



DEPARTMENT OF COMMERCE

DPB 6043 BUSINESS PROJECT REPORT

TITLE:
**Impact of Financial and Non-Financial Incentives on
Commerce Lecturer of Politeknik Sultan Salahuddin Abdul
Aziz Shah**

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ABSTRACT

Incentives in the workplace benefit both employees and employers. These days, incentives available in form of financial and non-financial. Hence, this research aims to identify the impact of both financial and non-financial incentives have on the Commerce lecturer at Politeknik Sultan Salahuddin Abdul Aziz Shah. This research was carried out to investigate variables related to the research such as financial incentives, non-financial incentives, and job motivation. Questionnaires have been used as instruments to collect the data. The questionnaires were distributed to lecturers working at Commerce Department Politeknik Sultan Salahuddin Abdul Aziz Shah using the Population Sampling Technique. By using a quantitative approach, this study suggested the variables are the potential factors that can give a significant impact on staff motivation of the Commerce Department at Politeknik Sultan Salahuddin Abdul Aziz Shah. The number of populations and samples are 53 respondents. The analysis of research data will be performed using SPSS and google form software. The result from this study shows that the correlation on all variables are not significant which indicates it has non-significant impact on job motivation. Through this result, can see that financial and non-financial incentives maybe influence a small role on job motivation. There are some impacts other than incentives that can influence job motivation such as responsive students during lectures, healthy work environment, good relationship with fellow lecturers and conducive and comfortable workstations.

ABSTRAK

Insentif di tempat kerja memberi manfaat kepada pekerja dan juga majikan. Pada masa kini, insentif tersedia dalam bentuk kewangan dan bukan kewangan. Oleh itu, penyelidikan ini bertujuan untuk mengenal pasti kesan insentif kewangan dan bukan kewangan terhadap pensyarah Perdagangan di Politeknik Sultan Salahuddin Abdul Aziz Shah. Penyelidikan ini dilakukan untuk meneliti pemboleh ubah yang berkaitan dengan penyelidikan seperti insentif kewangan, insentif bukan kewangan, dan motivasi kerja. Soal selidik telah digunakan sebagai instrumen untuk mengumpulkan data. Soal selidik diedarkan kepada pensyarah yang bekerja di Jabatan Perdagangan Politeknik Sultan Salahuddin Abdul Aziz Shah menggunakan Teknik Persampelan Jumlah Penduduk. Dengan menggunakan pendekatan kuantitatif, kajian ini menyarankan pemboleh ubah adalah faktor-faktor berpotensi yang dapat memberikan kesan yang signifikan terhadap motivasi staf Jabatan Perdagangan di Politeknik Sultan Salahuddin Abdul Aziz Shah. Jumlah populasi dan sampel adalah 53 orang responden. Analisis data penyelidikan akan dilakukan dengan menggunakan SPSS dan google form. Hasil dari kajian ini menunjukkan bahawa korelasi terhadap semua pemboleh ubah tidak signifikan yang menunjukkan bahawa ia mempunyai kesan yang tidak signifikan terhadap motivasi kerja. Melalui hasil ini, dapat dilihat bahawa insentif kewangan dan bukan kewangan mungkin mempengaruhi peranan kecil terhadap motivasi kerja. Terdapat beberapa kesan selain daripada insentif yang dapat mempengaruhi motivasi kerja seperti pelajar yang responsif semasa kuliah, persekitaran kerja yang sihat, hubungan baik dengan rakan pensyarah dan stesen kerja yang kondusif dan selesa.

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CHAPTER 1

INTRODUCTION

1.1 Introduction

According to (Stewart & Brown, 2015) human resource (HR) practices has many impacts on organizational performance and competitive advantage, and even the human resource department itself and firms that experience these practices are those that employ good people management practices. However, not every company understands or values its human resource department. The pivotal function of human resource management is to ensure that the business gets the most out of its employees or in other words, the human resource department needs to provide a high return on the business's investment in its people (Heryati. R, 2019).

This research is conducted to identify the impact of both financial and non-financial incentives to Commerce lecturer at Politeknik Sultan Salahuddin Abdul Aziz Shah. This research will start with the research background, problem statement, research objectives, scope of study and followed by the hypothesis of the study, the significance of the study, and lastly the operational terms.

1.2 Research Background

The concept of human resources is one of the most significant and frequently used in modern economic and management sciences (Louisa R. Ilkayeva, 2016). The human resource department offers a very pivotal role in an organization. All organizations are concerned with what should be done to achieve a powerful and impactful human resource department because a great HR department can turn even the most difficult circumstance into an opportunity for a better workplace. These days many employees feel burnout in the workplace and not all of them are motivated to complete a task. Consequently, this will become a burning issue in human resources management, and hence, here human resource department of an organization plays a vital role in solving the problems faced by the organization, by introducing an incentive system. This is because the incentives system will act as a motivation driver in attaining the organization's objectives and this will improve the Human Resource Department of a company.

The term incentive means an inducement that rouses or stimulates one to act in the desired direction. An incentive has a motivational power; a large number of incentives the modern organizations use to motivate their employees may be broadly grouped into (Smriti Chand 2016):

i) Financial Incentives

Financial Incentives involve money payment by the employer. It boosts the enthusiasm and self-confidence of the workers. It provides the workers with economic security and gives the worker social security whose level of production exceeds predefined standards.

ii) Non-Financial Incentives

Non-Financial Incentives are the non-cash compensations that are aimed at motivating an employee so that an individual's performance is enhanced in a direction that meets the organization's goals. Such incentives can be broadly categorized as Job-Related, Social and Tangible incentives, these have been discussed in detail in the next section of this study (Mukaram Al Khan, Et.al., April 2016).

Therefore, Politeknik Sultan Salahuddin Abdul Aziz Shah too able to improve its Commerce Department by implying financial and non-financial incentives system into their organization which can result in many advantages for the company in terms of recognition, the performance of the organization, and etc.

1.3 Problem Statement

This research is carried out to point out which type of incentives either financial or non-financial incentives that affect employees' job motivation and help the Commerce Department of Politeknik Sultan Salahuddin Abdul Aziz Shah to improve employee job motivation. The goal of this research is to help Politeknik Sultan Salahuddin Abdul Aziz Shah's Commerce Department to look after their employees' productivity by keeping them motivated in a long run and to help Quality Units Of Politeknik Sultan Salahuddin Abdul Aziz Shah to get the accreditation according to staff management. Politeknik Sultan Salahuddin Abdul Aziz Shah (PSA) formerly known as Politeknik Shah Alam. Polytechnic is a Malaysian polytechnic located in Shah Alam, the capital of Selangor. Located at Persiaran Usahawan, Seksyen UI, Shah Alam. PSA is the 8th polytechnic in Malaysia and started operating in January 1997. On 25th February 2010, PSA has been upgraded as one of the Premier Polytechnics along with Ungku Omar Polytechnic and Ibrahim Sultan Polytechnic.

Six PSA academic departments comprising the Department of Mechanical Engineering, Department of Civil Engineering, Department of Electrical Engineering, Department of Commerce, Department of Mathematics Science & Computer, and Department of General Studies are ready to offer quality courses through professional and trained academics. To be specific, the Commerce department at PSA consists and offers 4 main Diploma courses which are Business Studies, International Business, Marketing, and Insurance.

Politeknik Sultan Salahuddin Abdul Aziz Shah is known for its quality education from the educators within the institute. The education sector needs incentives to increase the job motivation of educators. One of the obvious impacts we can see without the presence of financial and non-financial incentives is a lack of job motivation among employees. To enrich the job motivation among lecturers of the Commerce department at Politeknik Sultan Salahuddin Abdul Aziz Shah, more financial and non-financial incentives should be implemented other than the existing incentives. Lecturers and educators tend to be happier when they are rewarded for going above and beyond their everyday work tasks.

