A STUDY ON THE RELATIONSHIP BETWEEN MORALE OF EMPLOYEES AND PROJECT PERFORMANCE IN THE CONSTRUCTION INDUSTRY IN KEDAH

FADHILAH BINTI AHMAD

PB11014

BACHELOR OF PROJECT MANAGEMENT WITH HONOURS

UNIVERSITI MALAYSIA PAHANG

A STUDY ON THE RELATIONSHIP BETWEEN MORALE OF EMPLOYEES AND PROJECT PERFORMANCE IN THE CONSTRUCTION INDUSTRY IN KEDAH

FADHILAH BINTI AHMAD

Report submitted in partial fulfillment of the requirements for the award of the degree Bachelor in Project Management with Honours.

Faculty of Industrial Management
UNIVERSITI MALAYSIA PAHANG

NOVEMBER 2014

SUPERVISOR'S DECLARATION

I hereby declare that I have checked this project and in my opinion, this project is adequate in terms of scope and quality of the award of the degree Bachelor in Project Management.

Signature :

Name of Supervisor : MADAM IDA RIZYANI BINTI TAHIR

Position : SUPERVISOR

Date : 28 NOVEMBER 2014

STUDENT'S DECLARATION

I hereby declare that the work in this project is my own except for quotations and summaries which have been duly acknowledged. The project has not been accepted for any degree and is not concurrently submitted for award of another degree.

Signature :

Name : FADHILAH BINTI AHMAD

ID Number : PB11014

Date : 28 NOVEMBER 2014

DEDICATION

I dedicate this research for my loving parents Ahmad bin Salleh and Rosnah binti Ishak, who gives encouragement and supported me all the way I made it up to this day and encouraging the importance of higher education. I also dedicate this research for my beloved siblings Mohd Fadli and Mohd Fadzil and family who also expect a success from me. Besides that, I also dedicated to close friends who stood beside me with great commitment and all who know me. I hope that, I will make all them proud with this achievement.

ACKNOWLEDGEMENTS

First of all, I am grateful and would like to thank to Allah s.w.t for giving me the opportunity to pursue my bachelor degree in Universiti Malaysia Pahang. I would like to express my sincere gratitude to my supervisor Madam Ida Rizyani binti Tahir for her patience, advice, assistance, and encouragement throughout my final year project. She has always impressed me with her outstanding professional conduct. I appreciate her consistent support from the first day I applied my final year project I and also for my final year II. I also sincerely thank for the time spent proofreading and correcting my mistakes.

Second, my sincere thanks go to the coordinator of final year project, Dr Fatimah binti Mahmud because much information and guidance was given throughout the completion of this study. Thanks also to other lecturers and staffs of the Faculty of Industrial Management who helped directly or indirectly in completion of this research.

Next, this study would not have been possible without the contributions of many people and contractors for the construction companies in Kedah. Thank you so much for willingness to participate in my research. Hopefully, this research can aof8[.3TM(r)-6(c)4(h 7481

	4.8.3	Regression 3: Motivation and Project Performance	43
4.9	Analysis of Hypothesis		44
	4.9.1	Test of Hypothesis 1	46
	4.9.2	Test of Hypothesis 2	46
	4.9.3	Test of Hypothesis 3	46
4.10	Summary of Findings		47

CHAPTER 5 CONCLUSIONS AND RECOMMENDATIONS

5.1	Introduction	51
5.2	Discussion of Finding	51
5.3	Limitation of Study	52
5.4	Recommendation for Future Research	53
5.5	Conclusion	53
REFERENCES		55
APPENDIX		
A	Questionnaire	58
B	SPSS Output	63
C	Gantt Chart for Final Year Project 1	71
D	Gantt Chart for Final Year Project 2	72

LIST OF TABLES

Table No.	Title	Page
3.1	Table for Determining Sample Size from Given Population	19
3.2	Table ranking scale	21
3.3	Correlation Coefficient	23
4.1	6WDWLVWLFDO 5HVXOWV IRU WKH 5HVSRQGHQW	26
4.2	Statis WLFDO 5HVXOW IRU WKH 5HVSRQGHQW¶V 5D	27
4.3	6WDWLVWLFDO 5HVXOW IRU WKH 5HVSRQGHQW	29
4.4	Mean Score on the Dimensions of Job Satisfaction	30
4.5	Mean Score on the Dimensions of Esprit de Corps	31
4.6	Mean Score on the Dimensions of Motivation	32
4.7	&URQEDFK¶V $OSKD 9DOXH IRU (DFK 9DULDEOH	33
4.8	7KH 9DOXHV IRU &URQEDFK¶V $OSKD	33
4.9	Mean Analysis for Job Satisfaction	35
4.10	Mean Analysis for Esprit de Corps	35
4.11	Mean Analysis of Motivation	36
4.12	Result of Ranking Analysis	36
4.13	Pearson Correlation Analysis	38
4.14	Model Summary of Regression 1	40
4.15	ANOVA of Regression 1	40
4.16	Coefficient of Regression 1	41
4.17	Model of Summary Regression 2	42
4.18	ANOVA of Regression 2	42
4.19	Coefficient of Regression 2	42
4.20	Model Summary of Regression 3	44
4.21	ANOVA of Regression 3	44
4.22	Coefficient of Regression 3	44
4.23	Summary of Hypothesis Testing	47
4.24	Summary of Findings	48

LIST OF FIGURE

Table No.	Title	Page
3.1	Conceptual Framework	21
4.1	5 H V S R Q G H Q W ¶ V Gender	27
4.2	5 H V S R Q G H Q W ¶ V 5 D F H	28
4.3	5 H V S R Q G H Q W ¶ V < H D U V R I ([S H U L H Q F H	29
4.4	Theoretical Framework of the Proposed Study	45

CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

This chapter explained about the introduction of the morale of employees and project performance. Overall, this chapter will discuss about the background of the study, problem statement, research objectives, and research questions, scope of study, the significance of the study, operational definition and expected result.

1.2 PROBLEM BACKGROUND

The construction industry in Malaysia is positively related to the economy and also defined as some sort of an economic engine for developing and developed Malaysia economies. This industry is one of significant role in producing wealth and providing a better quality life for development of the nation. Besides that, construction becomes one of the major sectors of Malaysia economy compared to other sectors such as oil and gas, manufacturing and services.

In each construction company, an employee is one of important asset that company has. To have a good employee, companies must know the level of employees whether they have low morale or high morale. Morale of employees is about the emotions, confident, satisfied and involves the overall outlook of employees while at

workplace environment. It is not easy to measure the level of morale because it is more to feeling of employees.

Other than that, according to human resources statistics stated that 85% of employee morale suddenly decreased after first 6 months on the job. There are so many factors or elements that affect the morale of employees and management must know how to maintain and improve the morale of their employees.

1.3 PROBLEM STATEMENT

In the construction industry, an employee is one of important factors that will affect the performance of the project. Employees must be responsibility to manage those processes that they are assigned to do DQG KHOSLQJ WR DFKLHYH SURMH employees, they must have a good morale also because morale is all about satisfaction, confidence and emotions in the workplace. Besides that, past research about factors that influence the morale of employees and how to maintain the morale of employees is not so many in Malaysia. In Russia, some studies found that to maintain or improve employee morale, upper management or manager must understand and be able to identify the factors that contribute to high morale among their worker. According to Susan J. Linz, Linda K. Good and Patricia Huddleston (2006) stated that morale is about feeling rather that an action or outcome, it cannot be measured directly. Something that related with feeling and emotion, it's difficult to measure because of it all, about how employee feel about their work and satisfaction in what they doing.

The perfect condition when the morale of employees is applied in all construction industries, the productivity and performance of the project will increase. Other than that, is also helping the company to gain more profits because of increasing in performance of the project. Some measure of morale is trying to capture its positive effects on the performance of the company and also the performance of the project. The high morale of employees will give positive effects to companies such as employee will maintain working in the same company. (Mone M.A, 1997) reported that employees most likely to remain in their works and become stable employees when they have high-

esteem and a strong sense self-efficacy. In psychology terms, self-esteem is about an overall sense of personal value.

When employees have high self-esteem it is shown that they have positive value in every decision that they make and in every work that they do. There has positive value such as respect, commitment, beliefs, emotions and behaviors of employees in the workplace. Besides that, self-efficacy is defined DV SHRSOH¶V EHOLHIV D capabilities or strength in the ability to complete tasks and achieved goals. High self-effic DF\ LQ HPSOR\HH¶V PHDQV WKDW WKH\ VWURQJO\ E DQG DOVR KHOSLQJ WR DFKLHYH FRPSDQ\¶V JRDO construction industry can apply and take morale of employees as one of important factors that can affect their project performance.

In a study conducted by the American Management Association study reported that among firms applying job cuts in the 1990s, 69 percent reported a decline in employee morale. This shows that, morale of employees is important. Some construction company did not take morale of employees as one of important factors that FDQ DIIHFW WKHLU SURMHFW¶V SHUIRUPDQFH DQG WK of the problems that construction industry facing now. The company that has low morale employees facing some problem such as frequent absenteeism of employees, always complaining over small matters that happened in the workplace, have problems in communication with management and team in the company or clients, increased employee conflicts or fighting among staff and also have problems with the quality of work. Construction industry faced some problems when they ignored the importance of morale of employees in terms of quality, cost and time. According to (M.R. Abdul Kadir, W.P. Lee, M.S. Jaafar, S.M Sapuan and A.A.A. Ali, 2005) stated that one of ten important factors that causing project delay is low labor productivity. Lower productivity means an employee has low morale in the workplace.

Strategy to solve the problems that occur in the construction industry in terms of morale of employees is always doing the self-assessment. According to (Boud, D, 1995) stated that self-assessment is includes two elements which are in making-decisions about the standards of performance expected and making judgment about the quality of the performance that relate with the standards. This strategy is one of the ways to overcome the problems occurred. According to (Spiller, 2012) stated that self-

assessment will builds a natural tendency to check out the progress or problems that facing by person or employees. Thereby, to overcome these problems, this research looked at the morale of employees that affect project performance in the construction industry.

1.4 RESEARCH OBJECTIVES

1) To categorize the morale of employees based on their level of importance
2) To identify the positive relationship between morale of employees and project performance

1.5 SCOPE

This research studied the relationship between morale of employees and project performance in the construction industry in Kedah, Malaysia. It only includes Kota Setar area in Kedah Darul Aman. It is about the morale of employees and also relationship with project performances. The respondent in this study is a contractor from Grade 4 (G4) only. Data of respondents were collected using questionnaires sent by email.

1.6 SIGNIFICANCE OF STUDY

The importance of this research is to investigate the factors of the morale of employees in the construction industry at Kedah. There are many factors that lead to morale of employees. Meanwhile, this research intended to identify morale of employees that related to project performance of the construction industry at Kedah. In general, there are some important criteria to measure morale of employees such as the attitude of employees and satisfaction of employee during their time in the workplace

environment. From this important criteria will know whether the morale of employee high morale or low on morale.

In addition to that, this research had a significant and surely contributed a positive impact to the company that is involved in this study. This is because when a company, especially construction industry are aware with the morale of employee and implement the best ways to improve morale of employee the company also can improve their project performance.

Apart from that, this study is being very helpful to others industry not only in the construction industry because every industry or company must know and aware about the morale of their employees. This is because the morale of employees can affect their project performance. It also serves a future reference for potential researches on the same subject morale of employees.

1.7 OPERATIONAL DEFINITION

1.7.1 Morale

The morale is to measure general emotional states of a person or group either it positive or negative. According to Oxford Dictionary (Second Edition) stated that morale is how happy, sad or confident a group or person feels at a particular time.

