PAK Publishing Group
Growing Knowledge for Future

Proceedings Book of ICBSSS, 2014, Malaysia
Handbook on Business Strategy and Social Sciences
ISBN: 978-969-9952-00-5

Investigating the Moderating Effect of Demographic Factors on the Relationship between Monetary Motivation and Employees' Job Performance at Oil and Gas Offshore Production Facilities in Malaysia

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ABSTRACT

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

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

1. Introduction

Oil and gas (O&G) industry plays an important role in fuelling Malaysian economic transformation programme (ETP) by virtue of its significant contributions of approximately 20% of total annual export earnings and 75% of the energy sources for Malaysia (Siu & Adams, 2012). Thus, the production of O&G is crucial especially when energy demand is increasing both in Malaysia and the world.

Indubitably, employees working at offshore production facilities have direct impact on the production of O&G. Therefore, it's imperative that O&G companies in Malaysia take very effort to harness the motivation of their offshore employees in such a manner that O&G is produced in the most safe, efficient and reliable manner. Otherwise the national ETP may be in jeopardy, which in turn lend futile the aspiration to achieve the status of a high income nation by 2020.

Motivation of employees working at O&G offshore production facilities is an imperative behaviour for reliable production and safety performance. Literature suggests and empirical evidences show that

motivated employees are linked to high level of job performance (Sharma & Bajpai, 2011) and they are also more likely to stay in the company (Dhiman & Mohanty, 2010; HR Matters, 2012).

As O&G industry in Malaysia continues to grow, it faces a number of challenges that include: Shortage of skilled workforce in both professionals (e.g., engineers) and semi-professionals (e.g., technicians) categories (TalentCorp, 2012), most facilities are ageing with over 30 years old (The Edge Malaysia, 2013), and loss of skilled professionals and semi-professionals who prefer to work in other countries that offer better pay (TalentCorp, 2012).

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

While the turnover rates of 1.56% for non-executive employees (e.g., technicians) and .87% for executive employees (e.g., Operation Engineers) for O&G industry (MEF, 2010) may have been relatively low compare with Malaysia annual average turnover rate of 13.2% (Seah, 2013), the loss of employees with niche and critical technical skills would have profound adverse impact on operational performance such as in production and safety. Such loss would be even more impactful for ageing facilities and small O&G companies. And according to HR Matters (2012), such outflow of skilled workforce is unlikely to ease off, on the contrary, industries that are seeing growth (e.g., O&G) are expected to experience high employee turnover.

In order to alleviate potential problems brought about by those challenges, O&G employers have resorted to monetary reward to motivate their employees. The use of monetary reward is premised on the belief that money has positive effect on employees' job performance. For instance, it was believed that most Asians are motivated by money (Podolinsky, 2013, p. 78).

Their belief is supported by empirical evidences that suggest high monetary reward is indicative of high value that the organisation places on its employees (Adeogun, 2008; Kamaluddin, Hassan, Abdul Wahab, & Mohd Hussien, 2011; Zaidi & Abbas, 2011); money brings joy resulting in satisfied employees (Lee, 2006), who are likely to increase job performance, and high performing employees contribute to high organisational performance (Armstrong, 2012; Mustapha, 2013); satisfied employees especially those who feel that they are most valued by their company are unlikely to leave the organisation (Dhiman & Mohanty, 2010) therefore, company could reduce recruitment cost, which otherwise could range from 1.2 to 2.0 times the annual salary (Stack, 2012); and according to Stack company could avoid productivity loss associated with employee turnover because on average it takes 13.5 months for a new employee to reach maximum efficiency in performance.

Increase in the use of monetary rewards inevitably results in operating cost of running business to spiral upward primarily attributed to manpower cost (Lawler, 1983, p. 4; Campbell, 2007, p. 39). Despite high operating cost, companies appear to have increased their appetite to utilise monetary rewards, in part due to their deep pocket, as a mean to attract, motivate, and retain employees because of the adage that money can buy many things that gratify human needs, and such gratification increases motivation. In other words, monetary rewards induce monetary motivation, which is a measure of individual's drive to achieve something in exchange of money.

Extrinsic reward (e.g., money) was initially thought as the prime factor of employees' motivation. However, the Hawthorne studies conducted at the Hawthorne plant of Western Electric by Elton Mayo and his Harvard co-workers from 1924 to 1932 altered the way of thinking about employees' motivation. According to these studies, employees require much more than just money if they were to be motivated. The Hawthorne studies, which ushered in the new era of human relations, facilitated the understanding of factors that helped in motivating employees (Malik, 2010; Stoner, 1983).

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

These divergent outcomes were aptly summarised by Springer (2011), who stated that despite numerous studies on the correlation of motivation and job performance, their relational strength and direction remains unclear. Thus, it is not unexpected that there is continuing debate among researchers

and scholars, with increasing appetite than heretofore, as to whether or not monetary motivation does affect employees' job performance.

With regard to the moderating effect of age, gender, education level, tenure, and job level on the relationship between monetary motivation and employees' job performance, outcomes of previous studies also offer divergent views.

For example, Lourenco (2010) noted that older employees were more motivated by monetary rewards to improve their performance compare to their younger counterparts while Springer (2011) found that age and salary have no significant relationship with job performance.

According to Springer (2011), gender and salary have no significant relationship with job performance while Lourenco (2010) found that female employees were positively affected by monetary incentives but not so for their male counterparts.

Adeogun (2008) reported that the effect of monetary motivation on job performance will increase with education level for employees at multi-cultural for-profit institutions of higher learning in the US while Sarmiento, Beale and Knowles (2007) discovered that education level did not show significant association with job performance.

As for the moderating effect of tenure, Adeogun (2008) reported that the effect of monetary motivation on job performance decreased as tenure increased. On the contrary, Lourenco (2010) found that employees with longer tenure in a US retail services company reacted positively to monetary incentives but not the employees with shorter tenure.

Empirical evidences suggests that there are mixed views pertaining the correlation among the variables monetary motivation, job performance and job level. For instance, Joo, Lee and Jung (2012) found that Korean teachers at lower school levels (inferring lower job levels) were more motivated by performance-based reward than their counterparts at higher school levels. Tang and Chamberlain (2003) found that rank has positive correlation with research orientation and productivity (measures of performance) among academics at the US Regional State Universities.

On the basis of extant literature, it is hypothesised that monetary motivation of employees working at O&G offshore production facilities in Malaysia varies according to demographic factors such as age, gender, education level, tenure, and job level. Therefore, it is imperative to understand the moderating effect of these demographic factors. The outcomes of this study could potentially alter companies' performance management strategy and policy in a manner such that when monetary reward is administered it stands a higher probability to increase employees' job performance. In addition, the study outcomes could also influence resourcing and talent management strategy of companies in O&G industry in Malaysia.

Surprisingly, to the best of one's knowledge, existing literature offers no empirical evidences on the moderating effect of age, gender, education level, tenure, and job level on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia.

Thus, the purpose of this study is to investigate the moderating effect of demographic factors (age, gender, education level, tenure, and job level) on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia. More specifically, this study aims to answer the five research questions namely:

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

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

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

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

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

Offshore production facilities refer to infrastructures or installations built offshore (on the sea) for the purpose of extracting, processing, and temporary storage of hydrocarbon (oil and gas) before it is transported to shore for refining and marketing.

