

Non-Monetary Incentives For Middle Managers in Malaysia

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ABSTRACT

This study investigates the top five most influential non-monetary work motivators for middle managers in Malaysia. Based on a study of 172 middle managers in the country, the results showed that the five most attractive non-monetary incentives which tend to motivate the middle managers and consequently affect their level of job satisfaction include (1) trust, (2) achievement, (3) relationships between supervisors, peers and subordinates, (4) growth and (5) freedom and autonomy. Having identified these top five non-monetary drivers, top level of management or board of directors can apply this useful information as a reference point, so as to create an environment that promotes and sustains motivation level at the workplace. The needs of managers such as wanting to be trusted, desiring to achieve certain successful tasks and hoping for close relationship with colleagues must be addressed by organizations in Malaysia if they expect middle managers to be satisfied with their jobs. However, just like other studies, this research is subjected to its own limitations. Therefore, future research done should stress on amending its weaknesses besides extending the knowledge in this subject matter.

Keywords: Motivation - Job satisfaction - Non-monetary incentives

INTRODUCTION

At one time, employees were considered just another input into the production of goods and services. What perhaps changed this way of thinking about employees was research, referred to as the Hawthorne Studies, conducted by Elton Mayo from 1924 to 1932 (Dickson, 1973). This study found employees are not motivated solely by money and employee behavior is linked to their attitudes (Dickson, 1973). The Hawthorne Studies began the human relations approach to management, whereby the needs and motivation of employees become the primary focus of managers (Bedeian, 1993). Many contemporary authors have defined the concept of motivation. Motivation has been defined as: the psychological process that gives behavior purpose and direction (Kreitner, 1995); a predisposition to behave in a purposive manner to achieve specific, unmet needs (Buford, Bedeian, & Lindner, 1995); an internal drive to satisfy an unsatisfied need (Higgins, 1994); and the will to achieve (Bedeian, 1993). For this paper, motivation is operationally defined as the inner force that drives individuals to accomplish personal and organizational goals.

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Why do we need motivated employees? The answer is survival (Smith, 1994). Motivated employees are needed in our rapidly changing workplaces. Motivated employees help organizations survive. Motivated employees are more productive and tend to be more satisfied with their jobs. To be effective, managers need to understand what motivates employees within the context of the roles they perform. Of all the functions a manager performs, motivating employees is arguably the most complex.

This is due, in part, to the fact that what motivates employees changes constantly (Bowen & Radhakrishna, 1991). For example, research suggests that as employees' income increases, money becomes less of a motivator (Kovach, 1987). Also, as employees get older, interesting work becomes more of a motivator.

Currently, all employees are riding on an economic and emotional roller coaster driven by volatile markets, corporate layoffs, and global unrest. Thus, it is crucial for directors and senior management to take proactive steps in order to keep their managers on task, motivated and contented with their jobs. Therefore, this paper is presented with one main objective – to identify top five most influential non-monetary incentives, which can attract and motivate the middle managers in Malaysia. This research project aimed at identifying the five most designated non-monetary incentives or better known as work motivators for middle managers in Malaysia. It is conducted to assess the attractiveness of non-monetary incentives in the Malaysian context.

LITERATURE REVIEW

Previously, numerous studies have shown that when people are asked about what is most important to them about work, money ranks well behind such factors as interesting work or good relationship with colleagues. And for some people, money is one of the main reasons they will accept or leave a job. However, even if money matters more and to more people, it does not tantamount to showing that it really 'motivates' people. Various devices can be used to get people to do something, but that is far cry from making people *want* to do something willingly and contentedly. At least 70 studies have found that rewards tend to undermine interest in the task or behavior itself (Kohn, 1998) in long term. Many other factors, besides money, determine the motivation and subsequently job satisfaction level of employees. Many studies have been referred to support the nineteen non-

monetary incentives used in this study ranging from trust, achievement, recognition and such. Three citations are extracted and quoted from past research studies, to show how each of the non-monetary incentives affect motivation as well as job satisfaction level. And in the last part of this literature review, issue regarding 'pay as motivator' is discussed.