1.7.2 Morale of employee

Morale of employee is about the emotions, confident, satisfied and involves the overall outlook of employees while at workplace environment in construction industry.

1.7.3 Project performance

Project performance generally is to measure the quality of the project in terms of the impacts and value of project to clients, sustainable and also the efficiency of the project.

1.7.4 Construction industry

The construction industry is a sector that involves in land and construction, alteration and repair of buildings and also structures. (Szymanski, 2006) in Economic Fact Book stated that the construction industry divided into three sub-sectors there are:

1) The construction of buildings
2) Highway, road and other infrastructure construction
3) Specialty trades

1.8 EXPECTED RESULT

After accomplishing these chapters there are several results that could be expected. The expected result could be predicted from this research is to reach the objectives that have been stated in this chapter. From this research, it can give clearly informed about the morale of employees on both parties which are researched and the construction industry itself. However, this research also estimates to be references to other researcher that interest in the morale of employee topic and will motivate them to achieve excellent research.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

The purpose of this chapter is to provide definitions and descriptions of all variables involved in this research based on previous researches. The main purpose of this chapter is to find a relevant support from past researches on the relationship between morale of employees and project performance in the construction industry. The ending of this chapter will show the theoretical framework of the variables.

2.2 MORALE OF EMPLOYEE

2.2.1 Definitions

7KH WHUP ³PRUDOH´ KDV QR UHODWLRQ ZLWK WK shows that how happy, sad, confident and etc. a group of people feel at a particular time, but moral which is concerned with right and wrong and having a high standard of behavior that is considered good and right by most people (Steel, 2009) in New Oxford

English-English-Malay Dictionary, Second Edition. There are many definition of morale, some writers view morale that refer to an individuals as well as group about the confidences and a sense of purpose at individual level and also group level as known as spirit of the group (Bowles and Cooper, 2009). Besides that, morale is how an individual feels about his or her work and also towards the organization (Bruce, 2003). There are two types of morale, whether it high morale or low morale. Another writer mention that morale is about mental and emotional condition of staff in the work atmosphere and it is level of psychological well-being based on job (Manson, 2014). Different definition that describe morale of employees and definition of morale is also full with disagreements (Myeni, 2010).

2.2.2 The morale theory

As (Bowles and Cooper, 2009) stated that morale is refer to individual and also group, if single worker have low of morale and it will affect the group performance. High morale matches with job satisfaction, high work effort, creativity and initiative, a VHQVH RI SULGH LQ RQH¶V ZRUN DQG ORZ PRUDOH turnover, and delays the achievement of th H RUJDQL]DWLRQ¶V GHVLUHG R (Susan J. Linz, 2006). There have many factors such as technical factors, individual factors, group factors and also situational factors.

For technical factors are all about physical and non-physical resources that provided by the company or organization to make their employees perform in work optimally. Besides that, resources that include machinery and equipment, institutional processes, institutional policies and procedures including strategies (Crosby and Bryson, 2005). For example, if the company or organization GRHVQ¶W SURYLGH good machinery and equipment, employees will have a problem to complete work on time and level of employee satisfaction towards their work will decrease.

According (Camilleri, 2011) stated that team member is an individual who is part of project team. Different individual have different needs in project team. Some writer measures work productivity of individual in the number of days absent, counts of specified acts or on subjective judgment in quantity or quality of work from upper

management (Koopmans et al., 2011). Individual factors also in qualification, work experience, age and others that affect work performance (Levine and Moreland, 2004). Sometimes, in certain work needs someone that have 5years work experience because of only professional worker can finish the work. If the company hire worker with experience less than 5years maybe it will affect the quality of work.

Work as a group is importance because to complete one project that have start and end date we must do it in a group whether is small group or large. (Levine and Moreland, 2004) stated that to improve the performance of group in their skills, opinions, and characters of group member. If there have some conflicts among employees in groups so as a result the group, organization may be weakened and some employees will be left the group.

Another factors is situational factors, (Sonnentag, 2003) stated that job characteristic is one of situational factors that important for individual performance. Besides that, situational factors also about task structure, that reflect whether the employees are working on a task directly and follow the procedure. (Jex and Britt, 2008)

The Porter, Lawler and Hackman Model stated that morale is affected by the number of organizational systems and processes as well as social effects of the group. Other than that, organizational design, organizational practices and social influences are another factor that affects morale. Dimension for organizational practices is concerned with all managerial practices that are focused at employees (Crosby and Bryson, 2005).

Institutional design or organizational design is referring to the way in which the institutional is arranged. Institutional designs consist of structural design factors, and work design factors. If the structure of organization is constructed in wrong ways such as put an employee incorrectly placed and this situation has potential of causing a stress among employee which in turn has the potential of lowering group morale.

(Neely, 1999) stated that one of characteristics to make an employee have high morale is gives them freedom to do the jobs. (Blair, 2008) developing an organizational culture is one ways that can improve employee morale because it shows that organization take care the ways it manages change that occur in an organization. Work design or job design there are about performance feedback, distribution of employees or

labor and time scheduling (Salvendy and Karwowski, 1994). This is ways how to reduce the element of work isolation and bored because work must be designed so morale of employee or group is high.

2.2.3 Components of employee morale

According to (Myeni, 2010) stated that there are three components of morale which are job satisfaction, esprit de corps and motivation.

2.2.3.1 Job satisfaction

(Wong, 2009) stated that research on job satisfaction has been carried out in on several industrial sectors in Malaysia. Job satisfaction is a positive emotional state UHVXOWLQJ IURP MRE H[SHULHQFH RU ke, 1976). WKH HY Besides that, (Tella, 2007) also argued that job satisfaction is one of result of HPSOR\HH¶V SHUFHSWLRQ RQ KRZ ZHOO WKHLU MRE important.

In addition, from this definiti RQ VXJJHVWV WKDW IURP DQ HP towards their jobs by taking into their feelings, beliefs and also behaviors (Robbins, 2005). Job satisfaction will affect the level of job dissatisfaction, absenteeism, complaint expression, delay, low morale, high turnover, quality improvement and participation in decision-making (Lee and Ahmad, 2009). Job satisfaction can be categorized under the following dimensions which are job demands, job performance and contingent rewards (Sonnentag, 2003)

The ability of the individual to perform optimally based on the requirement of the tasks and also related to the nature of the job itself is dimensioned for the job demands (Sonnentag, 2003) . Besides that, job demands refer to those physical, psychological, social or organizational aspects of the job that required sustained mental and emotional effort or skill (Bakker and Demerouti, 2007). This job demands is about

attitude of the person in terms of self-belief and also in establishing the objectives to be achieved in carrying out a particular job.

Besides that, (Jex and Britt, 2008) stated that job performance is about all the behavior employee involve while at work. In addition, job performance is an individual outputs in terms quality and also quantity expected from employee in certain jobs.

Two main components under job satisfaction model were discussed and this section will presents about another components which is contingent rewards. According to (Myeni, 2010) stated that dimension for this contingency rewards is to explore the benefit or reward that give to the employee for implementing the goal. In addition, this contingent reward is a motivation-based system that used to reward employee those that meet their goals. It will provide positive support for a job well done. Contingent rewards consist of two factors, which are intrinsic rewards and extrinsic rewards. (Luthans et al, 2007) stated that the impact of intrinsic and extrinsic motivators on creativity is particularly significant to the workplace.

Intrinsic rewards or motivation is about what people interested in and enjoy what they are doing (Cameron and Pierce, 2006). In social psychological, people will intrinsically motivate when they do an activity or work for their own sake. Besides that, this intrinsic rewards also make people motivated to behave or to be good in certain ways because of they are already programmed to do so. Types of intrinsic rewards such as more responsible, opportunities for personal growth, involvement in decision making, more interesting in work and so on (Swanepoel et al., 2003).

The main difference between intrinsic and extrinsic rewards is extrinsic are externally that included the person is told what to do and how to do it and for intrinsic rewards are about personal drivers or known as self-driven goals (Myeni, 2010). Besides that, these extrinsic rewards also refer to several factors such as financial rewards, nature of the leadership and working environment (Pinder, 2008). In addition, (Swanepoel et al., 2003) also stated that extrinsic rewards is divided into two which are financial and non-financial. Under financial have several types which are performance related and membership-related and for non-financial have several types also which are social rewards and status rewards.

2.2.3.2 Esprit de corps

The Esprit de corps also known as the feeling of loyalty and other feelings that shares among members in a group. Sometimes it is also called as group spirit or team spirit. According to (Bruce, 2003), stated that Esprit de Corps refers to common purpose and a sense of unity among member of the group. In addition, (Bruce, 2003) also stated that esprit de corps is one of critical elements of morale because to create high morale at workplace we must have esprit de corps. Morale can exist when people feel special.

There are several element of esprit de corps which are group power and influences, group decision-making, group learning, group communication, group leadership and so on (Cannon and Griffith, 2007). If these entire elements are present in positive manner, then the esprit de corps is expected to be high and will affect to the high morale of group.

2.2.3.3 Motivation

According to (Lai, 2011) stated that motivation involves in a group that closely related beliefs, perception, action, interests and values. Motivated people or motivated employee are those who have made a right decision to give a great effort to achieving goals or something importance. There are element of expectancy theory of group motivation which are value of reward, perceived effort, effort, abilities and traits, role perceptions, performance or accomplishment, intrinsic and extrinsic rewards, satisfaction and so on (Stoner, 1982).

Employees are motivated by the rewards offered to them and employees are willing to give high performance as a result of the reward system available in the organization (Watson, 2006). For example, low rewards are related with underperformance and high rewards are related with high performance. For extrinsic rewards such as higher pay, types of leadership and so on. (Bruce, 2003) argued that when employee are motivated by extrinsic rewards that will demand things such as promotion, increase salary, bonus and others thing that related to organizational benefits.

2.3 PROJECT PERFORMANCE

Project performance can be defined as states where an organization can achieve their objectives or goals towards successfully manage the organization project. According to (Hamon, 2003) stated that project performance is one of ways to measures how well and enterprise achieves their objectives. In addition, (Robbins and Coulter, DUJXHG WKDW SURMHFW SHUIRUPDQFH FDQ EH PH and success of goal achievement. When effectiveness is conceptualized as a degree of goal attainment that is the achievement of profitability goals (Schermerhorn et al, 2002)

Project performance can be measured and assessed using a large number of performance an indicators that could be related to several dimensions such as time, cost, quality (Enshassi et al., 2009). Time, cost and quality are 3 main performance evaluation dimensions. (Umit S. Bititci, 1997) GHILQH SHUIRUPDQFH DV D which the company manages its performance in line with its corporate and functional VWUDWHJLHV DQG REMHFWLYHV´

,I RQH FRPSDQ\¶V VWUDWHJLHV WR S performance (Altinay & Okumus, 2010), because it is importance to examine what other studied have to say about project performance. Other than that, (Tippins and Sohi, 2003) measured project performance in four dimensions: relative profitability, return on investment, customer retention, and total sales growth. Besides that, different studies have applied different ways to measured project performance (Schiuma and Lerro, 2008).

2.3.1 Performance measurement

Performance measurement has two main purposes, firstly is to connect company goals and objectives to improvements and to set aims for improvement activity (Grünberg, 2004). (Neely et al., 2002) defined performance measurement as the process of measuring the productivity and effectiveness of past project. In recent years, the most

important performance there are include client satisfaction, business performance, health, safety, environment, and so on (Yu et al., 2007).(Venkataraman and Pinto, 2011) stated that to determine what should be measured in project measurement, there are both quantitative and qualitative for monitoring project progress. Quantitative measure like time and cost, qualitative measure like customer satisfaction with product and technical specification.