Employee is defined as a person who works under an employment contract to provide services to an organisation or employer on a regular basis in exchange for compensation, which includes wages or salary.

Motivation is defined as an internal energy stimulated by the drive to attain goals to satisfy a set of individual needs and values (Mathe, Pavie, & O'Keeffe, 2012). Thus, monetary motivation is a measure of individual's drive to achieve something in exchange of money.

Job performance is a measure of individual's work-related attitudes (work involvement and job motivation) toward one's job (Lodahl & Kejnar, 1965).

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

2. Literature Review

2.1. Factors Tthat Affect Employees' Motivation

Motivation is one of the most important factors affecting human behaviour and performance (Malik, 2010) and productivity (Kamaluddin et al., 2011, p. 220). Therefore, it is important to understand factors that affect employees' motivation. Many theories have been developed to explain employees' motivation. Among them are the motivation theories. The most widely quoted motivation theories to explain employees' motivation are the Maslow's (1943, 1987) hierarchy of needs theory, Herzberg's (1959) two-factor motivation-hygiene theory, and Vroom's (1995) expectancy theory.

Maslow (1943, 1987) developed the hierarchy of needs theory, which is also known as need-gratification theory. The theory suggests that human beings have five hierarchy of needs, that is, physiological needs (the lowest and most basic needs), safety and security needs, needs for affiliation and love, self-esteem needs, and self-actualisation needs (the highest). Maslow asserted that higher needs become salient as lower needs are gratified.

Herzberg (1959), in his two-factor motivation-hygiene theory, postulated that satisfaction and dissatisfaction at work are caused by different factors. He named the two factors as hygiene and motivational factors. He conjectured that human beings have two sets of needs, that is, to avoid unpleasantness or pain at work, and to grow psychologically. His theory suggests that people will strive to achieve hygiene needs because they are dissatisfied without them but once they achieved these needs, increasing the amount of hygiene factors may not necessarily motivate people to improve job satisfaction and performance. Hygiene factors are those that define the job context such as job security, status in the organisation, relationship with team members or subordinate, relationship with supervisors, one's personal life, work conditions, pay, company policy, and benefits. Intrinsic factors such as achievement motivation, recognition, one's satisfaction with work itself, responsibility, and opportunity for growth or advancement are classified as motivators, that is, factors that affect employees' job performance.

Herzberg's (1959) two-factor motivation-hygiene theory could be linked to Maslow's (1943, 1987) hierarchy of needs theory as both theories suggest that employees' needs must to be satisfied for them to be motivated. Herzberg's theory suggests that only the higher levels of the Maslow hierarchy of needs (esteem needs, and self-actualisation) act as a motivator while the remaining lower level needs (physiology, safety & security, and affiliation) can only cause dissatisfaction if absent.

Vroom's (1995) expectancy theory argues that human beings are mostly rational decision makers, who take actions with the ultimate objective to satisfy their needs and achieve their goals. The theory has three key components – expectancy, instrumentality, and valence. As the name implies expectancy theory suggests that people are motivated if they believe that their effort will lead to acceptable performance (expectancy), performance will be rewarded (instrumentality), and the value of the rewards has high positive valence (Lunenburg, 2011). The theory operates on the assumption that people join organisations with certain expectations that influence their behaviours so as to optimise outcomes for their personal needs and satisfaction.

Expectancy theory is popular because it facilitates understanding on how people are motivated to do things they do. The theory accepts Maslow's (1943, 1987) view that there are large differences among people in their needs and, hence, in the value they attach to rewards. According to the expectancy theory, the motivational potential of a reward depends on the difference between two key determinants – the value (quantity and quality) being offered, and how much the individual wants and values it. The motivational potential is high if the value being offered exceeds the individual's expectation, and vice versa.

Employee motivation is a mind-boggling subject because a motivational factor may affect individuals' motivation differently due to the fact that individuals vary significantly in the way they attach value to that motivational factor such as monetary reward or recognition from their leaders. According to Lawler and Worley (2006, p. 239), this variation is attributed to a host of factors such as their needs, environment, culture, age, and generation.

Extant literature suggests that there are multiple factors that motivate people, and monetary reward is one of them. The role of monetary reward as an effective motivator is well researched. However, research outcomes offer divergent views with regards to the effect of monetary motivation on employees' job performance. For example, several studies (Gbadamosi & Joubert, 2005; Lawler, 1983; Lawler & Worley, 2006) argued that money is effective in motivating and retaining employees, and creating high performance culture in organisation. Other researchers (Kramer & Amabile, 2011; Pink, 2009) were of the view that monetary incentives are not necessarily the best motivator for job performance though they recognised the potential motivating effect of monetary incentives on job performance.

2.2. Utility of Money

Money has become an essential part of human society because it can be exchanged for numerous desirable objects (Choe, Lau, & Tan, 2011), that is, money is the instrument of commerce and the measure of value (Tang, 2007). Glen (2005) stated that people use money as a tangible symbol for other intangible values such as status (indicator of one's social standing), personal growth (symbol of how much organisation values a person), progress (expecting that income will rise over time), and fairness (expecting that organisation will provide reasonable compensation for one's effort). In the context of employer-employee relationship, employer pays employees in exchange for their services and labour (Mitchell & Mickel, 1999; Negwaya, Chazuza, Mapira, & Chiundiza, 2014). Thus, money can be considered as a measure to assess how much organisation values its employee (Robbins, 2001).

Most researchers agree that people place different meaning on money thus, the utility of money varies according to individual's perception. For example, Furnham (1994) stated that young workers in Far East and Middle East, who were more driven to raise their living standard, placed higher value on money than did their counterparts in North and South Americas.

There also were supporting empirical evidences that suggested people in poor countries tended to assign high value on money compare with their counterparts in rich countries. For example, based on a study that involved 98,786 respondents of a multinational company from 41 countries, Huang and Van de Vliert (2003) conjectured that workers in developed countries attached more value to the intrinsic aspects of work, and therefore, they were motivated more by intrinsic rewards. In contrast, workers in poorer countries were motivated more by extrinsic rewards such as money because money can buy their basic needs, which were more salient than their higher needs.

Huang and Van de Vliert's (2003) view parallels the view posited by Wiley (1997) that pay provides employees with the means to purchase items that gratify their basic needs, and because pay is a measure of relative worth, it enables people to meet their esteem needs. And Wiley's view is aligned with the view postulated by Lawler (1973) and Vroom (1995) that states money serves as an instrument for achieving other outcomes. In the same spirit as Huang and Van de Vliert (2003), Gbadamosi and Joubert (2005) conjectured that money is very important because it symbolises success and achievements, especially among people in developing countries where poverty is pervasive.

According to Milkovich and Newman (2008), there has been a significant increase regarding the importance of money in the US and around the world. Thus, in view of its importance, it's unsurprising that managers and employers continue to use monetary reward as an instrument to attract, motivate and retain employees because money has significant impact on the behaviour of employees, their performance and organisational effectiveness (Lawler, 1983, 1990). For example, consumer durables major, LG Electronics in India gave out six bonuses in a year, which worked out to between 200% and 700% of basic salary, to all its over 4,500 employees (Puri, 2011). According to Puri, the company strongly believed that money was the best way to reward its employees and drive performance in order to remain competitive in the industry.

