

AN EVALUATION OF THE
RELATIONSHIP BETWEEN HUMAN
RESOURCE MANAGEMENT PRACTICES
AND EMPLOYEES' WORK MOTIVATION

BY

IVONE SORAYA

THESIS SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENT FOR THE DEGREE OF
MASTER IN BUSINESS ADMINISTRATION

in the

Faculty of Management and Information Technology

UCSI University

MALAYSIA

March 2012

UCSI UNIVERSITY LIBRARY

ABSTRACT

The study evaluated the relationship between four essential human resource management practices and employees' work motivation in Indonesia. A total of 134 participants from the population of employees of the selected industries responded to questionnaire that measured four HRM practices (training and career management, job design, organizational rewards and performance appraisal) and measures of motivating factors. The data collected were analyzed using correlation analysis and multiple regression analysis. The finding revealed that training and career management, job design and organizational rewards have a positive and statistically significant association with employees' work motivation. Meanwhile, it found that performance appraisal had no significant relationship with employees' motivation. While literatures showed that appraisal is directly related to the motivation of employees, it also found that in all too many cases the relation is negative.

The findings of this study provides insight to the top management in particular the human resource managers in the organization about the importance of creating greater interest on enhancing employees' motivation through providing HRM practices as strategic tool for higher level of performance. With regard to appraisal, the managers should improve the effectiveness of this system so that it can be useful for enhancing employees' work motivation

UCSI UNIVERSITY LIBRARY