecting human behaviour and performance (Malik, 2010) and productivity Kamaluddin *et al.* (2011). Therefore, it is important to understand factors that affect employees' motivation. Many theories have been developed to explain employees' motivation. Among them are the motivation theories. The most widely quoted motivation theories to explain employees' motivation are the Maslow (1943;1987) hierarchy of needs theory, Herzberg (1959) two-factor motivation-hygiene theory, and Vroom (1995) expectancy theory. Maslow (1943;1987) developed the hierarchy of needs theory, which is also known as need-gratification theory. The theory suggests that human beings have five hierarchy of needs, that is, physiological needs (the lowest and most basic needs), safety and security needs, needs for affiliation and love, self-esteem needs, and self-actualisation needs (the highest). Maslow asserted that higher needs become salient as lower needs are gratified. Herzberg (1959), in his two-factor motivation-hygiene theory, postulated that satisfaction and dissatisfaction at work are caused by different factors. He named the two factors as hygiene and motivational factors. Hygiene factors are those that define the job context such as job security, status in the organisation, relationship with team members or subordinate, relationship with supervisors, one's personal life, work conditions, pay, company policy, and benefits. Intrinsic factors such as achievement motivation, recognition, one's satisfaction with work itself, responsibility, and opportunity for growth or advancement are classified as motivators, that is, factors that affect employees' job performance. Vroom (1995) expectancy theory argues that human beings are mostly rational decision makers, who take actions with the ultimate objective to satisfy their needs and achieve their goals. The theory has three key components – expectancy, instrumentality, and valence. As the name implies expectancy theory suggests that people are motivated if they believe that their effort will lead to acceptable performance (expectancy), performance will be rewarded (instrumentality), and the value of the rewards has high positive valence. The theory operates on the assumption that people join organisations with certain expectations that influence their behaviours so as to optimise outcomes for their personal needs and satisfaction. Employee motivation is a mind-boggling subject because a motivational factor may affect individuals' motivation differently due to the fact that individuals vary significantly in the way they attach value to that motivational factor such as monetary reward or recognition from their leaders. Extant literature suggests that there are multiple factors that motivate people, and monetary reward is one of them. The role of monetary reward as an effective motivator is well researched. However, research outcomes offer divergent views with regards to the effect of monetary motivation on employees' job performance. For example, several studies (Lawler, 1983; Gbadamosi and Joubert, 2005; Lawler and Worley, 2006) argued that money is effective in motivating and retaining employees, and creating high performance culture in organisation. Other researchers (Pink, 2009; Kramer and Amabile, 2011) were of the view that monetary

incentives are not necessarily the best motivator for job performance though they recognised the potential motivating effect of monetary incentives on job performance.

2.2. Utility of Money

Money has become an essential part of human society because it can be exchanged for numerous desirable objects (Choe *et al.*, 2011), that is, money is the instrument of commerce and the measure of value (Tang, 2007). Glen (2005) stated that people use money as a tangible symbol for other intangible values such as status (indicator of one's social standing), personal growth (symbol of how much organisation values a person), progress (expecting that income will rise over time), and fairness (expecting that organisation will provide reasonable compensation for one's effort). In the context of employer-employee relationship, employer pays employees in exchange for their services and labour (Mitchell and Mickel, 1999; Negwaya *et al.*, 2014). Thus, money can be considered as a measure to assess how much organisation values its employee (Robbins, 2001). Most researchers (Furnham (1994) agree that people place different meaning on money thus, the utility of money varies according to individual's perception. Wiley (1997) states that pay provides employees with the means to purchase items that gratify their basic needs, and because pay is a measure of relative worth, it enables people to meet their esteem needs. And Wiley's view is aligned with the view postulated by Lawler (1973) and Vroom (1995) that states money serves as an instrument for achieving other outcomes. According to Milkovich and M. (2008), there has been a significant increase regarding the importance of money in the US and around the world. Thus, in view of its importance, it's unsurprising that managers and employers continue to use monetary reward as an instrument to attract, motivate and retain employees because money has significant impact on the behaviour of employees, their performance and organisational effectiveness (Lawler, 1983; 1990).

2.3. Money, Age and Job Performance

One of the theories that attempted to establish the relationship between age and performance is the decremental theory of aging. This theory posits that certain abilities decline as workers age. According to Sarmiento *et al.* (2007), the theory appears sensible to most laymen however, studies that examined this relationship offer mixed outcomes.