1.4 Research Objectives

1.4.1 General Objectives

The objective of this research is to study the impact of both financial and non-financial incentives on job motivation of Commerce lecturer at Politeknik Sultan Salahuddin Abdul Aziz Shah.

1.4.2 Specific Objective

- a) To identify the level of financial and non-financial incentives.
- b) To identify the level of job motivation.
- c) To identify the impact of financial and non-financial incentives on job motivation.

1.5 Research Question

- a) What is the level of financial and non-financial incentives?
- b) What is the level of job motivation?
- c) What is the impact of financial and non-financial incentives on job motivation?

1.6 Scope of Study

This research is focused on the financial and non-financial incentives for lecturers of the Commerce Department at Politeknik Sultan Salahuddin Abdul Aziz Shah. This study is carried out for our better understanding of what motivation can be set to increase their staff motivation. This research is done through the distribution of questionnaires to the Commerce Department's lecturer of Politeknik Sultan Salahuddin Abdul Aziz Shah. Result findings will showcase what the staff's perception and opinions are regarding the incentives given to them.

1.7 Hypothesis of Study

H01: There is a significant impact on staff motivation based on the financial incentives that are offered by the company.

H02: There is a significant impact on staff motivation based on the non-financial incentives that are offered by the company.

1.8 Significance of Study

First of all, this study will significantly help Commerce Department's lecturers in making sure they are happy and satisfied with the rewards given by the company as well as ensuring the company in prioritizing employees' pleasure towards the stimulation given. This can also benefit the company by having workers who willing to put in extra effort and this increases the level of productivity of the company. Besides, Business students can gain knowledge by learning what should be done to run and maintain a company with well-performing staff. As well as to possess a deeper understanding of the effects of financial and non-financial incentives towards employees.

1.9 Definition of Operational Terms

Incentives

Anything that can attract an employee's attention and motivate them to work can be called an incentive. An incentive aims at improving the overall performance of an organization. Incentives can be classified as direct and indirect compensation. They can be prepared as individual plans, group plans, and organizational plans (Smriti Chand). Practically, incentives refer to all the concrete and moral method institutions give in order to positively encourage the employees in a way that increases the production rate and enhances the employee's performance, which has its importance in satisfying the employee's desire and guarantee a loyal attitude towards the institution. Incentives give the need to the enthusiasm of employees greater output. A person who expects reward as an incentive will be difficult to given financial incentives. There are other driving forces that push an individual to perform better in the organization; this may consist of career development, job promotion, work security, and recognition for achievement.

Staff performance is defined as the outcome of the contribution of employees to make them attain goals while performance may be used to define what an organization has accomplished with respect to the process, result, relevance, and success. Employee performance refers to how your workers behave in the workplace and how well they perform the job duties you've obligated to them. The company typically sets performance targets for individual employees and the company as a whole in hopes that the business offers good value to customers, minimizes waste, and operates efficiently (Ashley Donohoe, 2019).

Compensation Incentive

Compensation refers to the remuneration that an employee receives in return for his/her services to the organization. Compensation management is an integral part of human resources management and improving organizational effectiveness (S Bora, 2016).

Most managers would agree that motivated, productive employees are crucial for organizational success, regardless of company size, industry, or corporate strategy. The question is how to motivate them. Offering employees performance-based incentive pay is one common approach, and it usually takes one of two forms: bonuses are offered to individuals based on assessments of their performance, or bonuses are offered as organization-wide incentives, such as profit-related pay or share ownership. Sometimes, these incentives work in ways managers intended them to (Chidiebere Ogbonnaya, Et.al., 2017).

Recognition Incentive

Recognition is the acknowledgment of a company's staff for exemplary performance. Essentially, the goal of employee recognition in the workplace is to reinforce particular behaviors, practices, or activities that result in better performance and positive business results. One of the biggest motivators for employees is to be held in high esteem by their peers. The best way of earning this respect is by being acknowledged for being good at what they do. While most would relate rewards and recognition to monetary bonuses or extravagant awarding events, employee appreciation doesn't have to be that expensive or glamorous. Employee rewards can be as candid as a pat-on-the-back and a genuine compliment. It can also be as simple as a 'thank you' email or a friendly greeting at work. Happy employees are more productive. Being recognized gives your staff the feeling of job mastery and that they are a great fit for their role and for the company (Nikos Andriotis, 2018).

But there are some limits to recognition. First, it's performance-based, so it's conditional. Second, it's based on the past, so it's about what people have already done. Third, it's scarce. There's a limited amount of recognition to go around — everyone can't get a bonus or be mentioned by name in a memo — and it can be stressful when many people are vying for a finite amount of praise. Fourth, it generally has to come from the top. Many organizations have set up programs that allow peers to highlight each other's efforts, but the major forms of recognition (promotions, raises, and so on) usually are given by senior leaders (Mike Robbins, 2019).

Rewards Incentive

Employee reward systems refer to programs set up by a company to reward performance and motivate employees on individual and/or group levels. They are normally considered separate from salary but may be monetary in nature or otherwise have a cost to the company. While previously considered the domain of large companies, small businesses have also begun employing them as a tool to lure top employees in a competitive job market as well as to increase employee performance (Inc.com, 2019).

The Reward system in an organization is a set of procedures through which the management controls the behavior of employees at work. This system helps the HR manager to determine the performance of the workers in the context of the current goals of the organization and also to attract the new employees that can join it in the future. It may be noted that rewards need to be positively valued by the receivers otherwise there will be not be regarded as rewards. There may be various kinds of rewards such as intrinsic, extrinsic, monetary, or non-monetary rewards. It needs to be noted that rewards are generally subjective as they may not be perceived as the same by the giver and the taker. To illustrate, promotion can be taken as a reward but the promotion by transferring to another place may not be taken as the reward (Inc.com, 2019).

Appreciation Incentive

Appreciation, on the other hand, is about acknowledging a person's inherent value. The point isn't their accomplishments. It's their worth as a colleague and a human being. In simple terms, recognition is about what people do; appreciation is about who they are. This distinction matters because recognition and appreciation are given for different reasons. Even when people succeed, inevitably there will be failures and challenges along the way; depending on the project, there may not even be tangible results to point to. If you focus solely on praising positive outcomes, on recognition, you miss out on lots of opportunities to connect with and support your team members — to appreciate them (Mike Robbins, 2019).

In addition, it has been viewed as connected spiritually and as an important ingredient for success in the workplace. Although some view appreciation and gratitude as the same construct and use the terms interchangeably, others view them as distinctly different (e.g., Manela, 2016). Here, appreciation and gratitude are viewed as hierarchically nested categories, with appreciation being the higher-order construct, which includes a number of aspects such as gratitude, awe, and “have” focus, just as the superordinate construct (Fagley, 2016). Feeling appreciation is necessary, but not sufficient, for gratitude, just as laying eggs is necessary, but not sufficient, for an animal to be classified as a bird (Fagley, 2016; Watkins & Bell, 2017).

Job Motivation

Employee motivation is the level of energy, commitment, and creativity that a company's workers bring to their jobs. Whether the economy is growing or shrinking, finding ways to motivate employees is always a management concern. Competing theories stress either incentives or employee involvement (empowerment). Employee motivation can sometimes be particularly problematic for small businesses. The owner has often spent years building a company hands-on and therefore finds it difficult to delegate meaningful responsibilities to others. But entrepreneurs should be mindful of such pitfalls: the effects of low employee motivation on small businesses can be harmful. Such problems include complacency, disinterest, even widespread discouragement. Such attitudes can cumulate into crises (Inc.com, 2019).