Trust

There are a few work-related variables that negatively influence job satisfaction, which are experiences of low levels of meaningful work and dissatisfaction with supervision (Severinsson, Kamaker, 1999). Severinsson and Kamaker (1999) claim that there is a direct link between high levels of communication and supervision and enhanced job satisfaction. The studies of Chami and Fullenkamp (2002) have reported that employees at trusting firms have higher job satisfaction, and that these firms enjoy lower labor cost and higher profits. The findings of Pincus J.D., Knip J.E. and Rayfield R.E. might be accounted for by natural and normal differences between managers and non-managers. As organizational members assume more supervisory responsibilities, their self-perceptions, ambitions, and general view of the organization may change. Their need for direct supervision may lessen.

Achievement

In view of a study done by Orpen (1985), Orpen concluded that individual differences in the managers' needs for achievement and independence do affect the relationship between their perceptions of their jobs and their affective and behavioral responses to them. In a study entitled "The Congruence between the Importance of Job Satisfaction and the Perceived Level of Achievement" (1996), Savary L.K. suggests that, enriching the intrinsic motivators of recognition for good performance, feeling of achievement and interesting and challenging work will have greater impact on both improving the level of job satisfaction and reducing the level of job dissatisfaction. Findings by Ray A.S. and others (1981)

indicated that both situational and personality variables should be considered when studying job satisfaction, and that achievement need is an important mediator of the relationship between job level and job satisfaction.

Freedom and Autonomy

Charles N. Weaver (1977) has constructed a study on Relationships among Pay, Race, Sex, Occupational Prestige, Supervision, Work Autonomy and Job Satisfaction. Weaver C.N. found out that there is a positive relationship between the six independent variables with job satisfaction. Shepard J.M. identified that job satisfaction is lowest among workers with a deficit in autonomy; however, surplus autonomy does not reduce satisfaction. Regarding job satisfaction, Abdel-Halim (1983) investigated 229 supervisory and non-supervisory employees in large retail-drug company and concluded that individuals who have high need-for-independence performed better and were satisfied for non-repetitive tasks.

Balance

While more and more workers are facing ever-greater family demands on their time, total working hours for all workers – and particularly for women and fathers – have increased over the last 20 years, and jobs themselves have become more demanding and less secure (Daddy Trap 1998). The 'time bind' created by the simultaneous rise in family and workplace pressures has been evident for several years (Galinsky, Bond, and Friedman 1996) and appears to be getting worse. As stated by one researcher, "You need to want to be dedicated to whatever it is you're doing each day. If you enjoy your job and feel satisfied, the balance issue often dissolves (Citrin J.M. 2000)."

Advancement in Career

Boosting careers is not about corporate ladders or organizational charts; it's about paying attention to how people can grow in the jobs they already have. For instance, top management level should give employees chance to voice out their opinions and let them make changes to the company. By doing so, these employees will eventually increased his contribution to the company by honing his skills and expanding the scope of his job. Nowadays, there has been an obvious growing trend in the restructuring of corporate hierarchies. Flatter organizational structures now open up many more horizontal career paths. At big companies, that restructuring often occurs because of downsizing (Fenn, 1993).

Just as it does at any other organizations, employee advancement plays a major role in the overall growth strategy at Fitcorp Inc., in Boston, where 80% of all employees started out as student interns and 13 of the company's 14 center directors are homegrown. Take Janet Barros, who's been with Fitcorp for only four years and has progresses from exercise-physiologist intern to program supervisor to center director to district manager. It paid off because last year, a new on-site fitness center, which was managed by her won, a merit award from the Association for Worksite health Promotion, based on the program Barros created (Klencheski, 1993). Nowhere are the opportunities for advancement as dramatic as in fast-growing companies. "There's no ladder to climb," says Jon Goodman, director of the Entrepreneur Program at the University of Southern California in Los Angeles. "They're building the ladder as they grow." So the challenge is to hire the kinds of employees that will build the ladder. "You don't want to advance, you want to enlarge," adds Jon Goodman (Jon Goodman, 1993).

Growth

Michael Bloomberg, founder and CEO of Bloomberg LP New York, New York emphasized that, "Do not let growth seduce you. When you're growing fast, the temptation is to keep increasing your growth

rate—to double your bet while you're winning. You get euphoric. You think you can walk on water, you think you are smarter than everyone else. This is exactly when companies get into trouble. I stress to everyone on my team that the time to think about the downside of growth is when we're doing well. The job of management is less to manage growth while you're going strong than to know exactly what you'd do if—or when—you get into trouble." (Bloomberg, 1998). How does a company get big and stay small? That's the real challenge of growth. Howard Schultz, chairman and CEO of Starbucks Corp. Seattle, Washington states that "growing successfully also means knowing when not to grow. As you grow, you have to deal with the perception that what gets big gets bad. At the same time we have to guard against arrogance and cynicism, which would push us to embrace growth for growth's sake." (Howard Schultz, 1998)

"To me, growth is about pace. In a high-growth environment, there is always too much work to do and not enough time to do it. So I tell people who work for me that in order to prevent insanity, frustration, and burnout, they need to find their own pace and then to develop a laserlike focus on their priorities." (Jeffrey Miller, President and CEO, Documentum Inc., Pleasanton, California).