Lourenco (2010) found that older sales representatives in a US retail services company reacted more to monetary incentives and performance feedback and less to recognition, and vice versa for younger sales representatives. Adeogun (2008) reported that money did not motivate any age group to increase job performance of employees at multicultural for-profit institutions of higher learning in the US. In this study, the researchers adopted the view that there is a significant moderating effect of age on the relationship between monetary motivation and employees' job performance at oil and gas offshore production facilities in Malaysia. Thus, the first hypothesis of this study is:

H1: There is a significant moderating effect of age on the relationship between monetary motivation and employees' job performance at oil and gas offshore production facilities in Malaysia.

2.4. Money, Gender and Job Performance

Some existing literature provides empirical evidences that suggest job performance has no statistical significant relationship with gender. For example, [Springer \(2011\)](#) found that gender and salary did not have significant relationship with job performance of employees of banks in the US. Similarly, [Farnham \(2012\)](#) reported that gender has no significant relationship with hospice sales performance. However, [Adeogun \(2008\)](#) reported that female employees of multicultural for-profit institutions of higher learning in the US recorded higher job performance from monetary motivation compared with their male counterparts. Literature review provides mixed outcomes. In this study, it is hypothesised that there is a significant moderating effect of gender on the relationship between monetary motivation and employees' job performance at oil and gas offshore production facilities in Malaysia. Thus, the second hypothesis of this study is:

H2: There is a significant moderating effect of gender on the relationship between monetary motivation and employees' job performance at oil and gas offshore production facilities in Malaysia.

2.5. Money, Education Level and Job Performance

It is generally believed that education plays an important role in employee job performance. However, extant literature offers mixed view on the link among the variables monetary rewards, job performance, and education level. For instance, [Adeogun \(2008\)](#), who reported the effect of monetary motivation on job performance will increase with education level of employees at multicultural for-profit institutions of higher learning in the US. There are also empirical evidences that show no significant link among the variables. For example, [Sarmiento *et al.* \(2007\)](#) investigated the determinants of job performance of shop-floor employees in a manufacturing plant in northern Mexico, and discovered that education level did not show significant association with job performance. In this study, the researchers hypothesised that there is a significant moderating effect of education level on the relationship between monetary motivation and employees' job performance at oil and gas offshore production facilities in Malaysia. Hence, the third hypothesis is deduced.

H3: There is a significant moderating effect of education level on the relationship between monetary motivation and employees' job performance at oil and gas offshore production facilities in Malaysia.

2.7. Money, Tenure and Job Performance

Existing literature offers divergent views on the relationship among the variables monetary rewards, tenure, and job performance. Adeogun (2008) reported that tenure moderated the effect of monetary motivation on employees' job performance at multicultural for-profit institutions of higher learning in the US in such a manner that job performance decreased as tenure increased. On the contrary, Lind *et al.* (2010) found that sales representatives with longer tenure in a US retail services company reacted positively to monetary incentives but not the representatives with shorter tenure. Other researchers Farnham (2012) found no significant relationship between tenure and job performance among hospice sales professionals in the US. In this study, the researchers adopted the view that there is a significant moderating effect of tenure on the relationship between monetary motivation and employees' job performance at oil and gas offshore production facilities in Malaysia. Thus, the fourth hypothesis is:

H4: There is a significant moderating effect of tenure on the relationship between monetary motivation and employees' job performance at oil and gas offshore production facilities in Malaysia.

2.8. Money, Job Level and Job Performance

Tang and Chamberlain (2003) found that faculty members of the US Regional State Universities who were not full professors have lower research orientation and productivity than full professors. Gbadamosi and Joubert (2005) reported no significant relationship between rank (job level) and job performance of the public sector employees in Swaziland but they found significant and positive relationship between money ethics and job performance ($r = .36, p < .01$). Joo *et al.* (2012) reported a negative correlation among the variables monetary rewards, job performance, and job level among Korean teachers. Extant literature, at best, provides scanty empirical evidences on the relationship of the variables monetary rewards, job level, and job performance. In this study, it is hypothesised that there is a significant moderating effect of job level on the relationship between monetary motivation and employees' job performance at oil and gas offshore production facilities in Malaysia. Hence, the fifth hypothesis is:

H5: There is a significant moderating effect of job level on the relationship between monetary motivation and employees' job performance at oil and gas offshore production facilities in Malaysia.

2.9. Theoretical Framework of the Research

There are five theories that guide this study. The first one is the theory advocated by Lawler (1983) that states monetary reward is effective for motivating employees and achieving high performance.