2.3. Money, Age and Job Performance

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

For example, contrary to their hypothesis, Giniger, Dispenzieri and Eisenberg (1983) found that the performance of older garment workers exceeded their younger counterparts in both jobs that required speed and skills. In the same spirit, Gbadamosi and Joubert (2005) reported a positive and significant relationship between money ethics and job performance ($r = .36$, $p < .01$), and between age and job performance ($r = .42$, $p < .01$) among employees of the public sector in Swaziland. Lourenco (2010)

found that older sales representatives in a US retail services company reacted more to monetary incentives and performance feedback and less to recognition, and vice versa for younger sales representatives.

There are empirical evidences that support the view that job performance and age have no statistical significant relationship. For example, Adeogun (2008) reported that money did not motivate any age group to increase job performance of employees at multicultural for-profit institutions of higher learning in the US.

There are other researchers (e.g., Ali & Davies, 2003), who reported mixed findings. Ali and Davies (2003) reported that the relationship between age and total output (performance) of rubber tappers in Malaysia took the form of an inverted U-shaped, with output increasing with age, peaking in the mid-40s and declining thereafter.

Outcomes of literature review provide mixed results on the relationship among money, age, and job performance. In this study, the researchers adopted the view that there is a significant moderating effect of age on the relationship between monetary motivation and employees' job performance at oil and gas offshore production facilities in Malaysia. Thus, the first hypothesis of this study is:

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

2.4. Money, Gender and Job Performance

Some existing literature provides empirical evidences that suggest job performance has no statistical significant relationship with gender. For example, in his doctoral research that investigated the impact of education level and other variables on job performance and job preparedness of Turkish police officers, Beyhan (2008) found that there was no significant relationship between gender and job performance and preparedness.

More recently, in a study that involved 1,500 employees of banks in the US, Springer (2011) found that gender and salary did not have significant relationship with job performance. Similarly, Farnham (2012) reported that gender has no significant relationship with hospice sales performance.

However, other researchers suggested that female employees outperformed their male counterparts. For instance, Ali and Davies (2003) found that female rubber tappers in Malaysia have significantly higher output level than did their male counterparts. Adeogun (2008) reported that female employees recorded higher job performance from monetary motivation compared with their male counterparts.

With regards to relationship among gender, monetary reward and performance, Lourenco (2010) found that the performance of female sales representatives in a US retail services company was positively affected by monetary incentives but not so for their male counterparts, and vice versa for recognition.

In stark contrast, other researchers reported that men outperformed women in their job performance. For example, Zeffane et al. (2008) found that white collar female employees of a utility company in the United Arab Emirates tended to be less performing than their male counterparts on a number of job performance criteria. Joo et al. (2012) reported that performance-based reward was more appropriate for Korean male teachers, who were significantly more motivated by performance-based reward ($M = 3.23$) compare to female teachers ($M = 2.68$) at the .01 level.

Literature review provides mixed outcomes with three patterns emerge: 1) No significant relationship between gender and job performance, 2) women perform better than men, 3) men perform better than women. In this study, it is hypothesised that there is a significant moderating effect of gender on the relationship between monetary motivation and employees' job performance at oil and gas offshore production facilities in Malaysia. Thus, the second hypothesis of this study is:

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

2.5. Money, Education Level and Job Performance

It is generally believed that education plays an important role in employee job performance. However, there is ongoing debate that centres on the link among the variables monetary rewards, job performance, and education level.

For instance, in order to determine the actual benefits of the new higher education policy of the Turkish national police officers, Beyhan (2008) conducted a study to investigate the actual benefits of this higher education policy by empirically measuring and comparing the job preparedness and job performance of police officers with higher education and police officers without higher education. The study found that there were statistically significant positive relationships between police officers' level of

education and job preparedness, as well as between police officers' level of education and job performance. Beyhan's findings appeared to receive support from Adeogun (2008), who reported the effect of monetary motivation on job performance will increase with education level of employees at multicultural for-profit institutions of higher learning in the US.

Other studies (e.g., Gbadamosi & Joubert, 2005) suggested rather mixed outcomes. Gbadamosi and Joubert reported no significant relationship between education level and job performance of the public sector employees in Swaziland but they found significant and positive relationship between money ethics and job performance ($r = .36$, $p < .01$).

There are also empirical evidences that show no significant link among the variables. For example, Sarmiento et al. (2007) investigated the determinants of job performance of shop-floor employees in a manufacturing plant in northern Mexico, and discovered that education level did not show significant association with job performance.

Literature review suggests that the relationship among the variables monetary motivation, education level and job performance is mixed however, there is more support on the notion that job performance increases with education level. Based on the outcomes of literature review, the researchers hypothesised that there is a significant moderating effect of education level on the relationship between monetary motivation and employees' job performance at oil and gas offshore production facilities in Malaysia. Hence, the third hypothesis is deduced.

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

2.7. Money, Tenure and Job Performance

Existing literature offers divergent views on the relationship among the variables monetary rewards, tenure, and job performance.

Tang and Chamberlain (2003) reported that professors with 1 to 6 years of service at the US Regional State Universities tended to believe that rewards influence teaching. On the other hand, faculty members with 20 or more years of service appeared to have the lowest research orientation and low research productivity. Tang and Chamberlain's study outcomes suggested that tenure has negative correlation with research orientation and productivity (measures of performance). Similarly, Adeogun (2008) reported that tenure moderated the effect of monetary motivation on employees' job performance at multicultural for-profit institutions of higher learning in the US in such a manner that job performance decreased as tenure increased. On the contrary, Lourenco (2010) found that sales representatives with longer tenure in a US retail services company reacted positively to monetary incentives but not the representatives with shorter tenure. Joo et al. (2012) reported that, at the .01 level, Korean teachers with more than 10 years experiences (longer tenure) were significantly more motivated ($M = 3.33$) compare to their counterparts with less than 10 years experiences ($M = 2.30$) and less than one year experience ($M = 2.07$).

Other researchers (e.g., Farnham, 2012) found no significant relationship between tenure and job performance. For example, in his doctoral dissertation study to explore the impact of, amongst other factors, emotional intelligence and tenure on performance of hospice sales professionals in the US, Farnham (2012) found that tenure did not serve as a predictor of sales performance among the hospice sales professionals. Outcomes of literature review are mixed and divergent. In this study, the researchers adopted the view that there is a significant moderating effect of tenure on the relationship between monetary motivation and employees' job performance at oil and gas offshore production facilities in Malaysia. Thus, the fourth hypothesis is:

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

2.8. Money, Job Level and Job Performance

Extant literature provides divergent views on the relationship among the variables monetary rewards, job performance, and job level. However, there are more empirical evidences in support of a positive correlation.

In a study to determine the effect of a number of factors which include rank (job level) on faculty attitudes towards research and teaching at the US Regional State Universities, Tang and Chamberlain (2003) found that faculty members who were not full professors have lower research orientation and productivity than full professors. Tang and Chamberlain's study outcome suggested that rank has positive correlation with research orientation and productivity (measures of performance).

Choudhury and Jones (2010) conducted an exploratory analysis on effect of job level on the performance of human capital attainment with the objective to examine whether performance efficiency is dependent on job level rather than human capital itself. They found that there was a significant positive predictive power of job level on the performance efficiency of human capital.