But the small business can also provide an ideal atmosphere for employee motivation: employees see the results of their contributions directly; feedback is swift and visible. A smoothly working and motivated workforce also frees the owner from day-to-day chores for thinking of long-term development. Furthermore, the tangible and emotional rewards can mean the retention of desirable employees. People thrive in creative work environments and want to make a difference. Ideally, the work result itself will give them a feeling of accomplishment—but well-structured reward and recognition programs can underline this consequence (Inc.com, 2019).

POLITEKNIK SULTAN SALAHUDDIN ABDUL AZIZ SHAH

POLITEKNIK SULTAN SALAHUDDIN ABDUL AZIZ SHAH (PSA) was incorporated in January 1997 and began its first session with the recruitment of 640 students in July 1997. PSA's vision is to become a Respected Center for Educational and Training Excellence. Their mission is Cultivating Excellent Work In Developing Human Capital. PSA is committed to ensuring efficient and effective service delivery to customers through teamwork, review, and continuous improvement. Six PSA academic departments comprising the Department of Mechanical Engineering, Department of Civil Engineering, Department of Electrical Engineering, Department of Commerce, Department of Mathematics Science & Computer, and Department of General Studies are ready to offer quality courses through professional and trained academics.

On 25th February 2010, PSA has been upgraded as one of the Premier Polytechnics along with Ungku Omar Polytechnic and Ibrahim Sultan Polytechnic.

1.10 Summary

The first chapter demonstrates the research background, problem statement, research objective, followed by the research question, scope of the study, the hypothesis of the study, the significance of the study, and also operational definition. Other than that, it also studies the incentives that can be given to increase the staff's job satisfaction. Also, to determine the most important factor that can trigger staff to perform better which can lead to a higher level of productivity.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The research conducted to identify the impact of both financial and non-financial incentives to Commerce lecturer at Politeknik Sultan Salahuddin Abdul Aziz Shah. This study will begin with the comparison of the result of the previous studies, hypothesized relationship among variables, the theoretical model of the studies, and the terms of every variable involved.

2.2 Comparison of Previous Studies

Reward

In any organization, human resources played an important role to achieve organizational goals. However, motivation is the key to hoy effective and efficient in human resources (Zeb Rehman, Saeed & Ulah, 2014). The concept of reward has extended much prominence in motivating employees. To attract and keep the most competent employees, rewards are used as an instrument in influencing their behavior and provide employees the guidance towards good performance (Bustamam et al., 2014; Hofmans, Gleter & Pepermans, 2012). The need of retaining talented employees is important as it will create a competitive advantage for the organization (Yousaf, Latif, Aslam & Saddiqui, 2012). It is agreed by Qun, Akhtar & Nazir (2015), rewards are acted as a significant tool between employees and organizations in which they work. Rewards also work as exchanging tools for hard work and increasing employee performance (Bustamam et al, 2014). While, Rehman, Khan, Ziuddin & Ali Lashari (2010) defined reward consists of the entire benefits offered to employees.

According to Khan, Shahid, Nawab & Wali (2013), employees will tend to feel they are well-rewarded and motivate if the amount of the pay is equal to the work that they do. Though, besides satisfying employees' physical needs rewards also provide them a position to influence the organizations' performance (Terera & Ngirande, 2014). Most of

the employees that feel burnout in the workplace usually do not feel that they are motivated. The absence of a rewarding system might create an unpleasant environment, hence it will demotivate employees and contributed to job turnover (Bustamam et al., 2014). Furthermore, the reward also will be the driver in attaining the organization's objectives and contributes to low employees' turnover intentions (De Gleter & Hofmans, 2015). There are two main reward system can be categorized; financial and non-financial rewards.

Financial Reward

Compensation has been found one of the employees' needs in influencing their motivation which includes financial incentives to the services rendered by the employees (Ali & Akram, 2012). In retaining the most intelligent and competent employees, financial rewards played an important role for that purpose, and also rewarding them for the excellent job might make them outclass in their (Olubusayo, Stephen, & Maxwell, 2014; Ozutkua, 2012; Terera and Ngirande, 2014). Furthermore, Khan et al. (2013) agreed that financial rewards will improve employees' quality of life.

The financial reward can be identified as salary, bonus, transportation facility, medical facility, and both life and health insurance (Yousaf et al., 2012). Olubusayo et al. (2014) added that retirement plans, employee stock, and profit-sharing also one of the financial rewards that might retain employees in the organization.

The need for financial incentives among employees has been seen as a crucial element. This is due to the stress of high living costs especially towards the employees with the family to supports (Mustapha, 2013). Moreover, employees believe that greater income will make them feel secure for their upcoming life (De Gieter & Hofmans, 2015; Ozutkua, 2012). Nevertheless, according to (Nyaga, 2015), the financial reward does not give an impact on the daily basis of employees as what actually employees look for is the quality of their work experience. Moreover, it is been supported by Teerera & Ngirande (2014) which mentioned financial reward is one of the poor motivation factors if companies are failed to provide a competitive salary.

Non-Financial Reward

The nature of the work recently has changed the demand of employees on having incentives not only financially but also the needs of non-financial incentives (Nyaga, 2015). He also mentioned that managers should aware of the needs of employees and provide different type of rewards are essential nowadays. Olubusayo et al. (2014) found that the non- financial reward ascends from regular psychological needs, such as needs for competence and making decisions.

Bustamam et al. (2014) supported that not all employees show the need for monetary rewards, but they will feel appreciated when managers provide other different ways of such recognition. Other than that, continuous learning opportunity, challenging task, career development, and a simple congratulation might be rewarded to employees who that excel their given position (Aktar, Uddin & Sachu, 2013). In addition, employees also concerned with non-financial incentives that demonstrate supports towards employee's family members by providing family benefits as eldercare or childcare facilities (Gabriel & Nwaeke, 2015; Terera & Ngirande, 2014). The non-financial rewards also commonly arise from other intangible forms such as a better working environment, empowerment, and (Nyaga, 2015; Sabina, Okibo, Nyang'au, & Ondima, 2015).