The second theory is Vroom (1995) expectancy theory that suggests that employee is motivated if he views his effort will lead to performance, and that performance will be duly

rewarded in such a manner that the reward meets or exceeds his expectation. The third theory is Herzberg (1959) two-factor motivation-hygiene theory that states employees will be dissatisfied if hygiene factors such as pay (money) are not present. In turn, dissatisfied employee is highly unlikely to give his best performance. The fourth theory is Maslow (1987) hierarchy of needs that suggests individual strives to gratify his needs from lowest hierarchy (physiological needs e.g., need for food and shelter) before moving up the rung, eventually to the highest hierarchy of needs (psychological needs e.g., self-actualisation need). And the fifth and final theory that was jointly advocated by Lawler (1973) and Vroom (1995) that states money serves as an instrument for achieving other outcomes. This theory suggests that money, if it is available at one's disposal, one could use it to gratify one's physiological and psychological needs.

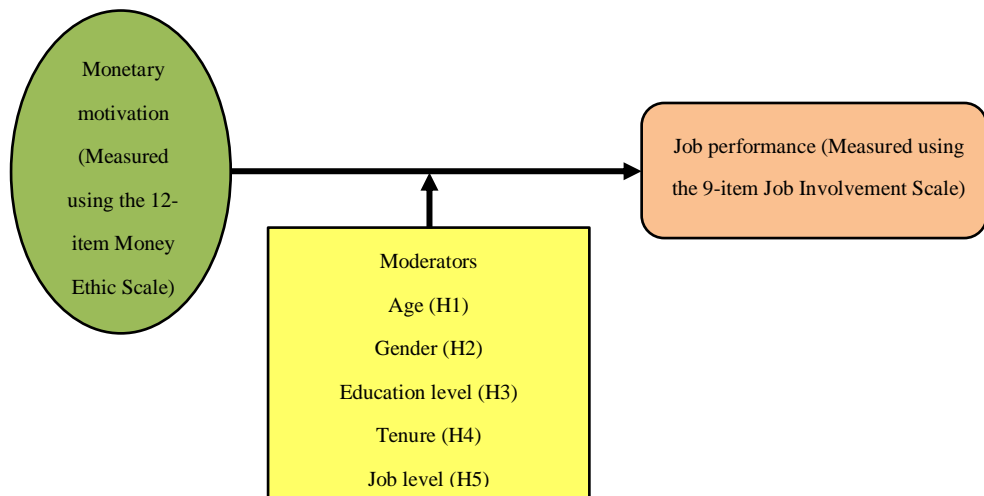


Figure-1. Theoretical framework of the research

Monetary motivation is the independent variable while job performance is the dependent variables. Age, gender, education level, tenure, and job level are the moderators. The relationships among the variables are shown in Figure 1 and stated in the five hypotheses that this study seeks to test.

3. METHODOLOGY

3.1. Study Design

This study used quantitative survey research method to investigate the moderating effect of demographic factors (age, gender, education level, tenure, and job level) on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia. Online questionnaire was administered via Survey Monkey website.

3.2. Target Population, Subjects, and Sampling

The target population and subjects were employees working at O&G offshore production facilities in four selected O&G companies in Malaysia – three international oil companies and one national oil company. Using convenience sampling method, email addresses of the subjects were obtained from company's HR system and through convenient contacts of the researchers. Survey invitation was sent via email to all the subjects. Data were collected using 46-item survey questionnaire, distributed to around 800 respondents via electronic means (email with web-link access to online survey monkey) in two phases – pilot phase from 25th June 2013 to 17th August 2013, and main survey phase from 6th December 2013 to 31st January 2014. Discounted one extreme outlier from 342 useable questionnaires that were gathered, a total of 341 questionnaires were used for analysis.

3.3. Instruments, Their Reliability and Validity

Monetary motivation. Monetary motivation was measured using the short-form 12-item Money Ethic Scale (MES), which was grouped into six groups namely achievement, respect, good, evil, budget, and freedom. Each question is measured on a 7-point Likert scale with “1” denotes strongly disagree, and “7” denote strongly agree. The MES was developed by Professor Tang (1992) in order to measure money attitudes of individuals in organisation and work settings. Reliability and validity of the short form MES have been proven by many scholars (Gbadamosi and Joubert, 2005; Adeogun, 2008). In this study, the MES registered a Cronbach's coefficient alpha of .821, which corresponded to good reliability.

Job performance. Job performance was measured using the short-form 9-item Job Involvement Scale (JIS), developed by Lodahl and Kejnar (1965). According to Lodahl and Kejnar, the purpose of the JIS is to measure an individual's work involvement and job motivation. Work involvement is the extent to which the individual personally identifies with his job, while job motivation concerns the extent that the individual wants to perform well in the job. Each question was measured on a 7-point Likert scale with “1” denotes strongly disagree, and “7” denote strongly agree. Many scholars (Adeogun, 2008; Omolayo and Ajila, 2012) have used the short form of the JIS to measure job performance. The Cronbach's coefficient alpha of the JIS in this study was .796, which indicated good reliability.