Gbadamosi and Joubert (2005) reported no significant relationship between rank (job level) and job performance of the public sector employees in Swaziland but they found significant and positive relationship between money ethics and job performance ($r = .36$, $p < .01$).

There are scanty empirical evidences that suggest a negative correlation among the variables monetary rewards, job performance, and job level. For example, Joo et al. (2012) reported that, at the .01 level, Korean teachers at lower school levels (inferring lower job levels) were significantly more motivated by performance-based reward than their counterparts at higher school levels as indicated by mean score of 3.27 for Elementary school, 2.78 for Middle school, and 2.19 for High school.

Extant literature, at best, provides scanty empirical evidences on the relationship of the variables monetary rewards, job level, and job performance. Notwithstanding scanty empirical evidences, there appear to be more support for a positive correlation among the variables monetary rewards, job performance and tenure. In this study, it is hypothesised that there is a significant moderating effect of job level on the relationship between monetary motivation and employees' job performance at oil and gas offshore production facilities in Malaysia. Hence, the fifth hypothesis is:

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

2.9. Theoretical Framework of the Research

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

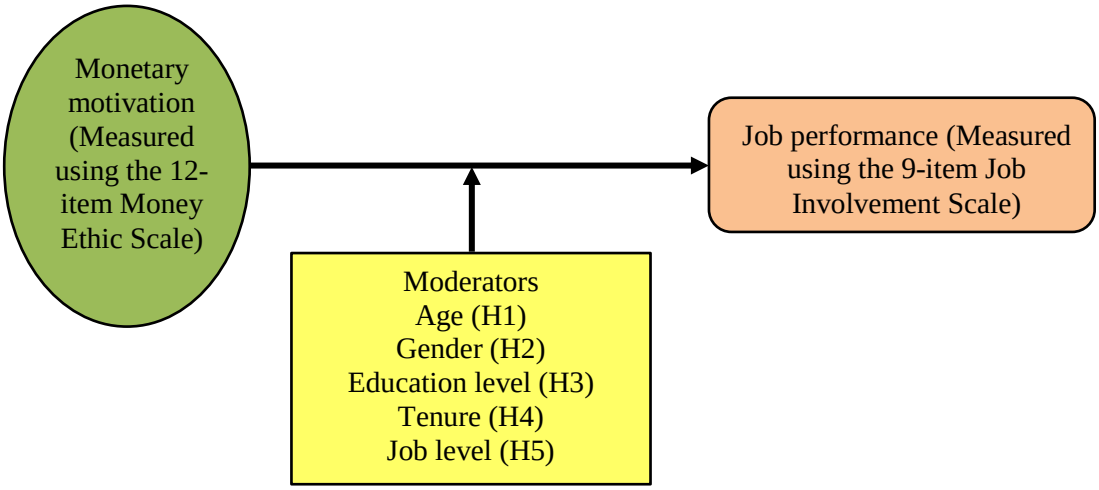
The second theory is Vroom's (1995) expectancy theory that suggests that employee is motivated if he views his effort will lead to performance, and that performance will be duly rewarded in such a manner that the reward meets or exceeds his expectation.

The third theory is Herzberg's (1959) two-factor motivation-hygiene theory that states employees will be dissatisfied if hygiene factors such as pay (money) are not presence. In turn, dissatisfied employee is highly unlikely to give his best performance.

The fourth theory is Maslow's (1943, 1987) hierarchy of needs that suggests individual strives to gratify his needs from lowest hierarchy (physiological needs e.g., need for food and shelter) before moving up the rung, eventually to the highest hierarchy of needs (psychological needs e.g., self-actualisation need). And the fifth and final theory that was jointly advocated by Lawler (1973) and Vroom (1995) that states money serves as an instrument for achieving other outcomes. This theory suggests that money, if it is available at one's disposal, one could use it to gratify one's physiological and psychological needs.

Integrating all the theories together, it can be said that one uses the utility of money to gratify his physiological and psychological needs (Lawler, 1973; Maslow, 1943, 1987; Vroom, 1995), and once his needs are gratified he is likely to be motivated to achieve superior performance that will receive due monetary reward (Lawler, 1973, 1983; Vroom, 1995). If performance is not recognised appropriately with monetary reward, individual will be dissatisfied (Herzberg, 1959).

Figure-1. Theoretical framework of the research



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

3. Methodology

3.1. Study Design

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

3.2. Target Population, Subjects, and Sampling

The target population were employees working at O&G offshore production facilities in four selected O&G companies in Malaysia – three international oil companies and one national oil company. Using convenience sampling method, the subjects were sampled from among employees of selected O&G offshore production facilities in Malaysia. Email addresses of the subjects were obtained from company's HR system and through convenient contacts of the researchers. Survey invitation was sent via email to all the subjects. The survey invitation stated clearly the purpose of the study, instruction for completing the questionnaire, the questionnaire, duration of the survey, assurance of confidentiality, and that survey participation was entirely voluntary.

Data were collected using 46-item survey questionnaire, distributed to around 800 respondents via electronic means (email with web-link access to online survey monkey) in two phases – pilot phase from 25th June 2013 to 17th August 2013, and main survey phase from 6th December 2013 to 31st January 2014. For the pilot phase, questionnaires were sent to about 200 subjects – 175 participants responded with 168 useable questionnaires. High response rate during the pilot survey was boosted by the paper questionnaires that were personally administered to groups of offshore employees who attended training events as well as the fortnightly reminders via emailing. During the main survey phase, questionnaires were sent to about 600 subjects – 196 participants responded with 174 useable questionnaires. At about mid-way of the main survey window, the subjects were reminded via email to complete the survey.

For this study, a total of 342 useable questionnaires were gathered from the two survey phases.

3.3. Instruments, Their Reliability and Validity

A 7-point Likert scale was employed with the objective to encourage respondents to use full width of opinion and avoid errors of central tendency (Ssesenga & Garrett, 2005). Descriptions of 7-point Likert scale were adopted from Vagias' (2006) Likert-type scale response anchors. Reliability was measured using Cronbach's coefficient alpha. According to Adeogun (2008), Cronbach's coefficient alpha of .70 or higher is considered reliable.

Monetary motivation. Monetary motivation was measured using the short-form 12-item Money Ethic Scale (MES), which was grouped into six groups namely achievement, respect, good, evil, budget, and freedom. Each question is measured on a 7-point Likert scale with "1" denotes strongly disagree, "2" denotes disagree, "3" denotes somewhat disagree, "4" denotes neither agree nor disagree, "5" denotes somewhat agree, "6" denotes agree, and "7" denote strongly agree. The MES was developed by Professor Tang (1992) in order to measure money attitudes of individuals in organisation and work settings. Reliability and validity of the short form MES have been proven by many scholars (Adeogun, 2008; Gbadamosi & Joubert, 2005). In this study, the MES registered a Cronbach's coefficient alpha of .821, which corresponded to good reliability.