In addition, (Kagioglou et al., 2001) also argued that performance measurement in construction is focuses on project performance in terms of time, cost, and quality. Besides that, (Rosli Abdul Rashid, 2006) also stated many writers tend to focus on cost, quality and time because these three element are important parameters of project performance. Therefore, in order to get a balance data in measuring project performance in this study, two variables have been identified there are time performance and quality performance.

2.3.2 Time performance

(Badiru, 1996) stated that time is the most important aspect of project and the effectiveness of time management reflected in the schedule performance. Therefore, in project management one of major focus is scheduling. In addition, problems that occur in many project scheduling are from practice, deadlines occur and in order to meet these deadlines (J.L. Hurink, 2008). Naturally, the amount of total time required to produce the deliverable is directly related with the cost and also quality or scope of the project.

2.3.3 Quality Performance

(Dcosta, 2012) state G WKDW TXDOLW\ LQ SUROMHFW PHDQV UHVXOW¶ VR HYHU\ PDQDJHU RU SUROMHFW WHDPV PX status. According to (Parfitt and Sanvido, 1993) stated that quality in construction industry is total of features required by product or services to satisfy a certain requirement. In addition, this quality provides more specific views and describing the

quality in several ways, such as excellence, value or meeting consumer expectations. By continuously improving current performance through combination effort between all OHYHOV RI D FRPSDQ\ ZLOO LQFUHDVLQJ FXVWRPHU¶V

2.4 THE RELATIONSHIP BETWEEN MORALE OF EMPLOYEE AND PROJECT PERFORMANCE

Based on this study, there have three components of morale which are job satisfaction, esprit de corps and motivation. According to (Gintis, 2005) stated that there are positive correlation between measures of morale and performance. If morale of employees increases or has high morale of employees, the performance also becomes better. Besides that, increasing the salary of employee will make employees more satisfied and they will do improvement in works to become more quality (Muñoz de Bustillo Llorente and Fernández Macías, 2005). This is because reward is one of PRUDOH¶V FRPSRQHQWV. An important to morale is the ability to highlight positive outcomes related with effective performance (Britt et al., 2006), positive performance in quality, cost and time.

2.5 CONCLUSION

The various elements that are discussed above are important towards the morale of employees and project performance. These elements are important to find relationship between morale of employees and project performance. If the morale of employees is higher, so project performance also higher. In addition, there are three elements of morale, which is job satisfaction, esprit de corps and motivation. Each element is importance to measures whether the high or low morale of employees. For project performance also have two element which are quality performance and time performance. All these elements are used in measure project performance.

CHAPTER 3

METHODOLOGY

3.1 INTRODUCTION

The purpose of this chapter is to describe the methodology that has been adopted to conduct the research for this study. This chapter will describe specifically on the research design, population, and sampling, the unit of analysis, technique and the development of the research instrument. The final section of this chapter will describe the expected result of this study.

3.2 RESEARCH DESIGN

A research design is the overall plan or framework for the study used as guide in collecting and analyzing the data. Besides that, different types of research will have different types of research design. (Punch, 2005) stated that research design is the basic plan for a part of research and it included four main ideas there are strategy, conceptual

framework, the question of who or what will be studied and tools and procedure to be used for collecting and analyzing empirical materials.

Generally, research can be divided into two methods which are quantitative and qualitative. For quantitative method is used to collect numerical data to measure the phenomenon under investigation and use of statistic to analyze this data and method include questionnaire, field, laboratory experiments and statistical data collected by the organization. Meanwhile, qualitative method is used to discover how human construct meanings in their contextual setting and this method includes interview, focus group and observations.

In this study, quantitative method is used as a guide in collecting and analyzing data. In additional, quantitative method is a survey design that place heavy emphasis on using formal standardized questions and predetermined response options in the questionnaire or survey administered to large numbers of respondent.

Based on this study, the data collected from the construction industry in Kedah through survey. The amount of questionnaire collected is proposed to use the relevant data to do analysis by use descriptive statistics. The information about morale of employees and factors that affect project performance will be found and gathered represent at one point in time. Data in terms of frequencies, mean, mode, and others become necessary for descriptive studies that act as importance for this study.

3.3 DATA COLLECTION

3.3.1 Population and sampling

A population is the total of all the individuals who have certain characteristics and are of interest to a researcher. (Bless and Higson-Smith, 2000) stated that population is the set of object or people which is focus in research and about which researcher want to define some characteristic. Basically, this study aimed to organization in the construction industry in Kedah. The target population of this

research is contractor of the construction industry that register with the Construction Industry Development Board (CIDB) in Kedah.

The population must be specific enough to ensure that data and result that we will get is correct and precise. For that, it is important to select the correct method of sampling. In sampling, there are two major types of design there are probability and nonprobability sampling. The probability sampling occur when the probability of including each element of the population can be determined (Bless and Higson-Smith, 2000).

In addition, probability sampling includes simple random sampling, systematic sampling, and stratified sampling, probability proportional to size sampling and cluster or multistage sampling. For nonprobability sampling is refer to the case where the probability of including each element of the population is unknown (Bless and Higson-Smith, 2000). Nonprobability sampling is any sampling method where some elements of the population have no chance of selection or the probability cannot be accurately determined. In addition, nonprobability sample there are accidental sampling, Quota sampling and purposive sampling.

Based on this study, type of sampling method that will be used is simple random sampling. Simple random sampling is providing equal chance of selection for each element in the population had the same probability of being included in the sample.

To determine sample size for this study is by using (Robert V. Krejcie 1970) because this strategy is without calculating and can directly obtain the required sample size by referring to the table 3.1. Population for this study is 49, based on Krejcie & Morgan (1970) table, if the population is 49 the sample size is 44. So, the sample for this study is 44 respondents.

Table 3.1 Table for determining Sample Size from a Given Population

Population	Sample size	Population	Sample size	Population	Sample size
10	10	230	144	1,400	302
15	14	240	148	1,500	306
20	19	250	152	1,600	310
25	24	260	155	1,700	313
30	28	270	159	1,800	317
35	32	280	162	1,900	320
40	36	290	165	2,000	322
45	40	300	169	2,200	327
50	44	320	175	2,400	331
55	48	340	181	2,600	335
60	52	360	186	2,800	338
65	56	380	191	3,000	341
70	59	400	196	3,500	346
75	63	420	201	4,000	351
80	66	440	205	4,500	354
85	70	460	210	5,000	357
90	73	480	214	6,000	361
95	76	500	217	7,000	364
100	80	550	226	8,000	367
110	86	600	234	9,000	368
120	92	650	242	10,000	370
130	97	700	248	15,000	375
140	103	750	254	20,000	377
150	108	800	260	30,000	379
160	113	850	265	40,000	380
170	118	900	269	50,000	381
180	123	950	274	75,000	382
190	127	1,000	278	100000	384
200	132	1,100	285	1,000,000	384
210	136	1,200	291		
220	140	1,300	297		

Sources: Krejcie & Morgan (1970)

3.4 DATA COLLECTION TECHNIQUES

There are two types of data; there are primary data and secondary data. For primary data are the data collected for the first time, meanwhile the secondary data is data that already collected and analyzed by other people. Primary data are the data that researcher collects through various methods like surveys, interview and questionnaire. In addition, primary data can be collected through email, interview, personal administered, serving a questionnaire to the respondents. In this research, I will only seek and relies on the primary data.

For the date collection techniques for this research, all the data are obtained by distributing a questionnaire and the process of distributing and responding is fully by email. This is because distributed a questionnaire by email will save the cost and also time.

3.5 DESIGN OF QUESTIONNAIRE

This study used questionnaire as the main instrument. The questions will be asked in English and Bahasa Malaysia version. In addition, a questionnaire will divided into few sections according to the objective of study which are to identify the relationship between morale of employees and project performance and to categorize the morale of employees based on their level of importance. This questionnaire adapts from previous researches. Besides that, it is valid based on adapted and modified from the past researches.

3DUW $ FRQVLVWV RI TXHVWLRQV DERXW UHVSR
gender, race and years of experience. Part B contains questions about the independent variables which is morale of employees. Several items will be used to measure morale of employees. Part C contains questions about dependence variable which is projected performance. To measure project performance, several items will be used such as quality, time and cost.

The type of the survey question that will be used in this study is close ended questions. This questionnaire provides a set of answers for the respondent to choose and advantages used this type of survey is easy and quick to answer the entire question. For part A, it is a demographic question and it is used to identify the respondent background. Besides that, for part B and part C used a ranking scale from 1 until 5 by referring Table 3.2. Respondent was required to tick each of the statement, whether they choose 1= strongly disagree, 2= disagree, 3= neutral, 4=agree and 5=strongly agree.

Table 3.2: Table ranking scale

1	2	3	4	5
strongly disagree	disagree	neutral	Agree	strongly agree

3.6 CONCEPTUAL FRAMEWORK

Below is the conceptual framework for independent variable and dependent variable.

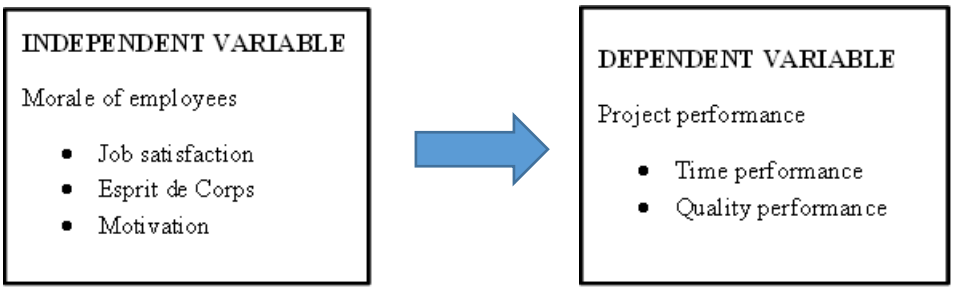

Figure 3.1: Conceptual framework

3.7 METHOD OF DATA ANALYSIS

Based on this study, data analysis is using Statistical Packages for the Social Sciences (SPSS). By using this SPSS, it enable to score and analyze quantitative data very quickly in different ways and help to eliminate duration in calculate score and making mistake in calculating the coefficient value (Bryman and Cramer, 2011). When the result analyzed the relationship between both variables will be obtained.

3.7.1 Research hypothesis

I. There is a positive relationship between job satisfaction and project performance.
II. There is a positive relationship between Esprit de Corps and project performance.
III. There is a positive relationship between motivation and project performance.

3.7.2 Descriptive statistics

The descriptive statistics are used to summarize the data. (Hair et al., 2006) stated that descriptive statistics in this case are frequency test of the data. In addition, descriptive statistics useful if you just want to make some general observation about the data collection, such as gender, age and position in the organization and other demographic questions being asked in the questionnaire. Frequency table will be drawn and data will be presented in pie diagrams and bar graphs.

Besides that, the usage of mean, median, mode, which are most commonly used to measure central tendency. This descriptive statistic is conducted to obtain the result of relationship morale of employees and project performance. In addition, the mean of

each factor will use to rank or to categorize the morale of employees based on their level of importance.

3.7.3 Correlation Analysis

This correlation test is to determine whether there is a significant relationship between two variables (independent variable and dependent variable). The Pearson correlation technique was performed in this study to examine the relationship between morale of employees and project performance. In addition, a Pearson correlation technique not only determined the strength of relationship in the form of correlation coefficient (r) but it's also about the direction of the relationship whether it is a positive or negative relationship. Besides that, value for correlation coefficient (r) has an interval between +1.00 and -1.00. In this study, the correlation coefficient suggested by (Richard Taylor, 1990) was applied, refer table 3.4.