Organization's Policies, Style of Management, Values and Cultures

Holt Company is recognized for initiating a "values-based leadership process" in 1989 to both promote ethics as a priority business issue and to conduct daily operations on the basis of shared company values. As a first step in this process, the company developed five core business values that are also reflected in the company's Vision Statement: (1) Ethical, (2) Success, (3) Excellence, (4) Commitment, and (5) Dynamic. Today, all new Holt employees attend full-day orientation training and another half-day of values-based leadership training. In addition, managers take a two-and-a-half week course of study that deals with issues such as "managing by values." In 1997, the company also developed a special two-day ethics awareness session for top management and all direct reports. This session is

currently being carried down throughout the organization. The company also conducts "Trend Trackers," an annual survey of its more than 1,000 employees. The survey typically consists of 80 to 100 questions designed to measure company progress including a number addressing ethical issues (Small/Midsize, Construction, United States).

Lancaster Laboratories, a company of more than 600 employees and annual revenues of nearly \$40 million, is acknowledged for developing a formal ethics program in 1991. This program included an employee-formulated Statement of Values and a two-and-a-half hour training course titled "Putting Our Values to Work," the first lab-specific ethics awareness training program for all employees. The company has also established a support structure to implement and integrate a total ethics process. An in-house mail and voice-mail system allows employees to seek advice from a standing Ethics Committee. The company was the recipient of the American Business Ethics Award in 1996 (Small/Midsize, Health Care, United States)

Texas Instruments (TI) is recognized for developing a strong ethics program that is actively communicated to all employees. TI's code of ethics was first written in 1961 and has been periodically updated since then. While the code serves as the foundation for the ethics program, TI's Ethics Office has strengthened the program by developing a strong support structure and a number of tools to help employees make ethical decisions. Brochures addressing a range of ethical issues including "Working with Competitors," "Working Globally," "Working with Suppliers," "Product Safety," "Business Intelligence," and "Workplace Safety," have been widely distributed to employees. These brochures describe sample situations, address the risk of improper behavior, provide guidelines on what to do, and list resources to call. More recently, the company developed a brochure, "The Networked Society," to address ethical issues concerning technology. The company also provides an intranet ethics website that provides immediate on-line access to key policies, subject matter contacts and to all printed materials and supporting resources. A six-point Quick Test is used to help guide all employees through ethics dilemmas. The Ethics Office has set up an anonymous e-mail and a 24 hour toll free line for

feedback and reporting of issues. More than 100 contacts are handled each month (Large, Technology, United States).

Job Content

Crafting the perfect job description is crucial to attracting the best candidates for the job, according to Colleen Aylward, founder of high-tech recruiting-and-placement firm Devon James Associates Inc.

Many of the 137 million workers in the U.S. feel grateful to have a steady paycheck, especially considering that the unemployment rate was 5.7% in January and companies like WorldCom, health care provider Cigna and Boeing continue to lay off hundreds of people. On the flip side, a majority of workers, while relieved to be getting a paycheck are unhappy with their jobs. So, which emotion to indulge? Should workers just feel grateful to be employed, or angry if they're overworked, under-compensated and bored? First, let's be clear: This is a relative argument that has a lot to do with one's financial situation. If you have a family to support or a mortgage payment due, it's probably even irrelevant. And it seems almost a luxury considering that the U.S. is on the verge of war. Nonetheless, this psychic dilemma--how to reconcile job description when 8.3 million folks are jobless--is on many minds these days (Matthews, 2002).