3.4. Data Analysis Methods

For this study, data were analysed using the Statistical Product and Service Solution 21. Descriptive and inferential analyses were conducted.

Descriptive statistical analysis. This technique was used for organising, summarising, and presenting data in an informative manner (Lind *et al.*, 2010). In short, descriptive statistics provide the “look and feel” for the data.

Prior to performing General linear model (GLM) univariate analysis of variance (ANOVA), the data were tested and confirmed to have met the three assumptions: No outliers in data; data is normally distributed; and variances must be homogeneous.

Inferential statistical analysis. Pearson’s correlation analysis was performed to understand the effect of monetary motivation on employees’ job performance. Subsequently, the GLM univariate ANOVA was used to test the moderating effect of age, gender, education level, tenure, and job level on the relationship between monetary motivation and employees’ job performance.

4. FINDINGS

4.1. Frequencies – Age, Gender, Education Level, Tenure, and Job Level

The 341 respondents were made up of 90.9% males and 9.1% females; 9% managers, 31.4% supervisors, and 59.2% technicians.

Table-1. Frequencies

Demographic Factors	Frequency	Percent	Cumulative Percent
Age: 30 years and below	123	36.1	36.1
Age: 31-40 years	72	21.1	57.2
Age: 41-50 years	63	18.5	75.7
Age: 51 years and above	83	24.3	100.0
Age: Total	341	100.0	
Gender: Male	310	90.9	90.9
Gender: Female	31	9.1	100.0
Gender: Total	341	100.0	
Education: Secondary school certificate & below	76	22.3	22.3
Education: High school certificate or diploma	206	60.4	82.7
Education: Bachelor degree or higher	59	17.3	100.0
Education: Total	341	100.0	
Tenure: 10 years or less	201	58.9	58.9
Tenure: 11-20 years	29	8.5	67.4
Tenure: 21-30 years	43	12.6	80.1
Tenure: 31 years or more	68	19.9	100.0
Tenure: Total	341	100.0	
Job Level: Manager	32	9.4	9.4
Job Level: Supervisor	107	31.4	40.8
Job Level: Technician	202	59.2	100.0
Job Level: Total	341	100.0	

In term of age demography, about 60% were 40 years or younger primarily employees who were recruited in the last decade (as reflected by 58.9% employees with tenure of 10 years or less) as part of solutions to address resourcing issue associated with attrition. Respondents’ profiles (Table 1) reflected the demographics of employees at O&G offshore production facilities in Malaysia where the workforce was dominated by males and frontline operational employees (supervisors and technicians), and about half of the population were made up by employees with 10 years or less in their current organisation.

4.2. Results

Pearson correlation analysis (Table 2) was conducted to determine the correlation between monetary motivation and employees' job performance. The results of $r(339) = .349$, $p < .0001$, suggested a statistically significant positive correlation.

Table-2. Pearson Correlation

	Monetary Motivation	Job Performance
Monetary Motivation	-	.334**
Job Performance	.334**	-
Mean	5.037	4.983
Standard deviation	0.8550	0.7491
N	341	341

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

H1: There is a significant moderating effect of age on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia.

Outcome: The empirical evidences from this study provided weak support for the first hypothesis that suggested a significant moderating effect of age on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia.

The results of GLM univariate ANOVA, $F(3, 336) = 2.409$, $p = .067$, partial $\eta^2 = .021$ (Tables 3 and 4), at the .05 level, showed that there was no statistical significant moderating effect of age on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia.

However, the outcomes of pairwise comparisons of estimated marginal means (Table 5) showed that, at the .05 level, employees aged 51 years and above have a significantly higher estimated marginal mean of job performance score ($M = 5.16$) compare to younger employees aged 31-40 years ($M = 4.92$) and 30 years and below ($M = 4.91$).