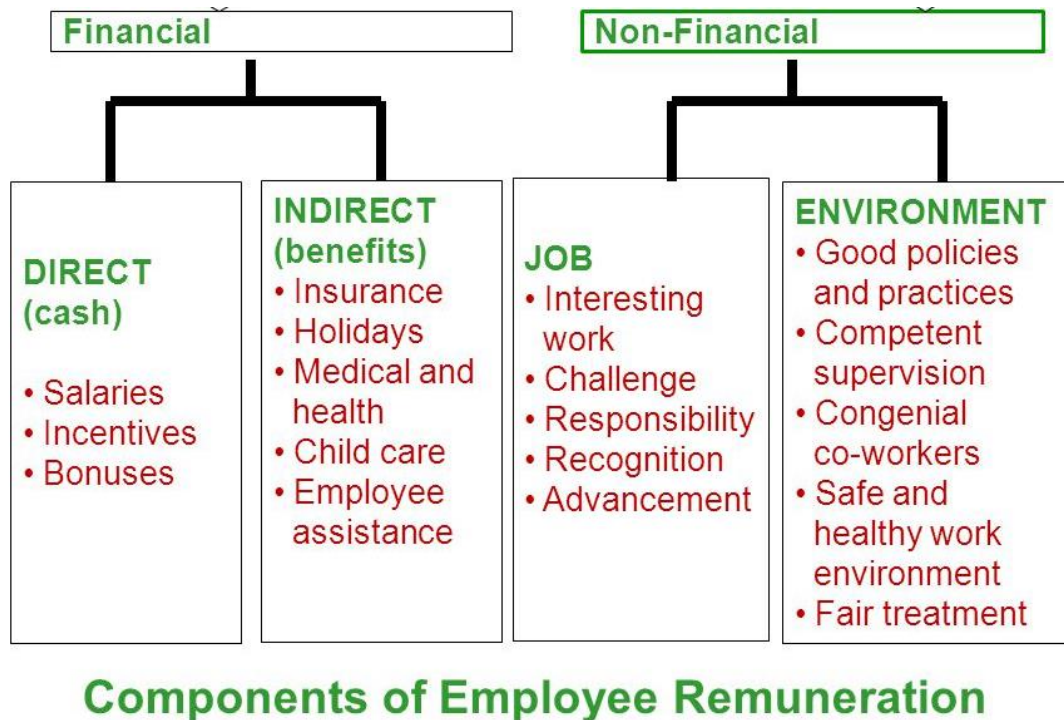
Job Motivation

Every organization is concerned with what should be done to achieve sustained high levels of performance through its workforce. This means giving close attention to how individuals can best be motivated through means such as incentives, rewards, leadership, etc., and the organizational context within which they carry out the work. The study of motivation is concerned basically with why people behave in a certain way. In general, it can be described as the direction and persistence of action. It is concerned with why people choose a particular course of action in preference to others, and why they continue with chosen action, often over a long period, and in the face of difficulties and problems (Mullins, 2005). Motivation can therefore be said to be at the heart of how innovative and productive things get done within an organization (Bloisi et al., 2003). It has been established that motivation is concerned with the factors that influence people to behave in certain ways.

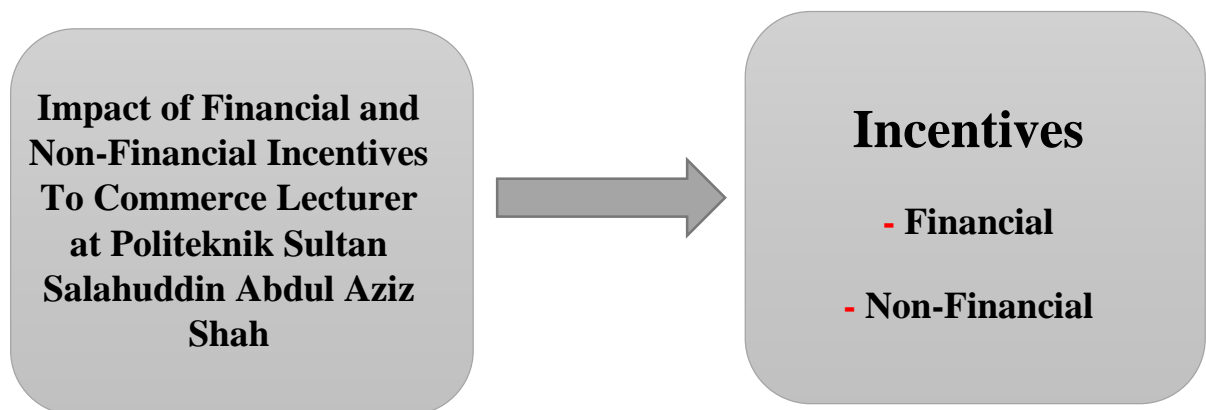
Relationship Between Reward & Job Motivation

Even though people work for salary or wages (rewards), there are numerous ways of rewarding (motivating) employees according to the task or function performed (Eshun and Duah, 2011). The underlying principle for the use of rewards is to motivate or induce behaviors among employees that are viewed as beneficial for enhanced performance whilst inhibiting other behaviors that employers and managers perceive as detrimental to organizational effectiveness and efficiency. Thus, rewards serve as a means of motivating desired behaviors (Eshun and Duah, 2011; Danish and Usman, 2010). Incentives, rewards, and recognitions are the prime factors that impact employee motivation. Zakaria et al., (2011) contend that, employees who are well motivated serve as the competitive advantage for any company because their performance leads an organization to the accomplishment of its goals. Among financial, economical, and human resources, human resources are the most vital that can provide a company's competitive edge as compared to others.

2.3 Theoretical Framework



Sources : Components of Employee Remuneration, Hiteshwari Jadeja (2015)



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The framework above shows the variables that are connected together to conduct this research. The two variables to retain the employees and led by employee motivation are financial and non-financial incentives.

2.4 Summary

The second chapter demonstrates the comparison result of the previous studies which is in the first chapter, hypothesized relationship among the variables, the theoretical model of the studies, and the terms of every variable involved. Other than that, this study will help Politeknik Sultan Salahuddin Abdul Aziz Shah to retain the staff led by employee satisfaction that will give benefits for companies in this competitive labor market.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter converse about research methodology and research procedures that will be used in the research. The aim is to obtain answers to the questions generated throughout this research. Research methodology simply refers to the practical “how” of any given piece of research. More specifically, it’s about how a researcher systematically designs a study to ensure valid and reliable results that address the research aims and objectives (Derek Jansen Et.al., 2020).

This chapter begins with research design, followed by identifying population, research and sampling method, data collection method, continued by research instrument and method of data analysis.

3.2 Research Design

This study uses a quantitative method. The primary data were obtained through a survey conducted among Commerce Department lecturers, Politeknik Sultan Salahuddin Abdul Aziz Shah by distributing online questionnaires (Google form). The data collected consists of quantitative data. This survey was conducted in order to collect data about types of incentives received by Politeknik Sultan Salahuddin Abdul Aziz Shah lecturer from the Commerce Department and the impacts of those incentives on their job motivation. This is descriptive research whereby it provides various pieces of information. It brought about deeper insights and a better understanding of the level of job motivation among Politeknik Sultan Salahuddin Abdul Aziz Shah Commerce Department’s lecturers.

3.3 Population, Research and Sampling Method

Population data is a set that contains all members of a specified group. In another term population also known as a comprehensive group of individuals, institutions, objects, and so forth with have common characteristics that are the interest to a researcher. Sampling can either be statistical or non-statistical. In statistical sampling, calculating the probability of getting any particular sample is possible. It is scientific and every element stands an equal chance of being selected. Non-probability sampling techniques help researchers to a subjectively select unit that represents the population under study (Ilker Etikan et al, 2015). The research population consists of Politeknik Sultan Salahuddin Abdul Aziz Shah lecturers from Commerce Department. Questionnaires in the form of Google form have been used to obtain data from the respondents.

3.3.1 Sampling Technique

This research uses the total population sampling, a type of purposive sampling technique. It is a technique where researcher choose to examine entire population, is the deliberate choice of a participant due to the qualities the participant possesses and also due to size of population that is relatively small (Laerd Dissertation, Lund Research Ltd, 2018). Simply the researcher decide what to be known and sets out to find people who can and are willing to provide the information by virtue of knowledge or experience (Ilker Etikan at el, 2015).

The research conducted to study the impacts of financial and non financial incentives on job motivation among Politeknik Sultan Salahuddin Abdul Aziz Shah, as the population consists of the lecturer in Commerce Department at Politeknik Sultan Salahuddin Abdul Aziz Shah hence the data will be obtained from all of them in this total population sampling. The total population in this research is 53 staff.