"Anyone who works for a living has a right to hope that they will get satisfaction out of their job," says Dr. Alan Hilfer, a psychologist at Maimonides Medical Center in Brooklyn, New York. Indeed, many workers continue to believe their employers owe them something beyond a paycheck. A recent survey funded by the SITE Foundation, a nonprofit group that funds research about motivational programs, found that 59% of employees believe their companies are not doing enough to motivate them. In other words, salary alone isn't enough (Dr. Alan Hilfer). Another study, by human resources consulting firm Lee Hecht Harrison of Woodcliff Lake, N.J., revealed that 79% of job hunters expect

their next employer to provide career-related training, 73% expect flexible schedules and another 58% expect cell phones and laptops.

"It's our job to excite and engage employees so people will be more apt to stay with us when the economy turns," says Terri Sami, director of recognition services at Prudential Financial. The Newark, N.J.-based financial services company had a \$193 million loss last quarter, but it continues to offer its 55,560 employees an array of so-called lifestyle perks, including onsite gyms, employee assistance hot lines, child care and even gifts for each five-year anniversary. Sami also encourages company managers to publicly recognize employees who do well.

"Many employees have a fairy tale belief that it's their bosses responsibility to know how they are feeling and to fix it," says Julie Jansen, career consultant and author of *I Don't Know What I Want but I Know It's Not This* (Penguin 2003). In short, people must figure out the happiness factor for themselves (Jansen, 2003). "There's a perception out there that employees don't have control. The reality is that they do," insists Ron Elsdon, director of retention services at New York City-based human resources consulting firm DBM, which is owned by Thomson. "People are still quitting and finding new jobs," he says.

Involvement and Participation

The results for human resource management suggest an important role for direct consultation between employees and higher management (i.e. above the workplace level) in major change processes (Morgan and Zeffane, Feb2003). This paper argues that firm efficiency and stability, as well as workers' satisfaction, can be achieved through participatory decision-making rules (Mizrahi, Dec2002). This study looks at how worker participation can help in highlighting the contradictions entailed in the systems developer's role when intervening between end-users (employees) and sponsors of the system (managers)(Howcroft and Wilson, Jan2003).

Recognition

Teachers were also more satisfied with the level of feedback and the quality of supervision, had a greater degree of overall job satisfaction, and was more satisfied with the challenges of the job (Ellis and Bernhardt, Jan/Feb92). Presents tips on employee loyalty lifted from an article in the 'Denver Women's Business Chronicle.' includes setting high expectations for employees and recognition of people (Lewis, May/June1998). This study is to recognize the importance of fostering innovation among shop floor employees. It was found that the suggestion of ideas was more highly related to individual (personal and job) characteristics than the group and organizational characteristics (Axtell, Holman, Unsworth, Wall and Waterson, Sept, 2000).

Organization with Clear Vision, Objectives and Strategies

Leadership focuses attention on the vision, objectives and strategies on the way to success (Aylsworth, Nov1997). This article explores the factors, which influence whether founding strategic visions, objectives or decisions influence present-day strategic choice. The findings suggest that the initial establishment of a strong organizational culture, continuing perceptions of success as well as successive family control all contribute to an adherence to the founding strategy, mission or objectives (Ogbonna, Mar2001). The sustainability of the organization will depend on the established professional community's ability to create a broader 'school-wide' understanding of these new relationships. The teachers are in the process of creating a school for students of the twenty-first century, in line with their vision (Andrews and Lewis, 2002).

Relationships Between You and Your Supervisors, Peers, and Subordinates.

This study explored the relationship between referent role (superior, subordinate, and peer) and the styles of handling interpersonal conflict (integrating, obliging, dominating, avoiding, and compromising). The results of a multiple discriminant analysis indicated that the respondents were mainly obliging with superiors, integrating with subordinates, and compromising with peers. To a lesser extent, they were compromising and dominating with superiors and avoiding with subordinates (Afzalur, Feb1986). Results indicate that relationship between job satisfaction, role conflict, role ambiguity, and quality of leadership provided by supervisors and peers and leadership variables correlated at least as highly with job satisfaction as job characteristics (Goldstein and Rockart, Jun1984). Among the major findings were the fact that compliance to power sources appears to be contingent on objective and subjective indices of professional distance between supervisors and subordinates, supervisor seniority in the department, and the type of promotion (from without or within department) (Koslowsky, 2001).