Table-3. Tests of Between-Subjects Effects

Dependent Variable:	Job Performance					
	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	24.817 ^a	4	6.204	12.562	.000	.130
Intercept	119.177	1	119.177	241.299	.000	.418
Monetary Motivation	20.353	1	20.353	41.209	.000	.109
Age	3.569	3	1.190	2.409	.067	.021
Error	165.949	336	.494			
Total	8658.086	341				
Corrected Total	190.766	340				

a. R Squared = .130 (Adjusted R Squared = .120)

b. Computed using alpha = .05

Table-4. Univariate Tests

Dependent Variable:	Job Performance					
	Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Contrast	3.569	3	1.190	2.409	.067	.021
Error	165.949	336	.494			

The F tests the effect of Age. This test is based on the linearly independent pairwise comparisons among the estimated marginal means.

a. Computed using alpha = .05

Table-5. Pairwise Comparisons

Dependent Variable:	Job Performance						
	(I) Age	(J) Age	Mean Difference (I-J)	Std. Error	Sig. ^b	95% Confidence Interval for Difference ^b	
						Lower Bound	Upper Bound
30 years and below		31-40 years	-.017	.104	.873	-.222	.189
		41-50 years	-.060	.109	.585	-.274	.155
		51 years and above	-.253*	.100	.012	-.449	-.056
31-40 years		30 years and below	.017	.104	.873	-.189	.222
		41-50 years	-.043	.121	.724	-.281	.196
		51 years and above	-.236*	.113	.038	-.459	-.013
41-50 years		30 years and below	.060	.109	.585	-.155	.274
		31-40 years	.043	.121	.724	-.196	.281
		51 years and above	-.193	.117	.101	-.424	.038
51 years and above		30 years and below	.253*	.100	.012	.056	.449
		31-40 years	.236*	.113	.038	.013	.459
		41-50 years	.193	.117	.101	-.038	.424

Based on estimated marginal means

*. The mean difference is significant at the .05 level.

b. Adjustment for multiple comparisons: Least Significant Difference (equivalent to no adjustments).

Table-6. Tests of Between-Subjects Effects

Dependent Variable:	Job Performance					
	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Source						
Corrected Model	22.813 ^a	2	11.406	22.955	.000	.120
Intercept	104.263	1	104.263	209.825	.000	.383
Monetary Motivation	21.376	1	21.376	43.018	.000	.113
Gender	1.565	1	1.565	3.149	.077	.009
Error	167.953	338	.497			
Total	8658.086	341				
Corrected Total	190.766	340				

a. R Squared = .120 (Adjusted R Squared = .114)

b. Computed using alpha = .05

H2: There is a significant moderating effect of gender on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia.

Outcome: The study outcomes ($p > .05$) as shown in Tables 6 and 7 did not support the second hypothesis that postulated a significant moderating effect of gender on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia.

Table-7. Univariate Tests

Dependent Variable:	Job Performance					
	Sum of Squares	df	Mean Square	F	Sig.	Partial Squared
Contrast	1.565	1	1.565	3.149	.077	.009
Error	167.953	338	.497			

The F tests the effect of Gender. This test is based on the linearly independent pairwise comparisons among the estimated marginal means.

a. Computed using alpha = .05

H3: There is a significant moderating effect of education level on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia. **Outcome:** The study outcomes provided weak support for the third hypothesis that predicted a significant moderating effect of education level on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia. The results of GLM univariate ANOVA, $F(2, 337) = 2.892$, $p = .057$, partial $\eta^2 = .017$ (Tables 8 and 9) suggested that there was no statistical significant moderating effect of education level on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia. However, the outcomes of pairwise comparisons of estimated marginal means (Table 10) showed that, at the .05 level, the estimated marginal mean for employees with bachelor degree or higher education ($M = 5.14$) was significantly higher ($p < .05$) than the estimated marginal mean for employees with high school certificate or diploma education ($M = 4.91$).

Table-8. Tests of Between-Subjects Effects

Dependent Variable:	Job Performance					
	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Squared
Corrected Model	24.108 ^a	3	8.036	16.250	.000	.126
Intercept	119.905	1	119.905	242.459	.000	.418
Monetary Motivation	19.437	1	19.437	39.303	.000	.104
Education level	2.860	2	1.430	2.892	.057	.017
Error	166.658	337	.495			
Total	8658.086	341				
Corrected Total	190.766	340				

a. R Squared = .126 (Adjusted R Squared = .119)

b. Computed using alpha = .05

Table-9. Univariate Tests

Dependent Variable:	Job Performance					
	Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Contrast	2.860	2	1.430	2.892	.057	.017
Error	166.658	337	.495			

The F tests the effect of Education level. This test is based on the linearly independent pairwise comparisons among the estimated marginal means.

a. Computed using alpha = .05

Table-10. Pairwise Comparisons

Dependent Variable:	Job Performance						
	(I) Education level	(J) Education level	Mean Difference (I-J)	Std. Error	Sig. ^b	95% Confidence Interval for Difference ^b	
						Lower Bound	Upper Bound
Secondary school certificate and below	High school certificate or diploma	.146	.095	.126	-.041	.332	
	Bachelor degree or higher	-.081	.122	.506	-.321	.159	
High school certificate or diploma	Secondary school certificate and below	-.146	.095	.126	-.332	.041	
	Bachelor degree or higher	-.227*	.104	.030	-.432	-.022	
Bachelor degree or higher	Secondary school certificate and below	.081	.122	.506	-.159	.321	
	High school certificate or diploma	.227*	.104	.030	.022	.432	

Based on estimated marginal means

*. The mean difference is significant at the .05 level.

b. Adjustment for multiple comparisons: Least Significant Difference (equivalent to no adjustments).