3.3.2 Target population

The targeted population that chose by researchers are Politeknik Sultan Salahuddin Abdul Aziz Shah lecturers from the various level in the Commerce Department. As an example, the respondents stand from lecturers who hold positions like head of the commerce department, head of programs, and normal lecturers. The population is 53 staff who are also targeted respondents. The survey conducted among all the Politeknik Sultan Salahuddin Abdul Aziz Shah commerce department's lecturers.

3.3.3 Sampling Location

Researchers focus on the lecturers who are working at Commerce Department Politeknik Sultan Salahuddin Abdul Aziz Shah which is located at Seksyen U1, Shah Alam, Selangor. The researchers get authorization from Politeknik Sultan Salahuddin Abdul Aziz Shah management to help the research carried out in an efficient and proper manner without breaking the premise standards.

3.3.4 Sampling Size

Researchers used total population sample hence the population size and sampling size is 53 staffs from the Commerce Department of Politeknik Sultan Salahuddin Abdul Aziz Shah as a whole. Online questionnaires (Google form) were prepared by researchers, to be filled up by respondents.

3.4 Data Collection Method

Data collection is the process of collecting and measuring information on variables of interest, in an established systematic pattern that enables the researcher to answer stated research questions, test hypotheses, and evaluate outcomes. In order to cover the theoretical part of the study, several books, publications, and other theoretical references relevant to the topic were reviewed (Dr. Ashraf Mohammad Alfandi et al, 2014). Based on a questionnaire method and past researches as a major tool the data collection needed for the topic was carried out. Data collection consists of primary data from the selected sample from the population secondary data from past researches. The quantitative method has been used to

obtain information. Researchers plan to do this research at Commerce Department of Politeknik Sultan Salahuddin Abdul Aziz Shah, because of Covid-19 Pandemic,

Due to the Covid-19 pandemic, researchers were advised to reduce physical contact and maintain social distancing. The researchers move on with positive motivation and change the analysis and contacted the respondents at Politeknik Sultan Salahuddin Abdul Aziz Shah and before pursuing the researchers get approval from their project's supervisor to carry out the survey among lecturers of the Commerce Department. Researchers used a self-administered questionnaire in the form of Google form which will be filled up by the respondents themselves. This alternative method helps both sides to give and obtain data while maintaining social distancing. Google form links to answer the questionnaire were distributed to Commerce Department lecturers at Politeknik Sultan Salahuddin Abdul Aziz Shah.

3.4.1 Quantitative Method

This research uses a quantitative method that consists of numerical data like the number of employees. Quantitative methods emphasize objective measurements and the statistical, mathematical, or numerical analysis of data collected through polls, questionnaires, and surveys, or by manipulating pre-existing statistical data using computational techniques. The number of staff or lecturers at Commerce Department of Politeknik Sultan Salahuddin Abdul Aziz Shah who receives financial or non- financial rewards is an example of quantitative data in this research. Whereby this information was obtained using a quantitative method like questionnaire.

3.4.2 Primary Data

Primary data is data that is collected by a researcher from first-hand sources, using methods like surveys, interviews, or experiments. It is collected with the research project in mind, directly from primary sources. In this research, the age range of staff, the impact of financial and non-financial incentives on their job motivation were questioned. This is primary data where researchers obtained the data directly from respondents.

3.5 Research Instrument

Research instruments are measurement tools like questionnaires or scales designed to obtain data on a topic of interest from research subjects. In another meaning, research instruments are designed tools that help the collection of data for the analyzing activity.

3.5.1 Questionnaires Design

The questionnaire has 3 parts which are parts A, B, and C. In this research, the main purpose is to identify the level of satisfaction the incentives give to the staff. This research examines several questions addressed to the respondents. The questionnaire type chosen for this research is a self-administered on-line questionnaire using the Google Form questionnaire tool available on the internet. Even though (Saunders et al.) acknowledged that the interviewer-administrated questionnaires may result in higher response rates but, this approach was not chosen for this research as the researcher wanted to protect the anonymity of the responders.

3.5.1.1 Part A

In this part, the employees are requested to provide their basic information without revealing their names, like gender, age, educational background, years of working in Politeknik Sultan Salahuddin Abdul Aziz Shah, and which position they are occupying currently. Apart from that, the staff was also asked whether they are aware of the existence of incentives.

3.5.1.2 Part B

In this part of the questionnaire, the Likert Scale is used in this part based on the questions. The staff was asked to tick on the type of financial and non-financial incentives that are available in their working place. Next, they also asked to rate the impact of these incentives on themselves. And they were also asked what does the current incentives means to them.

3.5.1.3 Part C

This part of the questionnaire focuses more on job motivation of employees where the employees were asked to state the meaning of job motivation according to them and also rate their level of job motivation at their working place and their action towards being under-rewarded.

3.6 Method of Data Analysis

The data analysis method follows the procedures listed under the following part. The data analysis part answered the basic questions raised in the problem statement. The detailed analysis of the impact of financial and non-financial incentives on Commerce lecturer of Politeknik Sultan Salahuddin Abdul Aziz Shah based on compensation, recognition, reward, and appreciation incentives.

3.6.1 Descriptive Analysis

Descriptive analysis is used to describe the basic features of the data in the study. They provide simple summaries about the sample and the measures. Together with simple graphics analysis, they form the basis of virtually every quantitative analysis of data. Descriptive analysis is used to present quantitative descriptions in a manageable form. Descriptive statistics help us to simplify large amounts of data in a sensible way.

3.7 Reliability Test of Pilot Test

The reliability of each item in the instruments was measured using the Cronbach's Alpha Coefficient. Each dimension of the questionnaire was calculated separately to facilitate clear understanding. The reliability analysis is then conducted to derive the consistency of a measuring instrument in measuring whatever concept it is measuring. Reliability of measure is an indication of the stability and consistency with which the instrument the concept and helps to assess the "goodness" of a measure.

Variables	No. of items	Item Deleted	Cronbach's Alpha
Financial Incentives	5	0	0.846
Non Financial Incentives	5	0	0.862

Table 3.7.1: Reliability Coefficients for Each Variable (N=39)

As rules of thumb, values which were above 0.6 were considered acceptable and 0.8 is the most appropriate and acceptable stated by (Pallant J, 2011). Based on the table appended all variable that addressed in the questionnaire achieved reliability of 0.8 above to the fact that the items in the questionnaire is reliable because had already been used and tested by other researchers in the same field of study. More or less this result also showed that the questionnaire is understandable and align with the situation. The coefficient alpha for the dimension of Non-financial Incentives pursuing high coefficient values of 0.862, followed by the Financial Incentives in the second place with the coefficient values of 0.846. Because of the questionnaire is adopted based on previous studies, adapted process being implement, and a few amendment have been done on the wording of the items. The amendments were trusted not to change the original means of the questions and this was proven with the tremendous of coefficient values.

3.8 Summary

This chapter shows the research design, population, research and sampling. Apart from that, this chapter also explained about data collection method, research instrument and method of data analysis. This particular chapter aids Commerce Department of Politeknik Sultan Salahuddin Abdul Aziz Shah to identify the impact of financial and non-financial incentives towards their staffs motivation. It helps researchers to consider it as one of the samples and models for the research data collection and process from the beginning of the problem statement to the research finding. The reliability of for each variables in pilot test found to make sur the actual questionnaire's items are valuable and each reliability is more than 0.8.

CHAPTER 4

RESULT AND DISCUSSIONS

4.1 Introduction

Data gathered from respondents were analyzed using the Statistical Package for Social Science (SPSS). SPSS is a data management and analysis program that design to do statistical procedures like analysis, including descriptive statistics as well as sophisticated inferential statistical procedures. A frequency analysis was run and data were cleaned to ensure that data were correctly coded and entered. Descriptive statistics consist of means, percentages, and frequencies. Inferential statistical procedure conducted includes tests such as partial correlation and multiple regression.