Feedback

Our results indicate that multi-source feedback is feasible for assessing surgeon competencies for quality improvement purposes (Violato, Lockyer and Fidler, 2003). Results revealed that when provided with positive (vs. negative) feedback, individuals attributed more effective and fewer ineffective behaviors to the workgroup; however, group ratings were unaffected by the feedback (Martell and Leavitt, 2002). Men's self-esteem was relatively unaffected by the nature of the feedback, whereas women's self-esteem slightly improved after positive feedback anti substantially dropped after negative feedback. After the evaluations, women reported greater intentions to change their behavior based on the evaluation. Findings for self-esteem were partly explained by women's greater agreement with the feedback compared to men (Johnson and Helgeson, 2002).

Job Security

Findings show that the top three reasons for staying in the sector are the work itself, job security and promotion opportunity (Snyder, Osland and Hunter, 1996). The top five factors employees telecommunication companies identified as motivating them in their jobs was good wages, job security, companies loyalty to employees, good working conditions, and full appreciation for work done (Manshor and Abdullah, Dec2002). Findings of a 'Computerworld' survey on the effective motivators for information system (IS) employees of different social generations found that job security and compensations are one of the top motivators (Menagh, 1995).

Quality of Leadership

Findings suggest that diversity and debate may not be enough; a powerful CEO's emotional reactions, rooted in character, may short-circuit the presumed linkages between diversity, decision-making processes, and performance of top management teams (Kisfalvi and Pitcher, March 2003). For both stereotypes and evaluations of individual cadets enrolled in the training program, men are believed to be more than women to possess the motivation and leadership qualities necessary for effective military performance (Boldry, Wood and Kashy, 2001). Subjects voted to replace the leaders more frequently in the large-group condition (at a small cost to themselves), showing that misattributions of leadership ability also affect actual behavior by subjects (Weber, Camerer, Rottenstreich and Knez, 2001).

Image and Reputation of your organization

A firm's reputation according to the resource-based view of the firm is valuable (Hall, 1992), rare, hard to duplicate (Mahoney & Pandian, 1992) and non-substitutable. Firms can use their reputation to forestall or alter the strategic processes of rivals (Ferrier, 1997).

Work Environment

Experts agree that there is no one-size-fits-all formula for designing the ideal workplace. Although workspace design may seem trivial, environmental factors can greatly affect an employees' motivation at work. Michael Brill, president of BOSTI Associates, a workplace planning and design consultant in Buffalo, New York and founder of the School of Architecture at the University of Buffalo, studied the impact of work environment on work satisfaction and performance for more than two decades (Grossman, 2002). Working from a database of 13,000 people in 40 organizations, he identified the ten most important predictors of job performance. The top two were the ability to do distraction-free work for teams and individuals and the ability to have easy, frequent, informal interactions. On average, when these factors were addressed at the 40 organizations studied, job satisfaction rose 23%.

Besides, a survey, conducted with more than 650 Fortune 1,000 and dot com managers, shows that 72% gave their office a grade C or lower when asked about the impact of their workplaces on productivity and achieving business objectives (Laabs, 2000). This survey also indicated that the current state of facilities is a hindrance to job satisfaction. Furthermore, the findings show that vast majority of managers were "facility-frustrated" to such an extent that 61% would sacrifice nearly one-half of their bonuses to improve the workplace. Also, motivational factors vary by various generations of employees. It is worth noting that, in a survey done in New York, it was found that 51% of Gen Xers (age 25 to 34) stay motivated because of an opportunity for career advancement compared to 36% of baby boomers (age 45 to 54) and 22% of busters (age 35 to 44). Apparently, the work environment was what makes baby boomers stay – 44% ranked work environment as the reason they did not leave a job compared to 16% of Gen Xers (Verespej, 1999).

Job Status

Frederick Herzberg, Professor of Psychology at Case Western Reserve University, studied motivation for decades. Harvard Business Review regards his report in HBR in 1968 as a 'classic' and reprinted in 1991. In essence, he indicated that one of the factors, which led to extreme satisfaction in 1,844 events on the job 'motivators', included the 'work itself' (Herzberg, 1968). Of all the functions an organization performs, motivating employees is arguable the most complex. This is due, in part, to the fact that what motivates employee changes constantly (Bowen & Radhakrishna, 1991). For example, research suggests that as employees' income increases, money becomes less of a motivator (Kovach, 1987). Also, as employees get older, the status of work, whether it is interesting or not becomes more of a motivator.