Table 3.3: Correlation Coefficient

Correlation Coefficient (r)	Explanation
0.81 and above	Strong relationship
0.61-0.80	Moderate to strong relationship
0.41-0.60	Moderate relationship
0.21-0.40	Weak to strong relationship
0.20 and below	Weak relationship

3.7.4 Regression Analysis

Regression analysis is a statistical technique for estimating the linear relationships between two or more variables. There are two basic types of regression: linear regression and multiple regressions. For linear regression is used one independent

variable to explain or predict the outcomes of the dependent variable. Besides that, multiple regressions used two or more independent variables to expect the outcome.

3.8 CONCLUSION

The formulation of research design has been discussed in this chapter. It includes several stages that must be followed toward gaining answers of research questions such as population, sample and others. Each stage must be formulated clearly in order to have a good research design and also will gain useful data to be analyzed.

CHAPTER 4

RESULTS AND DISCUSSIONS

4.1 INTRODUCTION

In this chapter, the collected data in the previous chapters will be analyzed and discussed. This chapter also shows the results, findings and the result of the statistical analysis conducted on the data to meet the objectives of this study. It is structured by showing the profiles of the respondents through descriptive statistic and followed by reliability analysis to determine whether the questions used in questionnaires are reliable or not. Finally, the data will be analyzed using the Regression analysis in order to test the hypothesis in this research.

4.2 DATA COLLECTION

In identifying the respondent profile, the descriptive analysis was used. In the descriptive analysis, the statistic of mean, median, mode, and standard deviation of respondents was analyzed. The frequency and percentages show the level of respondent profile based on several questions. The designed questionnaire consists of three main sections which are section A consists of demographic information, section B about the morale of employees and section C is about project performance of the company. The following sections will discuss in detail about the outcome of the survey.

4.3 DEMOGRAPHIC PROFILE OF RESPONDENTS

4.3.1 Gender

7DEOH VKRZV WKDW WKH UHVSRQGHQWV¶ JHQG the construction company. The table shows that from 44 samples distributed, male respondents tend to dominate the study area which is 32 (72.73%) while the rest 12 (27.27%) are female. This is a huge difference between these two genders because construction field is usually involved with male than female.

Table 4.1: 6WDWLVWLFDO 5HVXOWV IRU WKH 5HVSR

	Frequency	Percent	Valid Percent	Cumulative Percent
Female	12	27.3	27.3	27.3
Male	32	72.7	72.7	100.0
Total	44	100.0	100.0	

The result of the Table 4.1 are also depicted in Figure 4.1

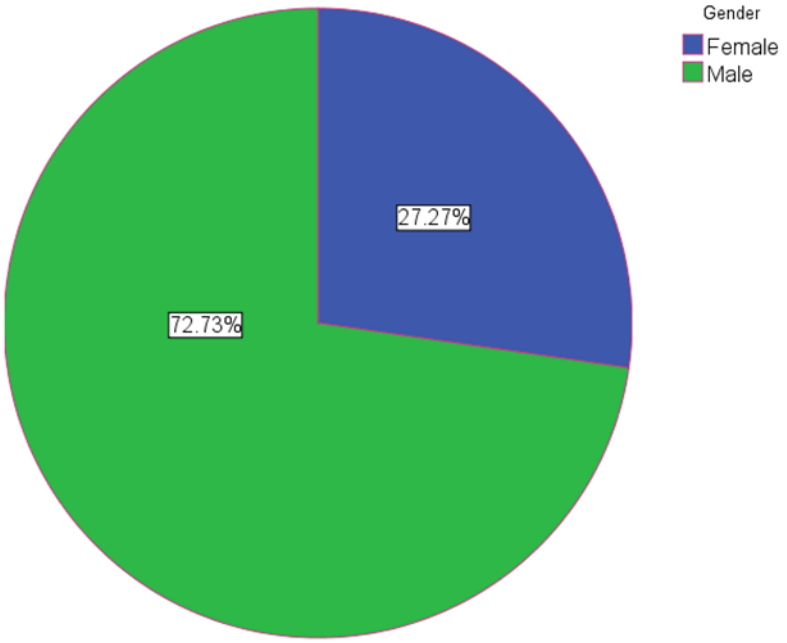

Figure 4.1: 5 H V S R Q G H Q W V ¶ * H Q G H U

4.3.2 Race

7 D E O H G H P R Q V W U D W H V W K H U H V S R Q G H Q W V ¶ be basically refer to the top management in the construction company. The table shows that Malay is the higher compare to others. From 44 sample distributes, Malay tends to dominate the study area which is 33 (75.0%), the second highest is 8 respondents (18.2%) which is Chinese 8, and the rest are 2 respondents (4.5%) for Indian and 1 respondent (2.3%) for others race.

Table 4.2: 6 W D W L V W L F D O 5 H V X O W V I R U W K H 5 H V S F

	Frequency	Percent	Valid Percent	Cumulative Percent
Malay	33	75.0	75.0	75.0
Chinese	8	18.2	18.2	93.2
Indian	2	4.5	4.5	97.7
Other	1	2.3	2.3	100.0
Total	44	100.0	100.0	

The results of Table 4.2 are illustrated in Figure 4.2 as follows.

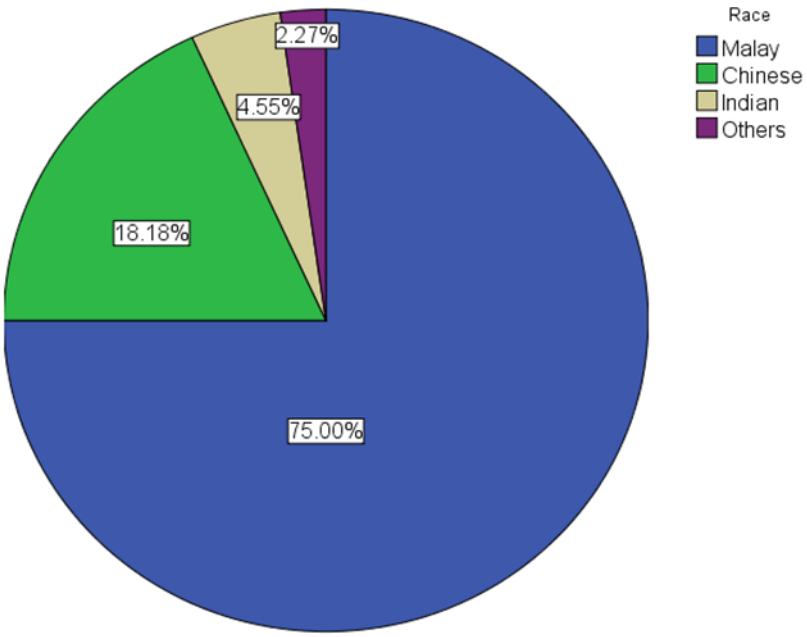

Figure 4.2: 5 H V S R Q G H Q W V ¶ 5 D F H

4.3.3 Years of experience

Table 4.3 illustrates the U H V S R Q G H Q W V ¶ H [S H U L H Q F H D O O R F D working in the construction industry. The table illustrates that 27.0% of respondent having 5 to 10 years work experience, followed by 14.0% of respondent having 10 to 15 years work experience. However, 4.5% respondent more than 15 years working experience and only 2.3% respondent are 1 to 5 years of working experience.

Table 4.3: 6 W D W L V W L F D O 5 H V X O W V I R U W K H 5 H V S R Q G H

	Frequency	Percent	Valid Percent	Cumulative Percent
1-5 years	1	2.3	2.3	2.3
5-10 years	27	61.4	61.4	63.6
10-15 years	14	31.8	31.8	95.5
More than 15 years	2	4.5	4.5	100.0
Total	44	100.0	100.0	

The results of Table 4.3 are illustrated in Figure 4.3 as follows.

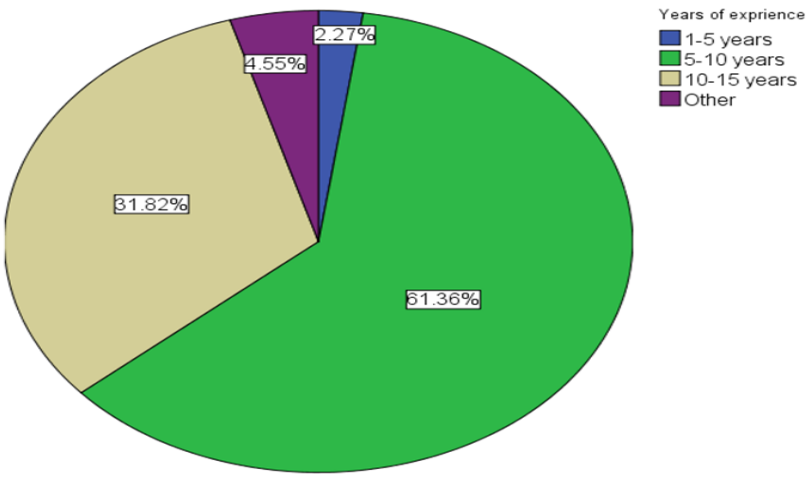

Figure 4.3: 5 H V S R Q G H Q W V ¶ < H D U V R I ([S H U L H Q F

4.4 DESCRIPTIVE ANALYSIS

'HVFULSWLYH DQDO\VLV ZDV GRQH WR GHVFULEH towards several predictor variables morale of employees, which are job satisfaction, Esprit de Corps and motivation. All variables were analyzed on the mean and standard deviation by looking at each item from the dimensions used. All mean score based on a 5 point Likert-type scale which are 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree.

4.4.1 Job satisfaction

Table 4.4: Mean Score on the Dimensions of Job Satisfaction.

STATEMENT	STD. DEVIATION	MEAN
Feeling satisfied with the work that you are doing	.709	3.91
Get opportunities for improving skills and knowledge in the course of the work	.647	4.00
Having enough tools and resource to do the work	.624	3.73
Receive enough information from management on what's going on in the company	.765	3.80

The table above shows the mean score on the dimensions of job satisfaction. The UHVXOW UHYHDOV WKDW WKH LWHP RI ³JHWWLQJ RSSRUWX WKH FRXUVH RI WKH ZRUN´ KDV WKH KLJKHVW PHDQ 2Q WKH RWKHU KDQG WKH LWHP RI ³KDYLQJ HQR has the lowest mean 3.73 with the standard deviation 0.624.

skills and knowledge in

4.4.2 Esprit de Corps

Table 4.5: Mean Score on the Dimensions of Esprit de Corps.

STATEMENT	STD. DEVIATION	MEAN
Team members have a shared understanding of what the team is supposed to do	.594	3.86
Enjoy working together, have a fun and productive time	.668	3.86
Team members will refer each other if they need support	.745	3.84
Roles and responsibilities within the team members are well-defined	.776	3.84

The table above shows the dimension of second variable there is an Esprit de Corps. In this variable, there are two items that have a similar mean score. Highest mean VFRUH LQ WKH LWHPV RI ³WHDP PHPEHUV KDYH D VKD VXSSRVHG WR GR´ DQG ³HQMR\ ZRUNLQJ WRJHWKHU the same mean score 3.86 but different standard deviations which are 0.594 and 0.668.

2Q WKH RWKHU KDQG LWHPV ³WHDP PHPEHUV ZL VXSSRUW´ DQG ³UROHV DQG UHVSRQVLEL the lowest mean score 3.84 but different standard deviations which are 0.745 and 0.776.