Job performance. Job performance was measured using the short-form 9-item Job Involvement Scale (JIS), developed by Lodahl and Kejnar (1965). According to Lodahl and Kejnar, the purpose of the JIS is to measure an individual's work involvement and job motivation. Work involvement is the extent to which the individual personally identifies with his job, while job motivation concerns the extent that the individual wants to perform well in the job. Each question was measured on a 7-point Likert scale with "1" denotes strongly disagree, "2" denotes disagree, "3" denotes somewhat disagree, "4" denotes neither agree nor disagree, "5" denotes somewhat agree, "6" denotes agree, and "7" denote strongly agree. Many scholars (Adeogun, 2008; Omolayo & Ajila, 2012) have used the short form of the JIS to measure job performance. The Cronbach's coefficient alpha of the JIS in this study was .796, which indicated good reliability.

3.4. Data Analysis Methods

Scholars argue that for accurate and comprehensive statistical results on large scale, the statistical offerings (or packages) are the most consistent instruments (Buglear, 2005). Due to accuracy (goodness of measures) in performing the statistical functions, many scholars have used the Statistical Product and Service Solution (SPSS) or formerly known as the Statistical Package for Social Sciences and other statistical offerings for data analysis (Khan, Ahmad, Aleem, & Hamed, 2011). For this study, data were analysed using the SPSS 21.

In order to analyse data from the survey questionnaire, the following statistical techniques were used.

Descriptive statistical analysis. This technique was used for organising, summarising, and presenting data in an informative manner (Lind, Marchal, & Wathen, 2010, p. 6). In short, descriptive statistics provide the "look and feel" for the data.

In order to obtain a valid result using General linear model (GLM) univiarate analysis of variance (ANOVA), the data must hold the three assumptions: No outliers in data; data is normally distributed; and variances must be homogeneous.

Box plot analysis indicated that there were eight outliers in the data. Of the eight, one extreme outlier (marked with asterisk in the box plot) was removed because it was more than 3 box-lengths away from the edge of their box in all the two variables (monetary motivation and job performance). Hence, the final number of useable questionnaire was 341.

The normal probability (p-p) plot of standardised residual for the dependent and independent variables were normally distributed – distributions of all the residuals were not distorted from the diagonal line of the normal p-p plot.

The Levene's test for homogeneity of variances was also performed and the results were satisfactory ($p > .05$).

Reliability analysis. This technique was used to measure consistency among the items in the instrument being used. Reliability was measured using the Cronbach's coefficient alpha.

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

4. Findings

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

The 341 respondents were made up of 90.9% males and 9.1% females; 9% managers, 31.4% supervisors, and 59.2% technicians. In term of age demography, about 60% were 40 years or younger primarily employees who were recruited in the last decade (as reflected by 58.9% employees with tenure of 10 years or less) as part of solutions to address resourcing issue associated with attrition. Respondents' profiles (Tables 1 – 5) reflected the demographics of employees at O&G offshore production facilities in Malaysia where the workforce was dominated by males and frontline operational employees (supervisors and technicians), and about half of the population were made up by employees with 10 years or less in their current organisation.

Table-1. Age frequencies

	Frequency	Percent	Cumulative Percent
30 years and below	123	36.1	36.1
31-40 years	72	21.1	57.2
41-50 years	63	18.5	75.7
51 years and above	83	24.3	100.0
Total	341	100.0	

Table-2. Gender frequencies

	Frequency	Percent	Cumulative Percent
Male	310	90.9	90.9
Female	31	9.1	100.0
Total	341	100.0	

Table-3. Education level frequencies

	Frequency	Percent	Cumulative Percent
Secondary school certificate and below	76	22.3	22.3
High school certificate or diploma	206	60.4	82.7
Bachelor degree or higher	59	17.3	100.0
Total	341	100.0	

Table-4. Tenure frequencies

	Frequency	Percent	Cumulative Percent
10 years or less	201	58.9	58.9
11-20 years	29	8.5	67.4
21-30 years	43	12.6	80.1
31 years or more	68	19.9	100.0
Total	341	100.0	

Table-5. Job level frequencies

	Frequency	Percent	Cumulative Percent
Manager	32	9.4	9.4
Supervisor	107	31.4	40.8
Technician	202	59.2	100.0
Total	341	100.0	

4.2. Results

Pearson correlation analysis (Table 6) was conducted to determine the correlation between monetary motivation and employees' job performance. The results of $r(339) = .349$, $p < .0001$, suggested a statistically significant positive correlation.

The remaining results of this study were presented to answer each of the five research questions.

Table-6. Pearson Correlation

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

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

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

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

Employees aged 51 years and above scored the highest job performance level ($M = 5.18$) followed by 41-50 years ($M = 4.96$), 30 years and below ($M = 4.91$), and employees aged 31-40 years registered the lowest job performance level ($M = 4.90$). The results of GLM univariate ANOVA, $F(3, 336) = 2.409$, $p = .067$, partial $\eta^2 = .021$ (Tables 7 and 8), at the .05 level, showed that there was no statistical significant moderating effect of age on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia.

However, the outcomes of pairwise comparisons of estimated marginal means (Table 9) showed that, at the .05 level, employees aged 51 years and above have a significantly higher estimated marginal mean of job performance score ($M = 5.16$) compare to younger employees aged 31-40 years ($M = 4.92$) and 30 years and below ($M = 4.91$). Table 10 also showed that the beta coefficients of parameter estimates for employees aged 31-40 years and 30 years and below were statistically significant ($p < .05$) at the .05 level however, the beta coefficient of parameter estimates for age group 41-50 years was not significant ($p > .05$).

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

Table-7. Tests of Between-Subjects Effects

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

a. R Squared = .130 (Adjusted R Squared = .120)
b. Computed using alpha = .05

Table-8. Univariate Tests

Dependent Variable:	**Job Performance**					
	Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Contrast	3.569	3	1.190	2.409	.067	.021
Error	165.949	336	.494			
The F tests the effect of Age. This test is based on the linearly independent pairwise comparisons among the estimated marginal means.						

a. Computed using alpha = .05

Table-9. Pairwise Comparisons

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

Based on estimated marginal means

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

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

Table-10. Parameter Estimates

Dependent Variable:	**Job Performance**						
					95% Confidence Interval		
Parameter	B	Std. Error	t	Sig.	Lower Bound	Upper Bound	Partial Eta Squared
Intercept	3.715	.241	15.421	.000	3.242	4.189	.414
Monetary Motivation	.287	.045	6.419	.000	.199	.375	.109
[Age=1]	-.253	.100	-2.532	.012	-.449	-.056	.019
[Age=2]	-.236	.113	-2.082	.038	-.459	-.013	.013
[Age=3]	-.193	.117	-1.646	.101	-.424	.038	.008
[Age=4]	0[a]						

a. This parameter is set to zero because it is redundant.
b. Computed using alpha = .05
Age 1 = 30 years and below; Age 2 = 31-40 years; Age 3 = 41-50 years; Age 4 = 51 years and above

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

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

Even though male employees reported higher job performance mean score (M = 5.00) than their females counterparts (M = 4.78), the results of GLM univariate ANOVA, F(1, 338) = 3.149, p = .077, partial η^2 = .009 (Tables 11 and 12), suggested that there was no statistical significant moderating effect of gender on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia.

Table 13 also showed that, at the .05 level, there was no statistically significant difference between male and female on the basis of pairwise comparisons of estimated marginal means (p > .05). And the beta coefficient of the parameter estimates (Table 14) was also not significant (p > .05).