Job Responsibility

Responsibility generally refers to an individual's involvement with various work-related events and their outcomes because the consequences have implications of their identity (Britt, 1999). Using a sample of medical technologist, Blau (1999) concluded that increased task responsibilities are related to overall job satisfaction. Valentine's (2001) research results proved that supervisors' job responsibility perceptions are related to job attitudes, which further supports the notion that careful design of jobs can enhance individual satisfaction. In addition, previous research shows that job design strategies, which increase one's job responsibility, can indeed increase employee motivation and satisfaction (Fried & Ferris, 1987; Hackman & Oldham, 1976).

Pay As Motivator

It is a general tendency to believe that motivation is a personal trait of every individual. Some people have it and the others don't. In practice, some are labeled to be lazy because they do not display an outward sign of motivation. However, individuals differ in their basic motivational drives.

Herzberg's work categorized motivation into two factors: motivators and hygienes (Herzberg, Mausner, & Snyderman, 1959). Motivator or intrinsic factors, such as achievement and recognition, produce job satisfaction. Hygiene or extrinsic factors, such as pay and job security, produce job dissatisfaction.

Skinner's theory simply states those employees' behaviors that lead to positive outcomes will be repeated and behaviors that lead to negative outcomes will not be repeated (Skinner, 1953). Managers should positively reinforce employee behaviors that lead to positive outcomes. Managers should negatively reinforce employee behavior that leads to negative outcomes. Tie the measurement to a reward. A proverb predicts, "What gets rewarded gets repeated." Robert Bosch- German Inventor, Industrialist (1861-1942) stated, "I don't pay good wages because I make a lot of money. I make a lot of money because I pay good wages." If you want to motivate employees even more, reward the results you reap from measuring (Sandro, 2001).

Furthermore, many workers need to know their work will be rewarded to be motivated to perform (Barbuto, 2001). Many leaders read this statement and will say, "Hey, I'm paying this person X per hour to do this job, so that should be enough." This may be somewhat true; you may be paying this person X amount of money to perform the job. But for a person motivated in this way, this is expected. This is the bare minimum. Per hour pay is what keeps people coming to work, but this isn't what will motivate them to excel in their work. People motivated by rewards will look beyond whether they are getting something tangible for their work. They will also consider what others are getting for their work and often will compare their output with others. If a worker motivated by *rewards* doesn't think that his or her pay really depends on how well they perform, then they won't be motivated to work harder. Extra effort and hard work only will come from these individuals when it is clearly rewarded and when it will affect their *rewards*. This goes hand in hand with Adams' theory which states that employees strive for equity between themselves and other workers. Equity is achieved when the ratio of employee outcomes over inputs is equal to other employee outcomes over inputs (Adams, 1965).

Vroom's theory is based on the belief that employee effort will lead to performance and performance will lead to rewards (Vroom, 1964). Rewards may be either positive or negative. The more positive the reward the more likely the employee will be highly motivated. Conversely, the more negative the reward the less likely the employee will be motivated. There are two types of pay structures that a company can opt for in rewarding employees up to a certain level (Dale, 2000). A good compensation model can motivate staff and improve one's practice's performance. The two structures namely, *competence-based pay* and *merit pay* has its own benefits and it will give a different effect when implementing either one of the pay structures.

Firstly, the competence-based pay. The alternative to job-based pay is to compensate staff according to the value of their skills in the market. The most common approach is competency-based pay. This model is designed to motivate staff to develop the competencies -- knowledge and skills for performing specific work -- that the practice needs to accomplish its objectives. This model is most appropriate for practices that need high levels of intragroup teamwork, intergroup collaboration and adaptability to change (Dale, 2000).

Secondly, merit pay, or extra compensation for superior performance, is a widely used model because of the belief that pay can motivate job performance and increase practice effectiveness (Dale, 2000). Research suggests that pay can do this when it's linked to actual performance. But this is not the case in most organizations. Considerable research indicates that merit systems fail to create a perceived relationship between pay and performance and fail to pay better performers more in total compensation

In addition, rewards add precision to measurement inspired motivation (Sandro, 2001). If we want salespeople to simply make sales, we emphasize the first sales commission. If we want salespeople to create relationships and long-term accounts, we emphasize the backend commission. By rewarding team measurements, we can influence internal customer service in addition to individual service efforts.