H4: There is a significant moderating effect of tenure on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia.

Table-11. Tests of Between-Subjects Effects

Dependent Variable:	Job Performance					
	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	25.646 ^a	4	6.412	13.047	.000	.134
Intercept	116.084	1	116.084	236.218	.000	.413
Monetary Motivation	20.451	1	20.451	41.616	.000	.110
Tenure	4.398	3	1.466	2.983	.031	.026
Error	165.120	336	.491			
Total	8658.086	341				
Corrected Total	190.766	340				

a. R Squared = .134 (Adjusted R Squared = .124)

b. Computed using alpha = .05

Outcome: The study outcomes supported the fourth hypothesis ($p < .05$) that conjectured a significant moderating effect of tenure on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia.

At the .05 level of significance, the results of GLM univariate ANOVA, $F(3, 336) = 2.983$, $p = .031$, partial $\eta^2 = .026$ (Tables 11 and 12) showed that there was a significant moderating effect of tenure on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia.

Table-12. Univariate Tests

Dependent Variable:	Job Performance					
	Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Contrast	4.398	3	1.466	2.983	.031	.026
Error	165.120	336	.491			

The F tests the effect of Tenure. This test is based on the linearly independent pairwise comparisons among the estimated marginal means.

a. Computed using alpha = .05

H5: There is a significant moderating effect of job level on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia.

Outcome: The study outcomes supported the fifth hypothesis ($p < .05$) that predicted a significant moderating effect of job level on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia. The results of GLM univariate ANOVA, $F(2, 337) = 7.595$, $p = .001$, partial $\eta^2 = .043$ (Tables 13 and 14) showed that there was a significant moderating effect of job level on the relationship between monetary motivation and employees' job performance, at the .05 level.

Table-13. Tests of Between-Subjects Effects

Dependent Variable:	Job Performance					
	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	28.560 ^a	3	9.520	19.778	.000	.150
Intercept	123.391	1	123.391	256.356	.000	.432
Monetary Motivation	20.783	1	20.783	43.179	.000	.114
Job level	7.312	2	3.656	7.595	.001	.043
Error	162.207	337	.481			
Total	8658.086	341				
Corrected Total	190.766	340				

a. R Squared = .150 (Adjusted R Squared = .142)

b. Computed using alpha = .05

Table-14. Univariate Tests

Dependent Variable:	Job Performance					
	Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Contrast	7.312	2	3.656	7.595	.001	.043
Error	162.207	337	.481			

The F tests the effect of Job level. This test is based on the linearly independent pairwise comparisons among the estimated marginal means.

a. Computed using alpha = .05

5. DISCUSSION

The result of Pearson correlation analysis (Table 2) suggested that, at the .01 level, monetary motivation correlated positively and significantly to employees' job performance. This outcome is consistent with the findings of other researchers (Adeogun, 2008). Next, the moderating effect of age, gender, education level, tenure, and job level on the relationship between monetary motivation and employees' job performance will be discussed. In response to the first research question, the study outcomes provided weak support for the first research hypothesis, H1 that predicted a significant moderating effect of age on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia. Employees in the age group 51 years and above recorded the highest job performance mean score ($M = 5.18$) followed by 41-50 years ($M = 4.96$), 30 years and below ($M = 4.91$), and employees with 31-40 years scored the lowest job performance mean score ($M = 4.90$). While the study outcomes of GLM univariate ANOVA (Tables 3 – 4) appeared to suggest that the moderating effect of age was not significant ($p = .067$) at the .05 level, the results of pairwise comparisons of estimated marginal means (Table 5) showed that monetary motivation has caused employees aged 51 years and above to record a significantly higher job performance score than their counterparts in the age group 40 years and below. The outcomes that showed a significant moderating effect receive support from Gbadamosi and Joubert (2005) and Lourenco (2010) while the outcomes that suggested no significant moderating effect are consistent with the findings by Adeogun (2008) and Springer (2011). Employees aged 51 years and above may have viewed money as a symbol of progress and as their income increased over time so did their motivation to perform their job (Glen, 2005). Another explanation was that the increase in income has resulted in satisfaction (Lee, 2006), which in turn has positively influenced job performance (Gbadamosi and Joubert, 2005; Springer, 2011). Age group 51 and above were likely to have earned higher income (resulted from increases over time) than their younger counterparts in age group 40 years and below. High income may have been perceived as associated with the value that organisation accorded to their employees. Hence, one could argue that employees aged 51 years and above were more motivated to perform their job than their younger counterparts in age group 40 years and below because they perceived that their organisation attached more value to them. By the