Therefore, the study outcomes did not support the second hypothesis that postulated a significant moderating effect of gender on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia.

Table-11. Tests of Between-Subjects Effects

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

a. R Squared = .120 (Adjusted R Squared = .114)
b. Computed using alpha = .05

Table-12. Univariate Tests

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

The F tests the effect of Gender. This test is based on the linearly independent pairwise comparisons among the estimated marginal means.
a. Computed using alpha = .05

Table-13. Pairwise Comparisons

Dependent Variable:	**Job Performance**					
					95% Confidence Interval for Difference[a]	
(I) Gender	(J) Gender	Mean Difference (I-J)	Std. Error	Sig.[a]	Lower Bound	Upper Bound
Male	Female	.236	.133	.077	-.026	.497
Female	Male	-.236	.133	.077	-.497	.026

Based on estimated marginal means

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

Table-14. Parameter Estimates

Dependent Variable:	**Job Performance**						
					95% Confidence Interval		Partial
Parameter	B	Std. Error	t	Sig.	Lower Bound	Upper Bound	Eta Squared
Intercept	3.292	.260	12.683	.000	2.781	3.802	.322
Monetary Motivation	.293	.045	6.559	.000	.205	.381	.113
[Gender=1]	.236	.133	1.775	.077	-.026	.497	.009
[Gender=2]	0[a]						

a. This parameter is set to zero because it is redundant.

b. Computed using alpha = .05

Gender 1 = Male; Gender 2 = Female

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

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

Employees with bachelor degree or higher education reported the highest job performance mean score (M = 5.17) followed by the group with secondary school certificate and below (M = 5.09), and employees with high school certificate or diploma scored the lowest (M = 4.89). The results of GLM univariate ANOVA, $F(2, 337) = 2.892$, $p = .057$, partial $\eta^2 = .017$ (Tables 15 and 16) suggested that there was no statistical significant moderating effect of education level on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia.

However, the outcomes of pairwise comparisons of estimated marginal means (Table 17) showed that, at the .05 level, the estimated marginal mean for employees with bachelor degree or higher education (M = 5.14) was significantly higher ($p < .05$) than the estimated marginal mean for employees with high school certificate or diploma education (M = 4.91). Table 18 also showed that, at the .05 level, the beta coefficient of the parameter estimates for employees with high school certificate or diploma education was significant ($p < .05$) while the beta coefficient for secondary school certificate and below was not significant ($p > .05$).

Thus, the study outcomes provided weak support for the third hypothesis that predicted a significant moderating effect of education level on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia.

Table-15. Tests of Between-Subjects Effects

Dependent Variable:	**Job Performance**					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	24.108[a]	3	8.036	16.250	.000	.126
Intercept	119.905	1	119.905	242.459	.000	.418
Monetary Motivation	19.437	1	19.437	39.303	.000	.104
Education level	2.860	2	1.430	2.892	.057	.017

Continue

Error	166.658	337	.495
Total	8658.086	341	
Corrected Total	190.766	340	

a. R Squared = .126 (Adjusted R Squared = .119)
b. Computed using alpha = .05

Table-16. Univariate Tests

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

The F tests the effect of Education level. This test is based on the linearly independent pairwise comparisons among the estimated marginal means.
a. Computed using alpha = .05

Table-17. Pairwise Comparisons

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

Based on estimated marginal means
*. The mean difference is significant at the .05 level.
b. Adjustment for multiple comparisons: Least Significant Difference (equivalent to no adjustments).

Table-18. Parameter Estimates

Dependent Variable:	**Job Performance**						
					95% Confidence Interval		Partial Eta
Parameter	B	Std. Error	t	Sig.	Lower Bound	Upper Bound	Squared
Intercept	3.721	.248	14.978	.000	3.233	4.210	.400
Monetary Motivation	.281	.045	6.269	.000	.193	.370	.104
[Education level=1]	-.081	.122	-.665	.506	-.321	.159	.001
[Education level=2]	-.227	.104	-2.176	.030	-.432	-.022	.014
[Education level=3]	0[a]						

a. This parameter is set to zero because it is redundant.
b. Computed using alpha = .05
Education level 1 = Secondary school certificate and below; Education level 2 = High school certificate or diploma; Education level 3 = Bachelor degree or higher

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

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

Employees with 31 years or more tenure registered the highest level of job performance mean score (M = 5.18) followed by employees with 11-20 years tenure (M = 5.13), then employees with 21-30 years tenure (M = 5.01), and employees with 10 years or less tenure recorded the lowest score (M = 4.89). At the .05 level of significance, the results of GLM univariate ANOVA, F(3, 336) = 2.983, p = .031, partial η^2 = .026 (Tables 19 and 20) showed that there was a significant moderating effect of tenure on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia.

The outcomes of pairwise comparisons of estimated marginal means (Table 21) also indicated that there was a significant difference (p = .004) between tenure groups 31 years or more (M = 5.19) and 10 years or less (M = 4.90) at the .05 level. However, the differences between other tenure groups were not significant (p > .05). Table 21 also indicated that the beta coefficient of the parameter estimates for employees with 10 years or less tenure was significant (p < .05) at the .05 level.

Therefore, the study outcomes supported the fourth hypothesis that conjectured a significant moderating effect of tenure on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia.

Table-19. Tests of Between-Subjects Effects

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

a. R Squared = .134 (Adjusted R Squared = .124)
b. Computed using alpha = .05

Table-20. Univariate Tests

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

The F tests the effect of Tenure. This test is based on the linearly independent pairwise comparisons among the estimated marginal means.
a. Computed using alpha = .05

Table-21. Pairwise Comparisons

Dependent Variable:	**Job Performance**					
					95% Confidence Interval for Difference[b]	
(I) Tenure	(J) Tenure	Mean Difference (I-J)	Std. Error	Sig.[b]	Lower Bound	Upper Bound
10 years or less	11-20 years	-.182	.140	.193	-.457	.092
	21-30 years	-.055	.118	.641	-.288	.177
	31 years or more	-.282[*]	.098	.004	-.476	-.089
11-20 years	10 years or less	.182	.140	.193	-.092	.457
	21-30 years	.127	.168	.451	-.204	.458

Continue

	31 years or more	-.100	.156	.520	-.406	.206
21-30 years	10 years or less	.055	.118	.641	-.177	.288
	11-20 years	-.127	.168	.451	-.458	.204
	31 years or more	-.227	.137	.098	-.496	.042
31 years or more	10 years or less	.282*	.098	.004	.089	.476
	11-20 years	.100	.156	.520	-.206	.406
	21-30 years	.227	.137	.098	-.042	.496

Based on estimated marginal means

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

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

Table-22. Parameter Estimates

Dependent Variable:	**Job Performance**						
					95% Confidence Interval		Partial
Parameter	B	Std. Error	t	Sig.	Lower Bound	Upper Bound	Eta Squared
Intercept	3.735	.240	15.541	.000	3.262	4.207	.418
Monetary Motivation	.288	.045	6.451	.000	.200	.376	.110
[Tenure=1]	-.282	.098	-2.871	.004	-.476	-.089	.024
[Tenure=2]	-.100	.156	-.644	.520	-.406	.206	.001
[Tenure=3]	-.227	.137	-1.661	.098	-.496	.042	.008
[Tenure=4]	0[a]						

a. This parameter is set to zero because it is redundant.

b. Computed using alpha = .05

Tenure 1 = 10 years or less; Tenure 2 = 11-20 years; Tenure 3 = 21-30 years; Tenure 4 = 31 years or more

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

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

Managers reported the highest level of job performance mean score (M = 5.31) followed by supervisors (M = 5.11), and technicians reported the lowest score (M = 4. 87). The results of GLM univariate ANOVA, $F(2, 337) = 7.595$, $p = .001$, partial $\eta^2 = .043$ (Tables 23 and 24) showed that there was a significant moderating effect of job level on the relationship between monetary motivation and employees' job performance, at the .05 level.