METHODS

This section entails the procedures incorporated in the quantitative data collection of the research study, along with the demographic details of the main sample. In addition, the statistical packages that were used in the data analysis will be discussed. The main sample of the study consisted of 172 middle managers selected randomly from organizations in Malaysia. Questionnaires were self-administered. The package of questionnaire was distributed to middle managers of respective organization, each containing a covering letter and a copy of questionnaire. The respondents were given ample time (approximately one week) to complete the questionnaire before collected by researcher. Section A and B of the questionnaire consisted of items concerning the respondent's personal and job demographic details. The items included in Section A and B were:

Personal demographics

Age

Gender

Years of working experience

Educational level

Job Demographics

Job title

Company name

Department

Industry

Section C of the questionnaire consisted of 19 non-monetary work motivators. For the purpose of analysis, respondent was asked to circle only five items that he thought to be most influential work motivators. The 19 items included are as follows:

Non-monetary work motivators

Trust

Achievement

Freedom and autonomy

Balance

Advancement in career

Growth

Organization's policies, styles of management, values and culture

Job content

Involvement and participation

Recognition

Clear vision, objectives and strategies

Relationships between you and your supervisors, peers and subordinates

Feedback

Job security

Quality of leadership of your supervisor

Image and reputation of your organization

Work environment

Status or position at work

Responsibility

ANALYSIS

As researcher was concerned with ascertaining the top five most influential non-monetary work motivators, the application of descriptive statistics in the form of frequencies was allowed for the measures, which could be computed from the sample of collected data provided by respondents. The number of counts as well as percentage for each item in Section C were obtained and ranked accordingly, from the most influential one to the least influential item being circled by respondents. Bar charts and pie charts were formulated to reflect clearer findings and assist accurate interpretation.

RESULTS

The result summarized in Table 1.1 shows the ranked order, listing the most influential to the least influential non-monetary work motivators, according to their respective frequencies i.e. the number of counts of respondents circling the particular item. Thus, this reflects the top five most influential non-monetary work motivators desired by middle managers in Malaysia, which include (1) trust, (2) achievement, (3) relationships between supervisors, peers and subordinates, (4) growth and (5) freedom and autonomy.

Clearly, in this study, trust was seen as the most important motivational factor whereby more than half of the total sample (52.9%) circled this item as their most influential work motivator. This is followed by achievement, where 44.2% of the total sample tend to be motivated upon accomplishing some successful events or tasks. Relationships between supervisors, peers and subordinates ranked third with 40.7% of middle managers desiring such social intact at their workplace. Besides, growth ranked forth and freedom and autonomy ranked fifth, with the former having 39% of the total sample, circling it as one of the most influential work motivators and the latter 37.8%.

Table 1.1 Ranked Order of Non-Monetary Work Motivators

Work Motivators	Frequencies
Trust	91
Achievement	76
Relationships between supervisors, peers and subordinates	70
Growth	67
Freedom and autonomy	65
Advancement in career	59
Recognition	56
Involvement & participation	53
Job content	51
Balance	40
Clear vision, objectives and strategies	40
Responsibility	39
Work environment	36
Organization's policies, style of management, values and culture	32
Job security	30
Image & reputation	26
Quality of leadership	25
Status or position at work	18
Feedback	17

In addition to the above analysis, the personal and job demographic details of the total sample were analyzed and could be summarized as follows. Overall, the total sample was made up by 132 male and only 40 female middle managers. Most middle managers participated in the study were either in the range of above 36 years old (38.4%) or between 31 to 35 years old (36%), and only 9 middle managers were in the age of less than 25.

Besides, out of the total sample of 172 middle managers, 52 middle managers possessed 6 to 10 years of working experience, 46 middle managers with more than 16 years working experience, 44 middle managers with 11 to 15 years working experience and only 30 middle managers with 0 to 6 years of working experience. In terms of educational level, more than half of the total sample (61%) held bachelor degree as their qualifications.

Fortunately, the middle managers participated in this study came from diverse background as they worked in various industry, with the most (37.2%) committed to other industry (industry which is not specified in the questionnaire), despite three missing data. This is followed by 16.3% of middle managers engaging in the industry of electrical appliances and electronics. These middle managers were also attached to different departments, with the most (19.2%) working in marketing department, followed by 17.4% middle managers working in other departments, besides those suggested in the questionnaire.

DISCUSSION AND PRACTICAL IMPLICATIONS

From this study, trust, achievement, relationships between supervisors, peers and subordinates, growth, and freedom and autonomy were identified as the most influential non-monetary work motivators for middle managers in Malaysia. The identification of these important motivational factors provides useful information for the organizations' directors and higher-level managers. The crux

of motivation management is to understand that employees are motivated by what they believe is going to happen, not by what top management promises will happen.