4.4.3 Motivation

Table 4.6: Mean Score on the Dimensions of Motivation.

STATEMENT	STD. DEVIATION	MEAN
Enjoying the work that was assigned	.579	3.89
Proud to tell others that you are a part of this company	.647	4.00
Reward with special cash bonuses for "long-term" recognition (sustained outstanding performance over a long period of time)	.734	3.80
Formal recognition events increased the motivational value of employees (make someone feel appreciated for what they have done)	.587	4.07

Table above illustrates the dimension of third variable there is motivation. The UHVXOW H[SRVHV WKDW WKH LWHP RI ³IRUPDO UHFRJ value of employees (make someone fee O DSSUHFLDWHG IRU ZKDW WKH\ highest mean score 4.07 and 0.587 for the standard deviation. Besides that, the item of ³UHZDUG ZLWK VSHFLDO-FDVK ERQXVHV IRU ORQJ -term recognition (sustained outstanding performance over a long period of t LPH ´ LV WKH ORZHVW PHDQ VFRU deviation 0.734.

4.5 RELIABILITY ANALYSIS

In order to ensure the consistency and stability, the reliability analysis establishes and implemented. After all items had been factored accordingly, reliability an DO\VLV WR WHVW WKH &URQEDFK¶V $OSKD ZDV SH analysis is to verify the internal consistency among items. The coefficient can hold a value of zero to 1 and strong coefficient that accepted by most researchers is 0.7 until 1. If the finding is 0.7 and above, the researchers can conclude that the variables or items

DUH YDOLG 7KH FORVHU WKH &URQEDFK¶V $OSKD FR
LQWHUQDO FRQVLVWHQF\ UHOLDELOLW\ 7KH YDOXHV I

table 4.7

Table 4.7: &URQEDFK¶V $OSKD YDOXH IRU HDFK Y

Items	**Variables**	**Cronbach's Alpha**
Independent Variable: Morale of employees	• Job satisfaction • Esprit de Corps • Motivation	.849
Dependent Variables: Project performance	• Time performance • Quality performance	.764

Table 4.8: 7KH YDOXHV IRU &URQEDFK¶V $OSKD

Cronbach's Alpha	**Cronbach's Alpha Based on Standardized Items**	**N of Items**
.880	.881	16

$FFRUGLQJ WR .LUN $OOHQ &URQEDFKV¶ $OSKD L
of reliability and high Alpha is good. High Alpha is caused by high variability. From the table 4.8 VKRZV WKH &URQEDFK¶V $OSKD YDOXH IRU LQG
variable. For independent variable which is morale of employees consists of three variables and the value of &URQEDFK¶V $OSKD LV ,W LV FRQ
suggesting that the items have relatively high internal consistency because the alpha was higher than 0.700 and closed in 1. Besides that, the dependent variable for this study is project performa QFH WLPH SHUIRUPDQFH DQG TXDOLW\
Alpha for this variable is 0.764 and it considered as reliable and suggesting that the items have relatively high internal consistency.

The table 4.8 shows the result of the reliability analysis for all 16 items of the LQGHSHQGHQW YDULDEOH DQG GHSHQGHQW YDULDEO 0.880 value which is high and closed in 1. This indicates a high level of internal consistency of the data and the data is reliable because a high va OXH IRU &URQEDF Alpha shows good internal consistency of the items.

4.6 RANKING ANALYSIS

In this research, ranking analysis was conducted to establish the first research objective which is to categorize the morale of employees based on their level of importance. The method to obtain the result of the ranking is by using the frequency of the mean for each independent variable. The highest mean frequency indicates the KLJKHVW UDQN RI PRUDOH RI HPSOR\HHV¶ IDFWRU W construction industry in Kedah while the lowest mean frequency indicates the lowest rank of that factor. So, descriptive statistic was used to get the mean for each question in each variable involved.

As each variable consists of four questions, the mean for each question was divided by four to obtain an average mean for each variable. So, the highest mean FRQVLGHUHG WKH KLJKHVW PRUDOH RI HPSOR\HHV¶ ID the construction industry in Kedah area. Then, the lowest mean considered as the lowest PRUDOH RI HPSOR\HHV¶ IDFWRU WKDW FRQWLEXWHG Table 4.9, table 4.10 and table 4.11 shows the analysis of the mean for each variable. While table 4.12 shows the result of the analysis of ranking of the morale of em SOR\HHV¶ EDVHG RQ level of importance that lead to project performance.

Table 4.9: Mean Analysis for Job Satisfaction

STATEMENT	MEAN	AVERAGE MEAN (MEAN/4)
Feeling satisfied with the work that you are doing	3.91	3.86
Get opportunities for improving skills and knowledge in the course of the work	4.00	
Having enough tools and resource to do the work	3.73	
Receive enough information from management on what's going on in the company	3.80	

Table 4.10: Mean Analysis for Esprit de Corps

STATEMENT	MEAN	AVERAGE MEAN (MEAN/4)
Team members have a shared understanding of what the team is supposed to do	3.86	3.85
Enjoy working together, have a fun and productive time	3.86	
Team members will refer each other if they need support	3.84	
Roles and responsibilities within the team members are well-defined	3.84	

Table 4.11: Mean Analysis of Motivation

STATEMENT	MEAN	AVERAGE MEAN (MEAN/4)
Enjoying the work that was assigned	3.89	3.94
Proud to tell others that you are a part of this company	4.00	
Reward with special cash bonuses for "long-term" recognition (sustained outstanding performance over a long period of time)	3.80	
Formal recognition events increased the motivational value of employees (make someone feel appreciated for what they have done)	4.07	

Table 4.12: Result of Ranking Analysis

VARIABLES	MEAN	RANK
Motivation	3.94	1
Job satisfaction	3.86	2
Esprit de Corps	3.85	3

Table 4.12 showed the result of the ranking of the morale of employees that lead to project performance in the construction industry in Kedah. The rank was predicted using the value of the main result of the descriptive analysis. The highest ranking morale of employees that lead to project performance is motivation with average mean 3.94. The second rank is job satisfaction with average mean 3.86 and the lowest rank of morale of employees based on their importance is Esprit de Corps with average mean 3.85.

4.7 PEARSON CORRELATION ANALYSIS

Pearson correlation analysis is run to verify relationship of the dependent variable and independent variable. Correlation analysis is a statistical method used to describe the strength and direction of the linear relationship between two variables. From the Pearson correlation, it can be determined either the variables have positive, negative or no relation at all. The degree of correlation is concerned to measure the strength and importance of a relationship between variables. To achieve this, the bivariate association was conducted. Besides that, value for correlation coefficient (r) has an interval between +1.00 and -1.00 and if the correlation value 0 indicates no relationship between the specified two variables.

Table 4.13 shows the value of Pearson correlation and the level of significance between variables. This research involves 3 independent variables: job satisfaction, Esprit de Corps and motivation and 2 dependent variables: time performance and quality performance.

Table 4.13: Pearson Correlation Analysis

		Job satisfaction	**Esprit de Corps**	**Motivation**	**Project performance**
Job satisfaction	Pearson Correlation	1	.679**	.716**	.598**
	Sig. (2-tailed)		.000	.000	.000
Esprit de Corps	Pearson Correlation		1	.654**	.544**
	Sig. (2-tailed)			.000	.000
Motivation	Pearson Correlation			1	.518**
	Sig. (2-tailed)				.000
Project performance	Pearson Correlation				1
	Sig. (2-tailed)				

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

From the result shows that, all independent variable which are job satisfaction, Esprit de Corps and motivation related with dependent variable which is project performance. Correlation coefficient value for job satisfaction and project performance is 0.598 at significant value 0.000 which is ($p<0.05$). This is shows that job satisfaction and project performance have moderate relationship. Besides that, correlation coefficient value for Esprit de Corps and project performance is 0.544 at significant value 0.000 which is ($p<0.05$). When the coefficient value is 0.544, Esprit de Corps and project performance have moderate relationship. Lastly, correlation coefficient value for motivation and project performance is 0.518 at significant value 0.000 which is

($p<0.05$). This is shows that motivation and project performance have moderate relationship with project performance. All independent variable have moderate relationship with project performance.

4.8 REGRESSION ANALYSIS

In this study, several regression analyses were performed because there are more than two independent variables used in a theoretical framework and also because of the questions using interval scale. Therefore, multiple regression analysis has to be conducted in order to test the hypothesis. To prove the hypothesis, three regression analyses were conducted. The first model used Job Satisfaction as an independent variable, the second model used Esprit de Corps and third model used Motivation as an independent variable.

In testing the hypothesis, only the table of Model Summary, ANOVA and Coefficient will be used. For Model Summary, the value of R-square and Durbin-Watson will be analyzed and for ANOVA only significant value or known as P-value will be analyzed. If the P-value more than 0.05 ($p>0.05$) indicates that there is no significant relationship. In the Coefficient table the B-value and Beta will be analyzed.

4.8.1 Regression 1: Job Satisfaction and Project Performance

H_0: There is no positive relationship between job satisfaction and project performance.
H_1: There is positive relationship between job satisfaction and project performance.

The first regression is to test the relationship between job satisfaction and project performance.

Table 4.14: Model Summary of Regression 1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.598[a]	.357	.342	.20421	2.316

a. Predictors: (Constant), Job satisfaction

b. Dependent Variable: Project performance

From the table above shows that model summary of regression analysis for the independent variables and project performance. In this model summary, the adjusted R square value is 0.342 indicates that developing job satisfaction was able to explain 34.2% of the variation of project performance. For Durbin-Watson statistic is 2.316, fell within the acceptable range (1.5<D<2.5). So that, confirming that there was no autocorrelation problem between job satisfaction and project performance.

Table 4.15: ANOVA of Regression 1

	Sum of Squares	df	Mean Square	F	Sig.
Regression	.974	1	.974	23.356	.000[a]
Residual	1.751	42	.042		
Total	2.725	43			

a. Predictors: (Constant), Job satisfaction

b. Dependent Variable: Project performance

Table 4.16: Coefficient of Regression 1

	Unstandardized Coefficients		Standardized Coefficients		
	B	**Std. Error**	**Beta**	**t**	**Sig.**
(Constant)	.791	.262		3.021	.004
Job satisfaction	.326	.067	.598	4.833	.000

Dependent Variable: Project performance

Based on the table above, the significant value or known as P-value is 0.000 that is having significant relationship between job satisfaction and project performance because of ($p<0.05$). The significant value is approximately 0.000 which is ($p<0.05$). Since p- Y D O X H " W K H Q Z H V K D O O U H M H F W W K H Q

Table 4.16 shows the regression coefficient, b, represents the amount the dependent variable of project management will change by if the independent variables change by one unit. The b coefficient for job satisfaction is 0.326. This means that on average, if respondent goes up one point on job satisfaction scale (i.e. from strongly disagree to strongly agree) project performance achievement will improve by 0.326 points which in this case is equivalent to 0.326%.

Beta is the standardized regression coefficient, which is to compare the effect of variables measured on different scales. This table illustrates that beta for job satisfaction is 0.598. Thus, the higher the beta value the greater the impact of the predictor variable on the criteria variable.

4.8.2 Regression 2: Esprit De Corps and Project Performance

H_0: There is no positive relationship between Esprit de Corps and project performance.
H_1: There is positive relationship between Esprit de Corps and project performance.

The second regression is to test the relationship between Esprit de Corps and project performance.