same token, employees in age group 40 years and below were less motivated to perform their job as indicated by the significantly lower job performance mean score compare to their older counterparts in age group 51 years and above. In addition, younger employees tended to place higher value on money (Furnham, 1994), and that attitude towards money may have influenced their scoring for job performance. The second research question was answered by the study outcomes of GLM univariate ANOVA (Tables 6 – 7) that did not support the second hypothesis, H2: There is a significant moderating effect of gender on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia. The non-significant moderating effect of gender may have been attributed to strong desire among female employees to work hard and do their job well as a way to earn their respect and equality in the work environment that was dominated by men. Hence, female employees were as motivated as their male counterparts by monetary reward to perform their job. The study outcomes are consistent with the findings of other scholars (Farnham, 2012; Springer, 2011).

The third research question was answered by the study outcomes of GLM univariate ANOVA (Tables 8 – 9) that provided weak support for the third hypothesis, H3: There is a significant moderating effect of education level on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia. Contrary to the outcomes of literature review that lent more support to the research hypothesis, the omnibus GLM univariate ANOVA test suggested a weak and non-significant moderating effect of education level ($p = .057$), at the .05 level. That may have been attributed to employees' general perception that O&G companies often rewarded their employees based on relevant experience and meritocracy rather than education level. That common practice could have inadvertently undermined the determinant effect of education level on employees' job level and associated pay or monetary reward. Furthermore, the frontline and technically specialised nature of work at offshore production facilities require employers to rigorously train their employees regardless of their education background hence, may also have compounding influence on the study outcomes. Notwithstanding their weak and non-significance, the study outcomes are consistent with the findings of other scholars (Sarmiento *et al.*, 2007). However, by comparing the estimated marginal mean between age groups (Table 10), at the .05 level, employees with bachelor degree or higher education ($M = 5.14$) recorded a significantly higher job performance score ($p < .05$) than employees with high school certificate or diploma education ($M = 4.91$). The outcome that showed a significant difference in the job performance scores between employees with bachelor degree or higher education and those with high school certificate or diploma is consistent with the findings by other researchers (Adeogun, 2008). The significantly higher score registered by employees with bachelor degree or higher education compare to those with high school certificate or diploma education may have been attributed to their relative education-position gaps and the pay comparison with referent others. Employees in the former group were holding managerial positions thus they felt more motivated to perform their job because they saw that their position

was commensurable with their education level. In contrast, employees in the latter group were performing technician roles, which may have been perceived as not commensurable with their education level hence, they were less motivated to perform their job. The other explanation was that employees with bachelor degree or higher education earned higher pay (by virtue of their higher position in the organisation) thus, more motivated to perform their job than employees with high school certificate or diploma education (Adeogun, 2008). As for the fourth research question, the study outcomes of GLM univariate ANOVA (Tables 11 – 12) supported the fourth hypothesis, H4: There is a significant moderating effect of tenure on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia. Employees with 31 years or more tenure scored the highest job performance mean ($M = 5.18$) followed by employees with 11-20 years ($M = 5.13$), 21-30 years tenure ($M = 5.01$), and employees with 10 years or less tenure registered the lowest job performance mean score ($M = 4.89$). Job performance mean score for employees with 31 years or more tenure ($M = 5.18$) was significantly higher than the score for employees with 10 years or less tenure ($M = 4.89$) at the .05 level ($p = .031$). The study outcomes are concomitant with the findings of other researchers (Lourenco, 2010). Employees with 31 years or more tenure may have perceived that their monetary reward was commensurable with their long service hence their expectation for reward was met (Vroom, 1995). One could also argue that their monetary reward was seen as a symbol of high value that their employer accorded to them thence, monetary reward has gratified their psychological needs (Maslow, 1987). Hence, the perception of being highly valued employees has motivated them to sustain good performance that in turn has earned them more recognition and value from their employers, who were all the more interested to retain them in their organisation. This argument received support from Yanti (2012), who noted that organisations love to retain good performers and by the same token are happy to release poor performers.