This chapter explained and discussed the finding of the research. The information was analysed and presented by using the table and charts method. The numbers of respondents selected were 53 academic staff in the Commerce Department at Politeknik Sultan Salahuddin Abdul Aziz Shah.

4.2 Descriptive Analysis

The main aim of descriptive statistics is to describe the basic elements of the data in a study. It provides simple summaries regarding the sample and the measures from a particular study. This part is to provide analysis on the demographic features of the respondents gained from the survey and was used to make analysis, general observation on data like age, gender, educational background, years of working at Politeknik Sultan Salahuddin Abdul Aziz Shah, current position in commerce department and their awareness towards the existence of incentives system in their organization. The researchers had distributed the questionnaires to 53 respondents and had received 100% of responses back without missing any data.

Table 4.2.1 Respondent Demographic Profile

Profile	Frequency (N)	Percentage (%)
Age		
Under 40	5	9.4
40-49	41	77.4
50-59	7	13.2
Above 60	0	0
Gender		
Male	3	5.7
Female	50	94.3
Prefer not to tell.	0	0
Educational Background		
Bachelors Degree	13	25
Masters Degree	38	73.1
Doctorate Degree	1	1.9
Years of Working in Politeknik Sultan Salahuddin Abdul Aziz Shah, Shah Alam.		
Less than 2 years	1	1.9
2 to 4 years	1	1.9
4 to 6 years	2	3.8

6 to 8 years	1	1.9
8 to 10 years	24	45.3
More than 10 years	24	45.3
Current Position in Commerce Department.		
Head of Department	1	1.9
Head of Program	1	1.9
Senior Lecturer	29	54.7
Lecturer	22	41.5
Aware of existence of incentives system in your organization ?		
Yes	50	96.2
No	2	3.8

Table 4.2.1

4.2.2 Central Tendencies Measurement of Construct

According to Manikandan S. (2011), the central tendency is defined as the “statistical measure that identifies a single value as representatives of an entire distribution”. It focuses on providing an accurate description of the entire data. It’s the single value that is most typical or representative of the collected data. The mean, median, and mode are three measures of central tendency that commonly used.

The table shows the result of the variables that have the highest and the lowest mean with respective standard deviation achieved. First of all, for financial incentives, B2, B5

and B6 have the highest mean valued at 4.792 with a standard deviation of 0.4094. For B4, it has the lowest mean, 4.755 with a standard deviation of 0.4766.

For non-financial incentives, B11 has recorded the highest mean value at 4.755 with a standard deviation of 0.4766. However, B7 appeared to have the lowest mean value of 4.302 with a standard deviation of 0.5401.

4.2.2.1 Financial Incentives

Financial Incentives	Item	Mean	Standard Deviation
Helping me financially.	B3	4.792	0.4094
Allows me to save more money, hence I don't have to worry about looking for other part-time jobs.	B4	4.774	0.4225
Motivating me to perform better.	B5	4.755	0.4766
Allows me to trust that I am doing my job perfectly.	B6	4.792	0.4094
Makes me think that my superior able to see me performing well.	B7	4.792	0.4094

Table 4.2.2.1

4.2.2.2 Non-Financial Incentives

Non-Financial Incentives	Item	Mean	Standard Deviation
Gives me enough rest time.	B8	4.302	0.5401
Decreasing my burden.	B9	4.340	0.5168
Makes me think my employers care about my welfare and mental health.	B10	4.585	0.4975
Motivates me to work harder.	B11	4.736	0.4451
I think my employers are creative enough to introduce these non-financial incentives idea.	B12	4.755	0.4766

Table 4.2.2.2

4.2.2.3 Average Mean

	N	Minimum	Maximum	Mean	Std. Deviation
Financial Incentives	53	4.00	5.00	4.7811	.31687
Non-financial Incentives	53	3.80	5.00	4.5434	.36242
Valid N (listwise)	53				

Table 4.2.2.3

4.3 Measurement Scale

4.3.1 Reliability Test

The reliability test is concerned with whether a scale indicates that it is free from random error. In addition, the reliability of a measure indicates the extent to which it is without bias in ensuring consistent measurement across time and various items in the instruments. The reliability of the scale instrument used in this study was tested through Cronbach's alpha coefficient test. The Cronbach's alpha value of each variable is presented in Table 4.3.1.

Variable	Cronbach's alpha	Number of Items
Financial Incentives	0.798	5
Non-Financial Incentives	0.781	5

Table 4.3.1

4.3.2 Pearson Correlation Coefficient

Pearson's correlation coefficient is a measure of the strength of the linear relationship two variables. An important assumption in Pearson's is the normality of the variables analysed, which could be true only for quantitative variables. shows the correlation between the different variable in the study (Jan Hauke et al, 2011). All the variables indicate a insignificant correlation. Financial incentives have non significant relationship with job motivation. Then Non-financial incentives too do not have relationship with job motivation. Based on the results below, the following hypothesis are proven insignificant.

H01: There is a significant impact on staff motivation based on the financial incentives that are offered by the company.

H02: There is a significant impact on staff motivation based on the non-financial incentives that are offered by the company.

Correlation between Independent variables and dependant variable (Job Motivation).

Variables	Correlation Value
Financial Incentives	.071
Non-Financial Incentives	.108

**Correlation in significant at the 0.01 level (2 tailed)

Table 4.3.2

4.4 Summary

In summary, this chapter is presenting the results and findings obtained from data gathering for this study. Furthermore, a reliability test was conducted to test the reliability of the variance based on the respondents' responses to the questionnaire distributed. The Pearson Correlation Coefficient analysed to find the relationship between both variables which are financial incentives and non-financial incentives with job motivation. The subsequent chapter contains a discussion on major findings as well as a conclusion to this research.

CHAPTER 5

DISCUSSION, CONCLUSION AND IMPLICATION

5.1 Introduction

This chapter will present the conclusion of the research that has been analyzed in the previous chapter which is in chapter 4. The conclusion is based on the feedback that researchers obtained from 53 respondents. The questionnaires that have been analyzed were distributed to the lecturer at Politeknik Sultan Salahuddin Abdul Aziz Shah. In conclusion, a summary of the research is presented, highlights the implications of the study, states the discussion of the study, provides future research proposals, and summarizes the entire research from chapter 4.

5.2 Summary of Statistical Analysis

5.2.1 Demographic Profile of the Respondents

Based on the descriptive analysis in chapter 4, out of the 53 respondents, most of the respondents aged between 40 to 49 years old which constitute 77.4% of respondents. It is followed by respondents aged between 50 to 59 years old with 13.2%, and the lowest percentage of respondents which is 9.4% aged under 40 years old. From the data collected, the majority were female respondents with 94.3% and the rest were male respondents with 5.7%.

For the educational background, researchers found that the majority of respondents have fallen into Masters's Degree which consists of 73.1% of respondents. The second-largest category of education falls into the Bachelor's Degree which is 25% and lastly, for the Doctorate Degree category, the percentage is 1.9%.

For years of working in Politeknik Sultan Salahuddin Abdul Aziz Shah, Shah Alam, the highest percentage is 45.3% and it falls into more than 10 years and 8 to 10 years. Followed by the category of 4 to 6 years which consists of 3,8% of respondents. Lastly,

the lowest percentage falls into the category of fewer than 2 years, 2 to 4 years, and 6 to 8 years which is 1.9% of the respondents.