Table 4.17: Model Summary of Regression 2

R	R Square	Adjusted Square	R Std. Error of the Estimate	Durbin-Watson
.544[a]	.296	.279	.21380	2.579

a. Predictors: (Constant), Esprit de Corps

b. Dependent Variable: Project performance

From the table above shows that model summary of regression analysis for the Esprit de Corps and project performance. In this model summary, the adjusted R square value is 0.279 indicates that Esprit de Corps was able to explain 27.9% of the variance in project performance. For Durbin-Watson statistic is 2.579, fell within the acceptable range (1.5<D<2.5). So that, confirming that there was no autocorrelation problem between Esprit de Corps and project performance.

Table 4.18: ANOVA of Regression 2

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	.806	1	.806	17.627	.000[a]
Residual	1.920	42	.046		
Total	2.725	43			

a. Predictors: (Constant), Esprit de Corps

b. Dependent Variable: Project performance

Table 4.19: Coefficient of Regression 2

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	1.025	.246		4.168	.000

Esprit de Corps	.266	.063	.544	4.198	.000

a. Dependent Variable: Project performance

From the ANOVA table show the result of the regression of Esprit de Corps and project performance. The significant value is approximately 0.000 which is (p<0.05). Since p-YDOXH ” WKHQ ZH VKDOO UHMHFW W significance level of 0.05, there exists enough evidence that there is positive relationship between Esprit de Corps and project performance respectively.

Table 4.19 shows the result from the Coefficient table of Esprit de Corps and project performance. The regression coefficient, b, represents the amount the dependent variable of project management will change by if the independent variables change by one unit. The b coefficient for Esprit de Corps is 0.266. This means that on average, if respondent goes up one point on Esprit de Corps scale (i.e. from strongly disagree to strongly agree) project performance achievement will improve by 0.266 points which in this case is equivalent to 0.266%.

On the other hand, Beta is the standardized regression coefficient, which is to compare the effect of variables measured on different scales. Beta value for Esprit de Corps is 0.544. Thus, the higher the beta value the greater the impact of the predictor variable on the criteria variable.

4.8.3 Regression 3: Motivation and Project Performance

H_0: There is no positive relationship between motivation and project performance.
H_1: There is a positive relationship between motivation and project performance.

The third regression is to test the relationship between motivation and project performance.

Table 4.20: Model Summary of Regression 3

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
.518[a]	.268	.251	.21791	2.691

a. Predictors: (Constant), Motivation

b. Dependent Variable: Project performance

Table 4.20 reviews the model summary of regression of motivation and project performance. In the table shows adjusted R square value is 0.251 indicates that the motivation was able to explain 25.1% of the variance in project performance. For Durbin-Watson statistic is 2.691, fell within the acceptable range (1.5<D<2.5). So that, confirming that there was no autocorrelation problem between motivation and project performance.

Table 4.21: ANOVA of Regression 3

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	.731	1	.731	15.398	.000[a]
Residual	1.994	42	.047		
Total	2.725	43			

a. Predictors: (Constant), Motivation

b. Dependent Variable: Project performance

Table 4.22: Coefficient of Regression 3

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	.840	.310		2.713	.010
Motivation	.307	.078	.518	3.924	.000

a. Dependent Variable: Project performance

Table 4.21 shows the result of the ANOVA test of the regression of motivation and project performance. The significant value or known as p-value is approximately 0.000, which is smaller than (p<0.05). Since the p- Y D O X H " W K H Q Z H reject the null hypothesis. At the significance level of 0.05, there exists enough evidence which is there have positive relationship between motivation and project performance.

Result from the table of coefficient illustrate that the regression coefficient, b, represents the amount the dependent variable of project management will change by if the independent variables change by one unit. The b coefficient for motivation is 0.307. This means that on average, if respondent goes up one point on the motivation scale (i.e. from strongly disagree to strongly agree) project performance achievement will improve by 30.7% points which in this case is equivalent to 30.7%.

Besides that, Beta is the standardized regression coefficient, which is to compare the effect of variables measured on different scales. The beta value of motivation is 0.518. Thus, the higher the beta value the greater the impact of the predictor variable on the criteria variable.

4.9 ANALYSIS OF HYPOTHESIS

Theoretical Framework is depicted below again and the hypothesis for the framework is listed once more.

Independent variable Dependent variable

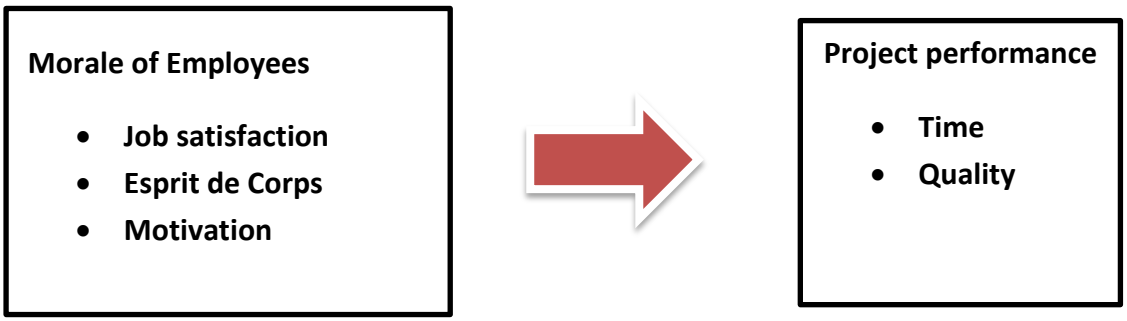

Figure 4.4: Theoretical Framework of the Proposed Study

The research hypothesis are:

4.9.1 Test of hypothesis 1

H_0: There is no positive relationship between job satisfaction and project performance.
H_1: There is a positive relationship between job satisfaction and project performance.

For this hypothesis one, is to know the relationship between job satisfaction and project performance. Based on regression analysis, the significance value is approximately 0.000 which is ($p<0.05$). Since p- Y D O X H " W K H Q Z reject the null hypothesis. When the null hypothesis is rejected there is prove that there is positive relationship between job satisfaction and project performance.

4.9.2 Test of hypothesis 2

H_0: There is no positive relationship between Esprit de Corps and project performance.
H_1: There is a positive relationship between Esprit de Corps and project performance.

For this hypothesis two, is to know the relationship between Esprit de Corps and project performance. Based on regression analysis, the significance value is approximately 0.000 which is ($p<0.05$). Since p- Y D O X H " W K H Q Z reject the null hypothesis. At the significance level of 0.05, there exists enough evidence that there is positive relationship between Esprit de Corps and project performance respectively.

4.9.3 Test of hypothesis 3

H_0: There is no positive relationship between motivation and project performance.
H_1: There is a positive relationship between motivation and project performance.

For this hypothesis two, is to know the relationship between Esprit de Corps and project performance. Based on regression analysis, the significant value or known as p-

value is approximately 0.000, which is smaller than ($p<0.05$). Since the p-value " WKHQ ZH VKDOO UHMHFW WKH QXOO K\SRWK there exists enough evidence which is there have positive relationship between motivation and project performance.

4.10 SUMMARY OF FINDINGS

From the data obtained from multiple regression analysis, all hypotheses are accepted as it showed a significant relationship with dependent variables. Below are the summary of the entire results of the hypothesis testing:

Table 4.23: Summary of Hypothesis Testing

Hypothesis	**Result**	**Relationship strength**
H_0: There is no positive relationship between morale of employees and project performance. H_1: There is a positive relationship between morale of employees and project performance.		
1) Job satisfaction	Significant	Moderate
2) Esprit de Corps	Significant	Moderate
3) Motivation	Significant	Moderate

According to the table 4.23, hypotheses based on the theoretical framework are accepted. All independent variables have a positive relationship with dependent variables. On the other hand, if job satisfaction, Esprit de Corps and motivation increase it will give a positive impact to project performance. As a conclusion, it can said that, job satisfaction, Esprit de Corps and motivation have a positive relationship with project performance.

Table 4.24: Summary of findings

<table>
<tr><th>Research objective</th><th>Method</th><th>Result</th></tr>
<tr><td>RO1: To categorize the morale of employees based on their level of importance</td><td>• Ranking analysis</td><td><table>
<tr><th>VARIABLES</th><th>MEAN</th><th>RANK</th></tr>
<tr><td>Motivation</td><td>3.94</td><td>1</td></tr>
<tr><td>Job satisfaction</td><td>3.86</td><td>2</td></tr>
<tr><td>Esprit de Corps</td><td>3.85</td><td>3</td></tr>
</table></td></tr>
<tr><td rowspan="2">RO2: To identify the positive relationship between morale of employees and project performance</td><td>• Pearson Correlation Analysis</td><td>• Job satisfaction and project performance (r=0.598), (p<0.05) (Moderate relationship)
• Esprit de Corps and project performance (r=0.544) , (p<0.05) (Moderate relationship)
• Motivation and project performance (r=0.518) (p<0.05) (Moderate relationship)</td></tr>
<tr><td>• Regression Analysis</td><td>1) Regression 1: Job satisfaction and project performance
• Adjusted R square value = 0.342
• Durbin-Watson statistic =2.316
• P- Y D O X H ”
• B coefficient =0. 326
• Beta value= 0.598
2) Regression 2: Esprit de Corps and project performance
• Adjusted R square value = 0.279</td></tr>
</table>

		• Durbin-Watson statistic = 2.579 • P- Y D O X H ” • B coefficient =0.266 • Beta value =0.544 **3) Regression3: Motivation and project performance** • Adjusted R square value = 0.251 • Durbin-Watson statistic is 2.691 • P- Y D O X H ” • B coefficient =0.307 • Beta value =0.518
	1) Analysis of Hypothesis	H1a: Positive relationship between job satisfaction and project performance. H2a: Positive relationship between Esprit de Corps and project performance respectively. H3a: Positive relationship between motivation and project performance.

Table 4.24 shows the summary of findings from this study. This study has two research objectives to be achieved. The first research objective: to categorize the morale of employees based on their level of importance and second research objective: to identify the positive relationship between morale of employees and project performance. Besides that, ranking analysis has been used to achieve the first objective and the result shows that higher ranking is motivation. To achieve second research objective of this study, Pearson correlation analysis, regression analysis and analysis of the hypothesis has been used and the result show that all independent variable: Job

satisfaction, Esprit de Corps and Motivation have a positive relationship with project performance.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter gives a comprehensive discussion on the finding and composed of the results of testing of the hypothesis which is derived from the previous chapter and also the theoretical and practical significance of this study. This chapter will elaborate more about the finding of the study, limitation of the study, recommendation for future research and conclusion.

5.2 DISCUSSION OF FINDING

From the analysis in the demographic profile of respondents, we can see that majorities respondents are Malay male and having 5 to 10 years work experience. In this study there have two objectives to be achieved, which are: 1) To categorize the morale of employees based on their level of importance and 2) to identify the relationship between morale of employees and project performance. To achieve the first objective, ranking analysis has been conducted to categorize the morale of employees based on their level of importance and the result is the motivation, the highest ranking that lead to project performance in the construction industry in Kedah. The second objective is to identify the relationship between morale of employees and project

performance and to achieve this objective, Pearson correlation analysis and regression analysis has been conducted.

Result from Pearson correlation analysis shows that all dependent variable has positively related to each independent variable. All variables related with each other in this study. On the other hand, there have three regression analysis, which are, Regression 1: Job satisfaction and project performance, Regression 2: Esprit de Corps and project performance and Regression 3: Motivation and project performance. Result from regression analysis illustrated that p-value for regression 1, regression 2 and regression 3 are smaller than 0.05 ($p<0.05$) and there have a positive relationship between independent variable and dependent variable. All hypothesis for this study are accepted.