In summary, employees with 31 years or more tenure have utilised their monetary reward to satisfy their physiological and psychological needs (Maslow, 1987) – an inference that money served as an instrument to achieve other outcomes (Lawler, 1973; Vroom, 1995). And the resultant effect was a group of employees, who were motivated to perform their job as a result of monetary reward (Lawler, 1983). Employees with 10 years or less tenure were probably dissatisfied with the monetary reward that they received because they felt that their hygiene need (i.e. money) has been compromised (Herzberg, 1959). Finally, the fifth research hypothesis (H5) was supported by the outcomes of the study. The outcomes of GLM univariate ANOVA (Tables 13 – 14) showed that there was a significant moderating effect of job level on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia. Job performance mean scores as a result of monetary motivation for managers ($M = 5.31$) and supervisors ($M = 5.11$) were significantly higher compare to the job performance mean score for technicians ($M = 4.87$). Naturally, managers and supervisors earned higher pay by virtue of their more senior positions compare to technicians. They utilised their

higher pay to satisfy their needs (Maslow, 1987), a demonstration that money could be used as an instrument to achieve one's desired outcomes (Lawler, 1973; Vroom, 1995) that in turn motivate individual to improve job performance (Lawler, 1983). Their senior position and the higher amount of pay that they received may have made them felt highly valued by their employer especially so for those who viewed that their worth was associated with their position and the pay that they received (Robbins, 2001; Glen, 2005). Another explanation was that low performers may have moved out from production facilities into other departments or left the organisation therefore, employees in higher job levels were made up by good performers – an argument that receives support from Yanti (2012). The outcomes of this study are consistent with the findings by other researchers (Tang and Chamberlain, 2003). Technicians, on the other hand, were less motivated probably attributed to their dissatisfaction associated with their monetary reward that did not meet their expectation (Vroom, 1995) hence, their hygiene need was not sufficiently addressed Herzberg, 1959).

6. IMPLICATIONS OF THE STUDY OUTCOMES

For any studies, both statistical and practical significances are important. The former is important to facilitate decision whether the hypothesis is supported or not supported hence useful for improvement of theory while the latter is important for improvement of practice and application (Hair *et al.*, 2010). Thus, the implications of the study outcome are two-fold: 1) New addition to the reservoir of knowledge especially in the context of O&G industry in Malaysia, 2) HR managers and employers of O&G companies could use the outcomes of the study to facilitate decisions on how best to administer monetary rewards in order to recruit, retain, motivate, and get the most out of their valued employees. For example, employers should review their performance management strategy and policy with the aim to increase motivation of employees in age group 40 years and below, with high school certificate or diploma education, in tenure group 10 years or less, and technicians while sustaining the motivation level of older employees aged 51 years and above, employees with bachelor degree or higher, employees with 31 years or more tenure, and employees in managerial and supervisory levels. Failure to do that may result in poor performance because these employees are likely to be dissatisfied when their monetary reward falls short of meeting their hygiene needs (Herzberg, 1959). Managing poor performance is very costly to the organisation because it requires time, effort and resources. Thus, an appropriate administration of monetary rewards could potentially increase employees' job performance (Lawler, 1983) and rein in operating costs. Furthermore, the study outcomes could also influence resourcing and talent management strategy, for instance, employers could fast track the development of employees with 10 years or less with the aim to progress them into supervisory and managerial jobs supplemented by a robust talent management that enables regular change-out of incumbents in higher job levels. This strategy will not only motivate employees to perform well in their job, in addition, it will also refresh organisation with new leadership that often

brings new dynamics into the team – an important aspect in leading change and making organisation to remain relevant and competitive in the industry. Appropriate resourcing and talent management strategy could reduce attrition rate and costs associated with activities for back-filling employees, who have left the organisation (Stack, 2012).

7. LIMITATIONS OF STUDY

The survey questionnaires were self-administered therefore, subjected to the understanding, bias and prejudices of the respondents. Generalisation of the findings was restricted by the convenience sampling method. As the respondents were from O&G offshore production facilities in Malaysia therefore, the findings are not generalizable to other group of employees, industries, and other countries.

8. CONCLUSION

The results of this study showed that tenure and job level have significant moderating effect on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia. Age and education level showed weak moderating effect while gender did not show any significant moderating effect. Contrary to some belief that Asians (regardless of their demographics) are primarily motivated by money, the study outcomes bring different insight into the academic debate but more importantly offer diverse perspectives that the researchers hope would stimulate further studies especially in O&G industry. For future studies, the researchers recommend triangulation method that provides both quantitative and qualitative techniques. Qualitative technique would surface the underlying and in-depth explanation for the relationship among the variables monetary motivation, demographic factors, and job performance. Other factors such as cultural effect should also be investigated.

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