Firstly, trust needs to be addressed. Employees face a major motivational roadblock when they believe, "Outcomes are not tied to my performance. I will not get what my performance deserves." This is a trust problem (Green, 2000).

Trust problems tend to be easier for managers to spot because employees usually are vocal about them. There are two difficulties, however, that managers face. First, trust problems cannot be corrected quickly. It takes time to build trust. Second, it takes courage for managers to give employees what their performance deserves. It may be easy to reward the high performers, but it is sometimes uncomfortable to withhold rewards when people perform poorly. It is particularly difficult when the poor-performing employee is either an outspoken troublemaker or a loyal, dedicated and hard-working employee. But giving employees what their performance deserves is important. To do otherwise sends a crippling message to the underperforming employee and his teammates. It is like a parent who tells two children they can have ice cream if they clean their rooms, then lets both have the reward when only one completes the chore. This teaches both children that they do not have to perform to get what they want. Unfortunately, too many employees have learned this lesson, and it is a major cause of motivation and performance problems in the workplace.

Secondly, we can also see that from the results, the needs for achievement do affect the motivation of most middle managers in Malaysia. For managers with strong needs for achievement, the higher-level management in the organization should provide them with job that possess more variety, identity, significance, autonomy and feedback. This will likely have beneficial effects for both managers and the organization.

Besides that, having good relationship in the organization is also an important motivational factor in Malaysia. When most of the middle managers have a positive relationship with their colleagues

and supervisors, they tend to be stay more intact, sharing an informal social network under one roof. To foster good relationship among subordinates in the workplace, communication facilities must be in place. Instant messages, email, facsimile and phone must be provided so that employees at all level can communicate with each other without any constraint, even beyond the geographical area of workplace.

Forthly, most middle managers tend to be more motivated if they are given opportunity to pursue growth in their career. These middle managers can be seen as 'careerist' where they have their personal mantra illustrated as "I want to get ahead, and I am willing to make the necessary sacrifices." Most careerists resemble the profile of traditional baby boomers who evaluated their success in terms of opportunities for advancement and increasing work responsibility. Careerists are ambitious, motivated by prestige and status. They recognize that as they move up the ladder, they may be moving into other areas that reflect increasing responsibilities. A young lawyer looking down the road, for example, may equally see himself as partner in a large firm, a chief corporate secretary, or head of his own firm (Moses, 2000). Therefore, this factor should be a not-to-be-missed chance for organization to promote their employees so that they will be boosted with more confident to stay committed in their jobs

Lastly, as reflected in the results of the study, middle managers in Malaysia views freedom and autonomy as one of the important job motivator. Freedom and autonomy are frequently desired by managers who hold personal mantra as, "I need to be free to choose and be in charge of what I do, for whom and when." These independent problem-solvers want to own or build their own work, whether working inside an organization on a project or in their own independent business. They may be impatient with corporate norms and procedures and have little allegiance to the corporation. Hanging around the office too long or being forced to go to an endless round of meetings makes them antsy. They are motivated by autonomy, and need to feel they are living in a free-form world that they can shape (Moses, 2000).

LIMITATIONS

There may be too many items of non-monetary motivators suggested in the Section C of the questionnaire, which requires respondent to ponder and consider each one of them. Most of the respondents tend to answer the questions in the questionnaire as they read along. Therefore, there is a high possibility that these respondents were prejudiced against the first few non-monetary incentives placed in the list namely trust, achievement and freedom and autonomy. Once they have circled these as job motivators which they deemed as important, they are left only with two more options to reach the targeted top five most influential incentives. As they continue to read on the list of items, somehow they might realize that there are even more important and influential factors towards the end of the list. Thus, having sacrificed the other options placed at the subsequent part of the list, respondents fail to project an accurate top five non-monetary incentives, which can be really attractive to them.

Furthermore, the sample in this study is restricted only to middle managers in Malaysia. Further research could be focused on other level of managers, perhaps all level of managers including top managers, senior managers, and lower managers in Malaysia. This study is also limited in that it is of a quantitative nature. A qualitative approach, which may include unstructured interviews may be done to explore more on the sources and reasons of job motivators, contributing to the increased knowledge about this subject matter in Malaysia.

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