5.3 LIMITATION OF STUDY

In this research, there are some several limitations involved in order to collect the data, until the analysis of the data has been completed. The first limitation of this study is during the data collection stage whereby during questionnaire survey. Total of respondent for this research is 44 respondents from contractor Grade 4 (G4) and the questionnaire was conducted through email. 49 sets of questionnaire were sent via email, but unfortunately 4 to 5 sets of questionnaire failed to be delivered after sending, meaning that their email was no longer being used. This is because of the lack of willingness to answer the questions, lack of knowledge about the morale of study and project performance or lack of time because their company have a lot of projects need to be complete and cannot spend time to answer all the questionnaire.

The second limitation of this study is during completing the literature review. A lot of reading required to ensure a good literature review was established. However, there some difficulties come out to find a valid journal and articles because there is a lack of references from the past research. In addition, hard to find the latest journal and articles for this study because lack of research about the morale of employees.

The last limitation of this study is about feedback from the respondents. Some of respondent had difficulty to complete the questionnaire forms because lack of knowledge and also hard to define certain terms in English. To overcome this problem

is by making the questionnaire in simple sentences and in bilingual (English and Bahasa Malaysia), it's easy to understand.

5.4 RECOMMENDATION FOR FUTURE RESEARCH

There are several recommendations for future research in this section, the future research should examine on the morale of employees understanding. Further research can be done to determine the factors that can make the morale of employees increase in the construction industry by doing this study from different perspective not only from contractor perspective. Besides that, when undergoes data collection, researcher will find out that some of the respondents do not have ideas about the morale of employees and due to this problem, the researcher must explain and guide the respondents in answering the questionnaire. In additional, the researcher could create a survey portal and sent links to the respondents to answer the questionnaire. This method will help the research to get data in the larger amount and faster way to reach the respond from respondents.

For future study, level reading of the journal and article should be increased to increase the level of understanding about the morale of employees and also project performance. Maybe there is another factor such as WKH OHYHO RI HPSOR\H environment and culture of the workplace that lead to the morale of employees, so level of reading the journal should be increased to find other factors.

Furthermore, if the future researcher able to find out and recommend the importance of the morale of employees in Malaysia construction industry, it will help the industry to do some improvement in their organization and also can decrease the problems in project performance such as in time performance and quality performance.

5.5 CONCLUSION

This study manages to contribute a new idea of the relationship between the morale of employees and project performance. Whereby indicated by the positive relationship between job satisfaction, Esprit de Corps and motivation with both dependent variables (time performance and quality performance). According to (Gintis, 2005) stated that there is a positive correlation between measures of morale and

performance. Based on the researcher's findings, it is true that the morale of employees can affect the project performance as shown in data analysis using Pearson correlation analysis, regression analysis and analysis of hypothesis. From the result of Pearson Correlation Analysis shown that all variable for morale of employees: job satisfaction, Esprit de Corps and motivation have a moderate relationship with project performance.

According to (Myeni, 2010) stated that there are three components of morale, which are job satisfaction, esprit de corps and motivation. Based on the findings, the majority of the respondents agreed that these three variables: job satisfaction, Esprit de Corps and motivation can contribute to increase the morale of employees and the components that highly contribute is motivation followed by job satisfaction and Esprit de Corps. Furthermore, the result from the analysis done were effectively answering the two objectives of this study.

REFERENCES

Badiru, A. B. 1996. *Project Management In Manufacturing And High Technology Operations*, Wiley.

Bakker, A. B. & Demerouti, E. 2007. The Job Demands-Resources Model: State Of The Art. *Journal Of Managerial Psychology*, 22**,** 309-328.

Bless, C. & Higson-Smith, C. 2000. *Fundamentals Of Social Research Methods: An African Perspective*, Juta.

Bowles, D. & Cooper, C. L. 2009. *Employee Morale: Driving Performance In Challenging Times*, Palgrave Macmillan.

Britt, T. W., Adler, A. B. & Castro, C. A. 2006. *Military Life: The Psychology Of Serving In Peace And Combat, Volume 1, Military Performance*, Praeger Security International.

Bruce, A. 2003. *Building A High Morale Workplace*, Mcgraw-Hill.

Bryman, A. & Cramer, D. 2011. *Quantitative Data Analysis With Ibm Spss 17, 18 And 19: A Guide For Social Scientists*, Routledge.

Cameron, J. & Pierce, W. D. 2006. *Rewards And Intrinsic Motivation: Resolv*, Information Age Publishing, Incorporated.

Camilleri, E. 2011. *Project Success: Critical Factors And Behaviours*, Gower Pub.

Chan, D. W. M. & Kumaraswamy, M. M. 1996. An Evaluation Of Construction Time Performance In The Building Industry. *Building And Environment*, 31**,** 569-578.

Crosby, B. C. & Bryson, J. M. 2005. *Leadership For The Common Good: Tackling Public Problems In A Shared-Power World*, Wiley.

Dcosta, A. 2012. *Project Management For The Beginner*, Booktango.

Donald E. Pryor, S. B. 2001. Workplace Satisfaction And Staff Morale Survey.

Enshassi, A., Mohamed, S. & Abushaban, S. 2009. Factors Affecting The Performance Of Construction Projects In The Gaza Strip. *Journal Of Civil Engineering And Management*, 15**,** 269-280.

Gintis, H. 2005. *Moral Sentiments And Material Interests: The Foundations Of Cooperation In Economic Life*, Mit Press.

Hamon, T. T. 2003. *Organizational Effectiveness As Explained By Social Structure In A Faith-Based Business Network Organization*, Regent University.

Ian Milligan, A. K., Ghizala Avan 2004. A Survey Of Job Satisfaction, Staff Morale And Qualifications In Residential Child Care In Scotland

Iyer, K. N. J. K. C. 2006. Critical Factors Affecting Quality Performance In Construction Projects. *Total Quality Management,* Vol. 17**,** 1155 ±1170.

J.L. Hurink, J. J. P., And J.M.J. Schutten 2008. Time-Constrained Project Scheduling.

Jex, S. M. & Britt, T. W. 2008. *Organizational Psychology: A Scientist-Practitioner Approach*, Wiley.

Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., Schaufeli, W. B., De Vet Henrica, C. W. & Van Der Beek, A. J. 2011. Conceptual Frameworks Of Individual Work Performance: A Systematic Review. *J Occup Environ Med,* 53**,** 856-66.

Lai, E. R. 2011. Motivation: A Literature Review. *Research Report*.

Levine, J. M. & Moreland, R. L. 2004. *Small Groups: Key Readings*, Taylor & Francis.

Manson, B. J. 2014. *Downsizing Issues: The Impact On Employee Morale And Productivity*, Taylor & Francis.

Muñoz De Bustillo Llorente, R. & Fernández Macías, E. 2005. Job Satisfaction As An Indicator Of The Quality Of Work. *The Journal Of Socio-Economics,* 34**,** 656-673.

Myeni, A. 2010. Leadership Behaviour And Employee Morale Within The Department Of Agriculture.

Neely, G. H. 1999. The Relationship Between Employee Morale And Employee Productivity.

Punch, K. F. 2005. *Introduction To Social Research: Quantitative And Qualitative Approaches*, Sage Publications.

Richard Taylor, E., Rdcs 1990. Interpretation Of The Correlation Coefficient: A Basic Review. 6.

Robert V. Krejcie , D. W. M. 1970. Determining Sample Size For Research Activities *Educational And Psychological Measurement* Vol. 38**,** 607-610.

Rosli Abdul Rashid, I. M. T., Wan Basiron Wan Ahmad,Md. Asrul Nasid, Wan Nordiana Wan Ali & Zainab Mohd Zainordin 2006. Effect Of Procurement Systems On The Performance Of Construction Projects.

Salvendy, G. & Karwowski, W. 1994. *Design Of Work And Development Of Personnel In Advanced Manufacturing*, Wiley.

Sonnentag, S. 2003. *Psychological Management Of Individual Performance*, Wiley.

Spiller, D. 2012. Assessment Matters: Self-Assessment And Peer Assessment.

Steel, M. 2009. *In:* Steel, M. (Ed.) *New Oxford English-English-Malay Dictionary* Second Edition Ed. Malaysia: Oxford Fajar Sdn. Bhd.

Susan J. Linz, L. K. G. A. P. H. 2006. Worker Morale In Russia: An Exploratory Study. *William Davidson Institute Working Paper Number 816*.

Swanepoel, B., Van Wyk, M. & Erasmus, B. 2003. *South African Human Resource Management: Theory And Practice*, Juta & Company.

Szymanski, S. 2006. *Economic Fact Book*.

Tella, A. 2007. Work Motivation, Job Satisfaction, And Organisational Commitment Of Library Personnel In Academic And Research Libraries In Oyo State, Nigeria. *Library Philosophy And Practice*

Tippins, M. J. & Sohi, R. S. 2003. It Competency And Firm Performance: Is Organizational Learning A Missing Link? *Strategic Management Journal*, 24**,** 745-761.

Umit S. Bititci, A. S. C. A. L. M. 1997. Integrated Performance Measurement Systems: A Development Guide. *International Journal Of Operations &Production Management*,, Vol. 17 No. 5**,** Pp. 522-534.

Venkataraman, R. R. & Pinto, J. K. 2011. *Cost And Value Management In Projects*, Wiley.

Walker, D. H. T. & Shen, Y. J. 2002. Project Understanding, Planning, Flexibility Of Management Action And Construction Time Performance: Two Australian Case Studies. *Construction Management And Economics*, 20**,** 31-44.

Wong, E. S. K. 2009. Case Study Of Factors Influencing Jobs Satisfaction In Two Malaysian Universities. *International Business Research*

APPENDIX A

QUESTIONNAIRE

FACULTY OF INDUSTRIAL MANAGEMENT

Questionnaire

A STUDY ON RELATIONSHIP BETWEEN MORALE OF EMPLOYEES AND PROJECT PERFORMANCE IN CONSTRUCTION INDUSTRY, KEDAH

Dear Participants,

First of all, I would like to present my appreciation and thanks to you for taking part in this survey. This research project aims to find relationship between morale of employees and project performance. Due to the requirement of this research, you are the only person who can give a correct picture of how the degree of importance of those factors based on the experienced throughout your work life being managed this construction industry.

For your information, the study is conducted in fulfillment of the Final Year Project for Bachelor Degree in Project Management at University Malaysia Pahang. Your response will be kept strictly confidential and will be used as an academic purpose only.

Thank you in advance for your participation. Your involvement in this study would be much appreciated. If you have any further questions, please do not hesitate to contact me

Fadhilah binti Ahmad

PB11014

012-9661012

Fadhilahahmad92@gmail.com

Project Management

Faculty of Industrial Management

University Malaysia Pahang

Section A: Demographic

Please read and answer from the options.

1. Gender : Male ( ) Female ( )
2. Race : Malay ( ) Chinese ( ) Indian ( )

   Other ( )
3. Years of experience : 1-5 years old ( ) 5-10 years old ( )

   10-15 years old ( ) >15 years old ( )

Section B: Morale of employees

Please indicate your responses to the following statements by giving a (√) on only one option.

1	2	3	4	5
strongly disagree	disagree	neutral	agree	strongly agree

Criteria: Job satisfaction

Item	1	2	3	4	5
1. Feeling satisfied with the work that you are doing.					
Merasa puas dengan pekerjaan yang anda lakukan.					
2. Get opportunities for improving skills and knowledge in the course of the work.					
Mendapat peluang untuk meningkatkan kemahiran dan pengetahuan dalam menjalankan kerja.					
3. Having enough tools and resource to do the work.					
Mempunyai alatan dan sumber yang cukup untuk menjalankan kerja.					
4. Receive enough information from management R Q Z K D W ¶ V J R L Q J R Q L Q W					

Menerima maklumat yang cukup daripada pihak pengurusan mengenai apa yang sedang berlaku didalam syarikat.					