For the current position that working in the Commerce Department of Politeknik Sultan Salahuddin Abdul Aziz Shah, Shah Alam, most of the respondents were senior lectures which constitute 54.7% of respondents. It is followed by respondents who lecturer with 41.5%, next the second lowest is 9.1% for head of program and the lowest the percentage of respondents which is 2.3% for the head of department.

For the awareness of the existence of incentives system in the organization, researchers found that the majority of respondents have fallen into the awareness of the existence of incentives system in the organization with 96.2% and the rest were not aware of the existence of incentives system in the organization with 3.8%.

5.2.2 Summary of Central Tendencies Measurement of Construct

For the financial incentives, B2, B5, and B6 have the highest mean value at 4.792 with a standard deviation of 0.4094 while B4 shows the lowest mean 4.755 with a standard deviation of 0.4766. For non-financial incentives, B11 has recorded the highest mean value at 4.755 with a standard deviation of 0.4766. On the other hand, B7 appeared to have the lowest mean value of 4.302 with a standard deviation of 0.5401.

5.2.3 Summary of Scale Measurement

For the reliability test, questions for independent (financial incentive, non-financial incentive) are reliable since both tests indicates its value to be more than 0.7. The Pearson correlation coefficient shows that both financial and non-financial incentives have a significant relationship with the dependent variable, job motivation.

5.3 Implications of the Study

The finding of this study helps in understanding the impact of financial and non-financial incentives on job motivation of Commerce lecturer at Politeknik Sultan Salahuddin Abdul Aziz Shah. Through this understanding of the study, it improves employee motivation in doing their job towards financial and non-financial incentives that are provided by the company. The Pearson correlation coefficient shows that both financial and non-financial incentives have a insignificant relationship with the dependent variable, job motivation.

5.3.1 Managerial Implications

The aim of this research is to identify the impact of both financial and non-financial incentives on job motivation of Commerce lecturer at Politeknik Sultan Salahuddin Abdul Aziz Shah. Based on the information that has been gathered, the researchers believe that the financial and non-financial incentives could be useful in assisting Politeknik Sultan Salahuddin Abdul Aziz Shah to succeed in hiring employees, keeping them engaged, and supporting their growth and development. Nowadays, many businesses are seeking the betterment of their human resource because they believe motivated employees can bring the company to be ahead of their competitors and survive in the long run. Therefore, it is necessary for Politeknik Sultan Salahuddin Abdul Aziz Shah to make improvements and implement these incentives to increase their staff's motivation and achieve their organization's goals.

According to the research done, financial incentives has the most significant impact among other independent variables on job motivation of Commerce lecturer at Politeknik Sultan Salahuddin Abdul Aziz Shah. Therefore, Politeknik Sultan Salahuddin Abdul Aziz Shah are suggested to increase their staff performance through giving financial incentives. It is because financial incentives could make an impact towards the staff's motivation in the organization. From the table 4.3.2 shows that correlation value is .071 that means it has non significant impact on job motivation. The organization uses financial incentives such as pay, allowances, bonuses, commissions and raises in motivating employee for better performance. But these incentives does not affect job motivation lecturers of Commerce department at Politeknik Sultan Salahuddin Abdul Aziz Shah. The researcher believes that using financial compensations does not affect job motivation of Commerce department lecturer at Politeknik Sultan Salahuddin Abdul Aziz Shah.

Besides that, based on the research, non financial incentives too has a non significant impact on job motivation of Commerce lecturer at Politeknik Sultan Salahuddin Abdul Aziz Shah. It can't be denied that non financial incentives are one of the factors that can influence workers in giving a good performance and satisfied doing their job. But it is not the only factor that affects job motivation of Commerce department lecturers at Politeknik Sultan Salahuddin Abdul Aziz Shah. From the table 4.3.2 shows that correlation value is .108 that means it has a insignificant impact on job motivation. Politeknik Sultan Salahuddin Abdul Aziz Shah implement non financial incentives such as praise and commendation, attention from leaders, and opportunities to lead projects or task forces in the organization. Which allow the organization to get their benefits from having the best employee in the organization.

There are other factors that affect job motivation of Commerce Department lecturers at Politeknik Sultan Salahuddin Abdul Aziz Shah. Apart from incentives given, healthy working environment is crucial. Here we can justify that job motivation among lecturers of Commerce department at Politeknik Sultan Sultan Salahuddin Abdul Aziz Shah is affected by other factors like conducive and comfortable workstations, healthy work environment and good relationship with peer and colleagues at workplace.

5.3.2 Staff Implications

According to the research done, the respondents of Politeknik Sultan Salahuddin Abdul Aziz Shah are among the lecturer in the Commerce Department who was working in the position of head of the department, head of the program, and normal lecturer. Therefore, there is an impact of both financial and non-financial incentives on their job performance in the organization. Through these incentives, lecturers tend to more focus on increase their performance, causing them to make stronger commitments to those goals and achieve them.

It can be seen that giving incentives to employees can to some extent attract the lecturers to do their jobs more efficiently because they will feel satisfied if the rewards given are commensurate with the work they provide. In terms of education, the rewards and benefits given can attract more individuals to enter the teaching profession. This profession, which is increasingly being viewed coldly by most individuals, is now able to compete with other fields of employment due to the availability of loan facilities as well as low-interest rates imposed on government employees.

However, responsive students during lectures, healthy work environment, good relationship with fellow lecturers and conducive and comfortable workstations affects the Commerce Department lecturers in increasing their job motivation other than that the incentives do.

5.4 Limitation of the study

There are several limitations to this study. The result may not be generalized for everyone because the samples were only focused and collected from lecturers of the Commerce Department at Politeknik Sultan Salahuddin Abdul Aziz Shah. Therefore, researchers only have to focus on respondents who work at the Commerce Department, not all the lecturers at Politeknik Shah Alam. Besides, the statistic of demographic elements shows the age of respondents between 40-49 contains a high percentage compared to the age of other respondents. This is because the Commerce Department of Politeknik Shah Alam possesses experienced lecturers who are working for years. Different people from different demographics have an unlike way of thinking. Therefore their perception towards the types of incentives given may differ and also from the way it impacts their job motivation.

Next, there are only two independent variables in this research. There might be any other factors, however, they might not be relevant enough to be included in this research. Meaning to say, there might be other factors that can impact lecturers' job motivation but they are not related to incentives.

Finally, one of the limitations of the study is the method of questionnaire distribution. There is a possibility that a few respondents may have responded randomly because of their busy schedules as lecturers. Also, the questionnaires were distributed online which is by Google Form due to the Covid-19 pandemic and in order to follow the SOP and maintain social distance. While most were very cooperative by responding quickly to our Google Form question, some were quite late in responding due to their fully occupied schedules. In addition, every individual has different perceptions, judgments, and views based on their understanding of the questions. This may be a contributor to the results of dissimilar.

5.5 Recommendation for Future Research

Based on the research that has been conducted, there are a few recommendations that have to be given for researchers in the future. Firstly, this study only discussed and focused on one department in PSA which is the Commerce Department. It is suggested that future researchers do research on more than one department. Although this would take a long time and would be more persistently, this would allow future researchers to have a better understanding of the impact of incentives towards lecturers at Politeknik Sultan Salahuddin Abdul Aziz Shah and think of ways to satisfy an employee through incentives and rewards.

Apart from that, one of the things that are recommended is the way of distributing surveys. Instead of using the traditional method of giving out questionnaires on paper at the site, it is much more convenient if researchers use an online method such as using Google form and sharing the links. This method is much easier and it could also help save the environment as it doesn't usage of papers. Using Google form also beneficial because it is a free online tool that allows you to collect information easily and effectively. This also means that researchers can save a lot of money as they do not need to pay for printing services, buying papers, and pens.