The results of pairwise comparisons of estimated marginal means also showed that there were statistical significant differences (Table 25) at the .05 level. The estimated marginal means of job performance for managers (M = 5.32) and supervisors (M = 5.09) were significantly higher compare to technicians (M = 4.87). The beta coefficients of parameter estimates were also significant ($p < .05$). Therefore, the study outcomes supported the fifth hypothesis that predicted a significant moderating effect of job level on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia.

Table-23. Tests of Between-Subjects Effects

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

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

b. Computed using alpha = .05

Table-24. Univariate Tests

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

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

a. Computed using alpha = .05

Table-25. Pairwise Comparisons

Dependent Variable:	**Job Performance**					
					95% Confidence Interval for Difference[b]	
(I) Job level	(J) Job level	Mean Difference (I-J)	Std. Error	Sig.[b]	Lower Bound	Upper Bound
Manager	Supervisor	.236	.140	.093	-.039	.511
	Technician	.450*	.132	.001	.191	.710
Supervisor	Manager	-.236	.140	.093	-.511	.039
	Technician	.214*	.083	.010	.051	.378
Technician	Manager	-.450*	.132	.001	-.710	-.191
	Supervisor	-.214*	.083	.010	-.378	-.051

Based on estimated marginal means

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

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

Table-26. Parameter Estimates

Dependent Variable:	**Job Performance**						
					95% Confidence Interval		Partial Eta
Parameter	B	Std. Error	t	Sig.	Lower Bound	Upper Bound	Squared
Intercept	3.415	.226	15.101	.000	2.970	3.860	.404
Monetary Motivation	.290	.044	6.571	.000	.203	.376	.114
[Job level=1]	.450	.132	3.410	.001	.191	.710	.033
[Job level=2]	.214	.083	2.581	.010	.051	.378	.019
[Job level=3]	0[a]						

a. This parameter is set to zero because it is redundant.

b. Computed using alpha = .05

Job level 1 = Manager; Job level 2 = Supervisor; Job level 3 = Technician

5. Discussion

The result of Pearson correlation analysis (Table 6) suggested that, at the .01 level, monetary motivation correlated positively and significantly to employees' job performance. This outcome is consistent with the findings of other researchers (e.g., Adeogun, 2008; Wietzel, 2009). Next, the moderating effect of age, gender, education level, tenure, and job level on the relationship between monetary motivation and employees' job performance will be discussed.

In response to the first research question, the study outcomes provided weak support for the first research hypothesis, H1 that predicted a significant moderating effect of age on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia. Employees in the age group 51 years and above recorded the highest job performance mean score (M = 5.18) followed by 41-50 years (M = 4.96), 30 years and below (M = 4.91), and employees with 31-40 years scored the lowest job performance mean score (M = 4.90). While the study outcomes of GLM univariate ANOVA (Tables 7 – 8) appeared to suggest that the moderating effect of age was not significant (p = .067) at the .05 level, the results of pairwise comparisons of estimated marginal means (Table 9) and parameter estimates (Table 10) showed that monetary motivation has caused employees

aged 51 years and above to record a significantly higher job performance score than their counterparts in the age group 40 years and below.

The outcomes that showed a significant moderating effect receive support from Gbadamosi & Joubert (2005) and Lourenco (2010) while the outcomes that suggested no significant moderating effect are consistent with the findings by Adeogun (2008) and Springer (2011).

Employees aged 51 years and above may have viewed money as a symbol of progress and as their income increased over time so did their motivation to perform their job (Glen, 2005). Another explanation was that the increase in income has resulted in satisfaction (Lee, 2006), which in turn has positively influenced job performance (Gbadamosi & Joubert, 2005; Springer, 2011). Age group 51 and above were likely to have earned higher income (resulted from increases over time) than their younger counterparts in age group 40 years and below. High income may have been perceived as associated with the value that organisation accorded to their employees. Hence, one could argue that employees aged 51 years and above were more motivated to perform their job than their younger counterparts in age group 40 years and below because they perceived that their organisation attached more value to them.

By the same token, employees in age group 40 years and below were less motivated to perform their job as indicated by the significantly lower job performance mean score compare to their older counterparts in age group 51 years and above. In addition, younger employees tended to place higher value on money (Furnham, 1994), and that attitude towards money may have influenced their scoring for job performance.

The second research question was answered by the study outcomes of GLM univariate ANOVA (Tables 11 – 14) that did not support the second hypothesis, H2: There is a significant moderating effect of gender on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia. The non-significant moderating effect of gender may have been attributed to strong desire among female employees to work hard and do their job well as a way to earn their respect and equality in the work environment that was dominated by men. Hence, female employees were as motivated as their male counterparts by monetary reward to perform their job. The study outcomes are consistent with the findings of other scholars (e.g., Beyhan, 2008; Flatt, 2012).

The third research question was answered by the study outcomes of GLM univariate ANOVA (Tables 15 – 18) that provided weak support for the third hypothesis, H3: There is a significant moderating effect of education level on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia. Contrary to the outcomes of literature review that lent more support to the research hypothesis, the omnibus GLM univariate ANOVA test suggested a weak and non-significant moderating effect of education level ($p = .057$), at the .05 level. That may have been attributed to employees' general perception that O&G companies often rewarded their employees based on relevant experience and meritocracy rather than education level. That common practice could have inadvertently undermined the determinant effect of education level on employees' job level and associated pay or monetary reward. Furthermore, the frontline and technically specialised nature of work at offshore production facilities require employers to rigorously train their employees regardless of their education background hence, may also have compounding influence on the study outcomes. Notwithstanding their weak and non-significance, the study outcomes are consistent with the findings of other scholars (e.g., Sarmiento et al., 2007).

However, by comparing the estimated marginal mean between age groups (Table 17), at the .05 level, employees with bachelor degree or higher education ($M = 5.14$) recorded a significantly higher job performance score ($p < .05$) than employees with high school certificate or diploma education ($M = 4.91$). And the beta coefficient of the parameter estimates (Table 18) for employees with high school certificate or diploma education was also significant ($p < .05$) at the .05 level. The outcome that showed a significant difference in the job performance scores between employees with bachelor degree or higher education and those with high school certificate or diploma is consistent with the findings by other researchers (e.g., Adeogun, 2008; Beyhan, 2008). The significantly higher score registered by employees with bachelor degree or higher education compare to those with high school certificate or diploma education may have been attributed to their relative education-position gaps and the pay comparison with referent others. Employees in the former group were holding managerial positions thus they felt more motivated to perform their job because they saw that their position was commensurable with their education level. In contrast, employees in the latter group were performing technician roles, which may have been perceived as not commensurable with their education level hence, they were less motivated to perform their job. The other explanation was that employees with bachelor degree or higher education earned higher pay (by virtue of their higher position in the organisation) thus, more motivated to perform their job than employees with high school certificate or diploma education (Adeogun, 2008).