Criteria: Esprit de corps (team spirit/ group spirit)

Item	1	2	3	4	5
1. Team members have a shared understanding of what the team is supposed to do.					
Ahli kumpulan berkongsi pemahaman yang sama tentang apa yang perlu dilakukan.					
2. Enjoy working together, have a fun and productive time.					
Gembira bekerja bersama-sama, mempunyai masa yang produktif dan menyeronokkan.					
3. Team members will refer each other if they need support.					
Ahli kumpulan akan merujuk satu sama lain jika mereka memerlukan sokongan.					
4. Roles and responsibilities within the team members are well-defined.					
Peranan dan tanggungjawab di dalam pasukan adalah jelas.					

Criteria: Motivation (Intrinsic & Extrinsic)

Item	1	2	3	4	5
1. Enjoying the work that was assigned.					
Seronok dengan pekerjaan yang telah ditugaskan.					
2. Proud to tell others that you are a part of this company.					
Bangga untuk memberitahu orang lain bahawa anda adalah sebahagian daripada syarikat ini					
3. Reward with special cash bonuses for "long-term" recognition (sustained outstanding performance over a long period of time)					
Bonus tunai sebagai ganjaran khas untuk pengiktirafan "jangka panjang" (mengekalkan prestasi cemerlang dalam tempoh masa yang panjang)					
4. Formal recognition events increased the motivational value of employees (make someone feel appreciated for what they have done)					
Majlis pengiktirafan formal akan meningkatkan nilai motivasi para pekerja (membuat seseorang merasa dihargai dengan apa yang telah dilakukan)					

Section C: Project performance

3OHDVH LQGLFDWH \RXU UHVSRQVHV WR WKH IROORZL option.

This section is to identify about your organization project performance based on time and quality aspects.

Please indicate the scale below based on current or latest project that performed or already performed by your organization.

For your information, please use scale below to indicate your opinion

1	2	3	4	5
strongly disagree	disagree	neutral	agree	strongly agree

Criteria: Time

Item	1	2	3	4	5
1. Ability to design and deliver a project within time (on time) will help the company reduces the number of delayed projects.					
Kebolehan merekabentuk dan menyerahkan projek dalam jangka masa yang ditetapkan dapat membantu syarikat dalam mengurangkan jumlah projek yang tertunda.					
2. Ensuring the project planner is well trained in the construction process to avoid project delay.					
Memastikan perancang projek diberi latihan yang terbaik dalam proses pembinaan untuk mengelakkan projek tertunda.					

Criteria: Quality

Item	1	2	3	4	5
1. Monitoring and feedback by project teams will help in controlling and enhance the quality of the project.					
Pemantauan dan maklumbalas daripada kumpulan projek akan membantu dalam mengawal dan meningkatkan kualiti projek.					
2. Provide training for maintenance personnel to improve the quality of work.					

Menyediakan latihan kepada kakitangan penyelenggaraan untuk meningkatkan kualiti kerja.					

Thank you for lending your cooperation.

This questionnaire adapts from previous researches which are from:

(Chan and Kumaraswamy, 1996)

- Chan, D. W. M. & Kumaraswamy, M. M. 1996. An Evaluation Of Construction Time Performance In The Building Industry. Building And Environment, 31, 569-578.

(Walker and Shen, 2002)

- Walker, D. H. T. & Shen, Y. J. 2002. Project Understanding, Planning, Flexibility Of Management Action And Construction Time Performance: Two Australian Case Studies. Construction Management And Economics, 20, 31-44.

(Ian Milligan, 2004)

- Ian Milligan, A. K., Ghizala Avan 2004. A Survey Of Job Satisfaction, Staff Morale And Qualifications In Residential Child Care In Scotland

(Iyer, 2006)

- Iyer, K. N. J. K. C. 2006. Critical Factors Affecting Quality Performance In Construction Projects. Total Quality Management, Vol. 17, 1155 –1170.

and (Donald E. Pryor, 2001).

- Donald E. Pryor, S. B. 2001. Workplace Satisfaction And Staff Morale Survey.

APPENDIX B

SPSS OUTPUT

Gender of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	12	27.3	27.3	27.3
	Male	32	72.7	72.7	100.0
	Total	44	100.0	100.0	

Race of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	33	75.0	75.0	75.0
	Chinese	8	18.2	18.2	93.2
	Indian	2	4.5	4.5	97.7
	Other	1	2.3	2.3	100.0
	Total	44	100.0	100.0	

Years of experiences

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5 years	1	2.3	2.3	2.3
	5-10 years	27	61.4	61.4	63.6
	10-15 years	14	31.8	31.8	95.5
	More than 15 years	2	4.5	4.5	100.0
	Total	44	100.0	100.0	

Descriptive analysis

	N	Mean	Std. Deviation
Feeling satisfied with the work that you are doing	44	3.91	.709
Get opportunities for improving skills and knowledge in the course of the work	44	4.00	.647
Having enough tools and resource to do the work	44	3.73	.624
Receive enough information from management on what's going on in the company	44	3.80	.765
Team members have a shared understanding of what the team is supposed to do	44	3.86	.594
Enjoy working together, have a fun and productive time	44	3.86	.668
Team members will refer each other if they need support	44	3.84	.745
Roles and responsibilities within the team members are well-defined	44	3.84	.776
Enjoying the work that was assigned	44	3.89	.579
Proud to tell others that you are a part of this company	44	4.00	.647
Reward with special cash bonuses for "long-term" recognition (sustained outstanding performance over a long period of time)	44	3.80	.734
Formal recognition events increased the motivational value of employees (make someone feel appreciated for what they have done)	44	4.07	.587
Valid N (listwise)	44		

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.880	.881	16

Item Statistics

	Mean	Std. Deviation	N
BIV1	3.91	.709	44
BIV2	4.00	.647	44
BIV3	3.73	.624	44
BIV4	3.80	.765	44
BIV5	3.86	.594	44
BIV6	3.86	.668	44
BIV7	3.84	.745	44
BIV8	3.84	.776	44
BIV9	3.89	.579	44
BIV10	4.00	.647	44
BIV11	3.80	.734	44
BIV12	4.07	.587	44
CDV1	4.05	.645	44
CDV2	4.16	.568	44
CDV3	3.86	.702	44
CD4	4.32	.708	44

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
62.98	41.372	6.432	16

Descriptive Statistics

	N	Mean	Std. Deviation	Variance
Job satisfaction	44	3.8580	.46192	.213
Esprit De Corps	44	3.8523	.51523	.265
Motivation	44	3.9375	.42497	.181
Valid N (listwise)	44			

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.849	.850	12

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
BIV1	42.68	19.989	.680	.578	.826
BIV2	42.59	21.224	.531	.468	.837
BIV3	42.86	22.167	.383	.269	.847
BIV4	42.80	21.236	.423	.352	.846
BIV5	42.73	21.784	.481	.415	.841
BIV6	42.73	20.947	.558	.412	.835
BIV7	42.75	19.866	.660	.600	.827
BIV8	42.75	20.331	.553	.469	.836
BIV9	42.70	22.120	.431	.404	.844
BIV10	42.59	21.085	.556	.474	.835
BIV11	42.80	21.562	.397	.322	.847
BIV12	42.52	21.232	.597	.536	.833

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
46.59	24.805	4.981	12

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.764	.767	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
CDV1	12.34	2.555	.526	.278	.727
CDV2	12.23	2.645	.589	.372	.700
CDV3	12.52	2.395	.538	.292	.723
CD4	12.07	2.251	.614	.403	.679

Descriptive Statistics

	Mean	Std. Deviation	N
sumJS	3.8580	.46192	44
sumEDC	3.8523	.51523	44
sumM	3.9375	.42497	44
SPP	2.0483	.25176	44

Correlations

		Job satisfaction	Esprit de Corps	Motivation	Project performance
Job satisfaction	Pearson Correlation	1	.679**	.716**	.598**
	Sig. (2-tailed)		.000	.000	.000
	N	44	44	44	44
Esprit de Corps	Pearson Correlation	.679**	1	.654**	.544**
	Sig. (2-tailed)	.000		.000	.000
	N	44	44	44	44
Motivation	Pearson Correlation	.716**	.654**	1	.518**
	Sig. (2-tailed)	.000	.000		.000
	N	44	44	44	44
Project performance	Pearson Correlation	.598**	.544**	.518**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	44	44	44	44

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

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.598[a]	.357	.342	.20421	2.316

a. Predictors: (Constant),Job satisfaction

b. Dependent Variable: Project performance

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.974	1	.974	23.356	.000[a]
	Residual	1.751	42	.042		
	Total	2.725	43			

a. Predictors: (Constant), Job satisfaction

b. Dependent Variable: Project performance

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.791	.262		3.021	.004
	sumJS	.326	.067	.598	4.833	.000

a. Dependent Variable: Project performance

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.544[a]	.296	.279	.21380	2.579

a. Predictors: (Constant), Esprit de Corps

b. Dependent Variable: Project performance

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.806	1	.806	17.627	.000[a]
	Residual	1.920	42	.046		
	Total	2.725	43			

a. Predictors: (Constant), Esprit de Corps

b. Dependent Variable: Project performance

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.025	.246		4.168	.000
	sumEDC	.266	.063	.544	4.198	.000

a. Dependent Variable: Project performance

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.518[a]	.268	.251	.21791	2.691

a. Predictors: (Constant), Motivation

b. Dependent Variable: Project performance

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.731	1	.731	15.398	.000[a]
	Residual	1.994	42	.047		
	Total	2.725	43			

a. Predictors: (Constant), Motivation

b. Dependent Variable: Project performance

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.840	.310		2.713	.010
	sumM	.307	.078	.518	3.924	.000

a. Dependent Variable: Project performance

APPENDIX C

GANTT CHART FOR FINAL YEAR PROJECT 1

		Week													
Num	**Research activity**	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**
1	Briefing by FYP coordinator														
2	Meeting with supervisor, discussing Data Analysis														
3	Deciding the topic and objectives														
4	Getting V X S H U Y L V approval of topic and objectives														
5	Preparing project research proposal														
6	Preparing chapter 1, 2 and 3														
7	Submitting draft chapter 1, 2 and 3														
8	Correcting and editing chapter 1, 2 and 3														
9	Preparing cover page, content, preference list and questionnaire														
10	Submitting full report of FYP 1														
11	Preparing slide for oral presentation														
12	Presenting the FYP 1														

APPENDIX D

GANTT CHART FOR FINAL YEAR PROJECT II

		Week																	
Num	**Research activity**	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**	**16**	**17**	**18**
1	Briefing by FYP coordinator																		
2	Meeting with supervisor, discussing Data Analysis																		
3	Weekly meetings with supervisor																		
4	Submit 1st Draft of FYP Report and Poster[1] to supervisor																		
5	Supervisor comment & advice for any correction																		
6	Send softcopy of report to Turnitin																		
7	Submit hardcopies of FYP Report & Log book																		
8	FYP oral presentation approval from supervisor																		
9	FYP II oral presentation																		
10	Submit corrected Report with table correction to Supervisor																		
11	Submit 2 copies of Hard-Bind Project Report and 1CD																		
12	Fill up the approval for binding form and submit to FYP coordinator																		