Other than that, it is also advised that researchers to not give out survey questionnaires during their working hours. It is understandable that most lecturers are present during working hours. However, most of the lecturers have their class schedules with students, contact and teaching time with students, assessing student's work, and other commitments as well. This is because some of them might will overlook the Google form questionnaires during their office hours. When people overlook, they might miss out to answer the Google form questionnaires. Hence, it would make the answers less accurate and could negatively affect the research.

5.6 Summary

In conclusion, this research basically studies the impact of financial and non-financial incentives on Commerce lecturers at Politeknik Sultan Salahuddin Abdul Aziz Shah. The findings can help employers and the management to have a better understanding of how to improve in giving financial and non-financial incentives to Commerce lecturers. They can find for alternate ways in upgrading on the distribution of incentives towards Commerce lecturers in order to satisfy them and ensure they are happy and pleased. Researches also discovered that different range age of lecturers have different requirement and perception towards the incentives given. Incentives play a vital role in giving contrast impact according to every lecturer's lifestyle. However, job motivation of commerce department lecturers at Politeknik Sultan Salahuddin Abdul Aziz Shah does not affected by incentives but affected by other factors like healthy working environment, good relationship with fellow lecturers and conducive and comfortable workstations affects their job motivation. Hence, management of Commerce Department can rearrange and enhance by prioritizing to highly preferred and required facilities at Commerce department of Politeknik Sultan Salahuddin Abdul Aziz Shah to keep their staff's loyalty and maintaining their performance towards their job. Researchers also concluded that financial and non financial incentives does not affect the job motivation among Commerce department lecturers at Politeknik Sultan Salahuddin Abdul Aziz Shah.

APPENDICES

A. SWOT Analysis

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> ➤ Hardworking employees ➤ Better relationship between employer and employee ➤ More skillful employees ➤ Goal-oriented employees 	<ul style="list-style-type: none"> ➤ Employee's turnover in a short time period ➤ Extra incentives might become an addiction for employees ➤ Causes competitive conflict among employees ➤ Short-term satisfaction of employees ➤ Management and leadership problems
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ➤ Better productivity ➤ Attract more employees and create job opportunities ➤ Attract more future investors ➤ Able to become a reference company to others 	<ul style="list-style-type: none"> ➤ Short-term projects ➤ Cutting off other expenses like skills enhancement training for employees ➤ Unhealthy competition among employees ➤ Difficulty in adapting daily work routine after achieving short-term goals

B. Gantt Chart

Aktiviti	Bulan/Minggu													
	Ogos			September				Oktober				November		
	2	3	4	1	2	3	4	1	2	3	4	1	2	3
Penentuan Tajuk														
Kajian literature														
Perundingan dengan penyelia														
Penyediaan Proposal														
Penyediaan Instrumen dan Pengumpulan Data														
Analisis data														
Penulisan draf projek														
Penyemakan dan draf akhir														
Penyerahan Projek Akhir														

*Pembentangan Proposal akan diadakan pada minggu ke-6

**Pembentangan Projek Akhir akan diadakan pada minggu ke-14

C. Krejcie and Morgan

Table 3.1

Table for Determining Sample Size of a Known Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

Note: N is Population Size; S is Sample Size

Source: Krejcie & Morgan, 1970



DEPARTMENT OF COMMERCE

Questionnaire Form

Topic: Impact of Financial and Non-Financial Incentives on Commerce Department

Lecturers of Politeknik Sultan Salahuddin Abdul Aziz Shah.

Instructions

This questionnaire is designed to get feedback from lecturers in commerce department of Politeknik Sultan Salahuddin Abdul Aziz Shah on the study on impact of financial and non-financial incentives by human resource department and implication to job motivation on staff.

The information obtained is for academic purposes only.

Thank you for your cooperation.

PART A : GENERAL BACKGROUND

1. Select your age.	(√)
i. Under 40	
ii. 40-49	
iii. 50-59	
iv. Above 60	
2. Please specify your gender.	
i. Male	
ii. Female	
iii. Prefer not to tell	
3. Please write choose your educational background.	
i. Bachelors Degree	
ii. Masters Degree	
iii. Doctorate Degree	
4. Years of working in Politeknik Sultan Salahuddin Abdul Aziz Shah.	
i. Less than 2 years	
ii. 2 to 4 years	
iii. 4 to 6 years	
iv. 6 to 8 years	
v. 8 to 10 years	
vi. More than 10 years	
5. Choose the current department you are working in Politeknik Sultan Salahuddin Abdul Aziz Shah.	
i. Head of Department	
ii. Head of Program	
iii. Normal lecturer	
iv. Others: Please state _____	
6. Are you aware of existence of incentives system in your organization ?	
i. YES	
ii. NO	

PART B : INCENTIVES AND IMPACTS

1.Types of Financial and Non- Financial incentives that given by Human Resource Department to you. Please tick suitable options below (√).

No.	Types of Financial Incentives	(√)
Financial Incentives Available In Your Company. (You may select more than 1 answer.)		
1.	Pay and allowance: Salary	
2.	Over -Time Claims	
3.	Bonuses	
4.	Retirement Benefits	
5.	Others:_____	
Non-Financial Incentives Available In Your Company. (You may select more than 1 answer.)		
1.	Insurance, Health and Wellness	
2.	Off Days & Vacation	
3.	Parenting Aid: Child care service for Employee’s kids	
4.	Upskilling and Training program	
5.	Others:_____	

2. The impacts of the incentives according to its type have stated below. Please answer these questions according to your answers in (i). Kindly tick one answer (√).

No	Impacts	Strongly Agree (1)	Agree (2)	Neither agree nor disagree (3)	Disagree (4)	Strongly Disagree (5)
	Financial Incentives					
1.	Helping me financially.					
2.	Able to help me to save more money, that I don't have to worry about looking for other part-time jobs					
3.	Motivating me to perform better.					
4.	Allows me to trust that I am doing my job perfectly.					
5.	Makes me think that my superior able to see me performing well.					
	Non-Financial Incentives					
1.	Gives me enough rest time.					
2.	Decreasing my burden.					
3.	Makes me think my employers care about my welfare and mental health.					
4.	Motivates me to work harder.					
5.	I think my employers are creative enough to					

	introduce these non-financial incentives idea.					
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3. What does the current incentives given mean to you? Answer according to your answers in (i). Kindly tick one answer. (√)

No.	Meaning	(√)
1.	My organization cares about me.	
2.	My organization wants to motivate employees with the use of rewards.	
3.	My organization invests in employees.	
4.	My organization rewards the employees in order to increase their productivity.	

PART C : ABOUT JOB MOTIVATION

No		(√)
1.	What does job motivation means to you? (You can choose more than one answer.)	
	Generator of one's own which needs no outside stimuli and it is one's will to do something	
	Psychological processes that cause the arousal, direction and persistence of voluntary actions that are goal oriented	
	Generator of one's own which needs no outside stimuli and it is one's will to do something	
	Result of external stimuli and individual's behavior can be influenced and reshaped by the environment	
2.	Rate your current level of Job Motivation in a scale of 1 to 5 . (1 being least significant, 5 being most significant)	
	1	
	2	
	3	
	4	
	5	
3.	What most likely you will do when you are under-rewarded?	
	I will reduce my work input	
	I will reduce productivity	

	I thought I worked at moderate level but I have realized I worked harder than others	
	I am considering to quit my job	
4.	In your opinion, what are the incentives that should be included in your organization in upcoming time?	
	Salary increment	
	Bonuses and commissions	
	Recognition	
	Time off	
	Promotion	

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