As for the fourth research question, the study outcomes of GLM univariate ANOVA (Tables 19 – 22) supported the fourth hypothesis, H4: There is a significant moderating effect of tenure on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia. Employees with 31 years or more tenure scored the highest job performance mean (M = 5.18) followed by employees with 11-20 years (M = 5.13), 21-30 years tenure (M = 5.01), and employees with 10 years or less tenure registered the lowest job performance mean score (M = 4.89). Job performance mean score for employees with 31 years or more tenure (M = 5.18) was significantly higher than the score for employees with 10 years or less tenure (M = 4.89) at the .05 level (p = .031). The study outcomes are concomitant with the findings of other researchers (Joo et al., 2012; Lourenco, 2010).

Employees with 31 years or more tenure may have perceived that their monetary reward was commensurable with their long service hence their expectation for reward was met (Vroom, 1995). One could also argue that their monetary reward was seen as a symbol of high value that their employer accorded to them thence, monetary reward has gratified their psychological needs (Maslow, 1943, 1987). Hence, the perception of being highly valued employees has motivated them to sustain good performance that in turn has earned them more recognition and value from their employers, who were all the more interested to retain them in their organisation. This argument received support from Yanti (2012), who noted that organisations love to retain good performers and by the same token are happy to release poor performers.

In summary, employees with 31 years or more tenure have utilised their monetary reward to satisfy their physiological and psychological needs (Maslow, 1943, 1987) – an inference that money served as an instrument to achieve other outcomes (Lawler, 1973; Vroom, 1995). And the resultant effect was a group of employees, who were motivated to perform their job as a result of monetary reward (Lawler, 1983). Employees with 10 years or less tenure were probably dissatisfied with the monetary reward that they received because they felt that their hygiene need (i.e. money) has been compromised (Herzberg, 1959).

Finally, the fifth research hypothesis (H5) was supported by the outcomes of the study. The outcomes of GLM univariate ANOVA (Tables 23 – 26) showed that there was a significant moderating effect of job level on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia. Job performance mean scores as a result of monetary motivation for managers (M = 5.31) and supervisors (M = 5.11) were significantly higher compare to the job performance mean score for technicians (M = 4.87). Naturally, managers and supervisors earned higher pay by virtue of their more senior positions compare to technicians. They utilised their higher pay to satisfy their needs (Maslow, 1943, 1987), a demonstration that money could be used as an instrument to achieve one's desired outcomes (Lawler, 1973; Vroom, 1995) that in turn motivate individual to improve job performance (Lawler, 1983).

Their senior position and the higher amount of pay that they received may have made them felt highly valued by their employer especially so for those who viewed that their worth was associated with their position and the pay that they received (Glen, 2005; Robbins, 2001). Another explanation was that low performers may have moved out from production facilities into other departments or left the organisation therefore, employees in higher job levels were made up by good performers – an argument that receives support from Yanti (2012). The outcomes of this study are consistent with the findings by other researchers (Choudhury & Jones, 2010; Tang & Chamberlain, 2003).

Technicians, on the other hand, were less motivated probably attributed to their dissatisfaction associated with their monetary reward that did not meet their expectation (Vroom, 1995) hence, their hygiene need was not sufficiently addressed (Herzberg, 1959).

6. Implications of the Study Outcomes

For any studies, both statistical and practical significances are important. The former is important to facilitate decision whether the hypothesis is supported or not supported hence useful for improvement of theory while the latter is important for improvement of practice and application (Hair, Black, Babin, & Anderson, 2010, p. 20). Thus, the implications of the study outcome are two-fold.

6.1. New Addition to the Reservoir of Knowledge

Employees' motivation, demographic factor (age, gender, education level, tenure, and job level) and job performance are areas that have been researched extensively. However, outcomes from previous studies provide divergent views. And in the context of O&G industry in Malaysia, it is unknown of any previous studies on the moderating effect of age, gender, education level, tenure, and job level on the relationship between monetary motivation and employees' job performance at offshore production

facilities. Thus, the outcomes of this study will certainly provide new insight and add to the reservoir of knowledge on this subject.

In addition, the outcomes of this study also provide additional dimension, more specifically from the lens of O&G industry in Malaysia, into the mix of divergent views in existing literature especially the myth that Asians (regardless of their demographics) are primarily motivated by money.

6.2. New Insight for HR Managers and Employers

The outcomes of this study present HR managers and employers of O&G companies with useful insights on the moderating effect of age, gender, education level, tenure, and job level on the relationship between monetary motivation and employees' job performance at offshore production facilities. HR managers and employers of O&G companies could use the outcomes of the study to facilitate decisions on how best to administer monetary rewards in order to recruit, retain, motivate, and get the most out of their valued employees.

For example, employers should review their performance management strategy and policy with the aim to increase motivation of employees in age group 40 years and below, with high school certificate or diploma education, in tenure group 10 years or less, and technicians while sustaining the motivation level of older employees aged 51 years and above, employees with bachelor degree or higher, employees with 31 years or more tenure, and employees in managerial and supervisory levels. Failure to do that may result in poor performance because these employees are likely to be dissatisfied when their monetary reward falls short of meeting their hygiene needs (Herzberg, 1959). Managing poor performance is very costly to the organisation because it requires time, effort and resources. Thus, an appropriate administration of monetary rewards could potentially increase employees' job performance (Lawler, 1983) and rein in operating costs.

Furthermore, the study outcomes could also alter resourcing and talent management strategy, for instance, employers could fast track the development of employees with 10 years or less with the aim to progress them into supervisory and managerial jobs supplemented by a robust talent management that enables regular change-out of incumbents in higher job levels. This strategy will not only motivate employees to perform well in their job, in addition, it will also refresh organisation with new leadership that often brings new dynamics into the team – an important aspect in leading change and making organisation to remain relevant and competitive in the industry. Appropriate resourcing and talent management strategy could reduce attrition rate and costs associated with activities for back-filling employees, who have left the organisation (Stack, 2012).

7. Limitations of Study

The survey questionnaires were self-administered therefore, subjected to the understanding, bias and prejudices of the respondents. Hence, 100% accuracy can't be assured albeit best endeavour. Generalisation of the findings was restricted by the convenience sampling method. However, the findings were deemed useful and timely for the purpose of providing new insight that could spur up more comprehensive studies spanning broader population in O&G industry in Malaysia. As the respondents were from O&G offshore production facilities in Malaysia therefore, the findings are not generalizable to other group of employees, industries, and other countries.

8. Conclusion

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

The outcomes of this study have met the researchers' expectations in two specific aspects: 1) The outcomes add new insights into the reservoir of knowledge specifically on the moderating effect of age, gender, education level, tenure, and job level on the relationship between monetary motivation and employees' job performance at O&G offshore production facilities in Malaysia; 2) HR managers of O&G

companies in Malaysia could use the outcomes of the study to facilitate decisions on how best to administer monetary rewards that enable them to recruit, retain, motivate, and get the most out of their valued employees.

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