

Motivational Factors of Productivity: The Perspective of Employees

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Abstract

Purpose: Due to the recent global supply chain disruption, employee's productivity has become the main concern for organisations. Therefore, this study aims to investigate the employees' motivational factors namely reward, leadership and employee empowerment to their productivity.

Design/methodology/approach: This study distributed the standardised structured questionnaires via social media with 150 usable responses collected. The non-probability purposive sampling is employed due to the targeted respondents. The usable data then be analysed using partial least square structural equation modelling.

Findings: The findings show that reward and employee empowerment are positively affecting productivity. Besides that, employee empowerment also found the greatest effect among all the motivational factors to the productivity.

Research limitations: Due to Covid-19 pandemic, the data collection must be conducted through an online platform which may not be able to capture the general perceptions of employees.

Practical implications: Organisations are suggested to empower their employees with the involvement in decision-making projects. Also, organisations should be giving non-financial incentives to reward their employees. Finally, the management may highlight the direction of the organisation in the leadership campaign. With the suggestions, this study aims to increase the organisations' productivity and eventually to the better organisations' performance.

Originality/value: This study contributed to identifying the motivational factors among the employees in the post Covid-19 pandemic and adds value to the organisations' performance (productivity) to ensure a firmer recovery from Covid-19 pandemic.

Keywords: Reward; Leadership; Employee Empowerment; Productivity; Partial Least Square Structural Equation Modelling

Introduction

The uneven recovery of economy from the Covid-19 pandemic has caused the global supply chain disruption. The disruption of supply chain has intensified the need to increase the ability to produce within the organisations. The productivity has then played an important role in the event of economy recovery. The efficiency of the production is claimed as productivity. It is a measurement of the economic output per unit of labour, capital and resource. It is critical to understand what motivate the employees to perform better as this is directly related to the organisation's success or failure (Yang & Ai, 2020). It simply means, employee performance can be identified as the actions taken on how they perform the given duties or tasks which affected by their motivational factors (Aarabi et al., 2013). Hauser (2014) stated that the causes of the employees to perform a particular action or their intention to achieve the goals is being defined as motivations. Thus, to ensure the sustainable economic growth, it is importance to find out the motivation factors which will affect the employees' productivity. However, in the second quarter of 2021, Malaysia's labour productivity fell by 12.8 per cent (Department of Statistics Malaysia, 2021). Hence, it creates the interest to identify the motivational factors which will motivate Malaysian employees to perform better in term of their productivity.

Previous study found that employees who are motivated will contribute positively to the effectiveness and efficiency of the organisation (Aliyu, 2019). Employees may complete their tasks with lesser time consume, respond and perform well in their job. This is beneficial to both the employees and organisations. Consequently, Aliyu (2019) suggested the importance to identify the motivational factors which will increase their productivity. Some organisations believe that motivation, attitude and behaviour can generally affect the productivity of employees and enhance their performance (Srivastava and Barmola, 2011). Forson (2012) represented that ample motivational incentives for employees are among the best way to manage and reach organisational objective with minimum usage of resources. Some researchers also report that organisations may achieve their objectives when their employees have a clearer mind on their roles and responsibilities. Nowadays, the economy demands organisations to invest in their human capital. This is because they are the most valuable assets. This is further supported by Nyameh et al. (2013), in which they stated that highly motivated employees will improve the organisational productivity.

According to Ramlall (2004), in the employment relationship, it is not just about remuneration which will motivate the employees to perform better. To identify what really motivate employees to have the better productivity would be the main concern for the organisations' management (Sabir, 2017). In today's changing world, increased productivity has become a necessity. Thus, attention to the motivational factors which affecting the growth of productivity are critical to be identified. Therefore, the statement of problem in this study would be presented as the declined of labour productivity in Malaysia due to Covid-19

pandemic so to what extent that it motivates the employees to increase their productivity in the post Covid-19 pandemic.

Specifically, this study is structured into six sections. After the overview and problem identification at the introductory part, Section 2 reviewed the previous studies on both the dependent variable (productivity) and independent variables (reward, leadership and employee empowerment). Moreover, Section 3 outlined the process of data collection and the methodology used, meanwhile Section 4 analysed the usable data. Section 5 discussed the findings in this study. Section 6 draws the limitation and recommendation and ends with the conclusion.

Literature Review

The review on the past literatures and the development of hypotheses are presented below.

Dependent Variable: Productivity

Roghanian et al. (2012) defined productivity as the measurement of the efficiency, effectiveness and performance of an organisation. Productivity can be represented by three definitions, which are productivity is to measure of efficiency, construction of effectiveness and efficiency, and broader concept that makes better organisations' performance.

Ghate et al. (2016) studied Mumbai's construction industry and suggested that productivity as an important proxy to measure the efficiency of the production. The nature of the construction industry is heavily relying on the skills of the manpower. Thus, the productivity of the employees is directly connected to the organisations' performance in term of cost and time efficiency. And therefore, improving the employees' productivity has been concerning for the organisations. To further the point, Hanaysha (2016a) stated that employee productivity is important for organisations because employees with high productivity ability may provide numerous benefits to their organisations. One of the examples is that high productivity can bring great economic growth as well as the organisation' profitability. In addition, high productivity can also maximise their competitive advantages with less cost incurred and high quality of work. Therefore, it is the interest of the organisations to better understand what motivate their employees to increase the productivity.

According to Preenen et al. (2015), they defined labour productivity as the value of products and services produced per worker. It is important to measure both the performance and competitiveness of organisations because labour productivity can be coupled with employees' performance. Better productivity will eventually lead to better organisations performance and thus adds value to the organisations. Demeter et al. (2011) conducted an international survey in which the data was collected from twelve countries. They found that there is a significant relationship between the labour productivity and the organisation performance. This implied that productivity is an important source for a successful organisation. Based on the previous studies conducted, it draws the attention of organisations to be able to identify the motivational factors to increase the employees' productivity.

As mentioned by Roghanian, et al. (2012), productivity is also defined as a social conception as “attitude of mind”. Thus, the perception of the respondents towards their productivity is measured in this study.

Independent Variables:

The below section discusses the relationship between the independent variables (reward, leadership and employee empowerment) and the dependent variable (productivity).

Reward on Productivity:

Reward can be divided into intrinsic reward and extrinsic reward (Mottaz, 1985). As defined by Mottaz (1985), intrinsic reward is internally generated by the employees themselves. It is derived from the content of work such as interesting and challenging work, self-direction and responsibility, variety, creativity and opportunities to use one’s skills. Whereas extrinsic reward is defined as the reward which is being rewarded externally such as organisational reward, social reward. According to Cook and Hunsaker (2001), organisations have to setup a comprehensive reward programs to reward their employees’ performance in order to stimulate them to achieve higher productivity.

Saeed et al. (2013) conducted their study in Technical Education Authority of Pakistan. Specifically, the institute has 49 technical and 318 vocational institutes all over Punjab. In their study, they divided the reward into two main categories which are intrinsic reward and extrinsic reward. 300 respondents were collected through random sampling approach and regression analysis was employed to analyse the collected data. The usable responses were being justified as the well representation of the population in Pakistan education sector in term of their demographic differences. They found that intrinsic rewards significantly impact the employee’s performance. As compared to the extrinsic reward, intrinsic reward has a higher impact on the employees’ performance. Nonetheless, this study examines the motivational factor, namely reward as a whole.

Furthermore, Woolley and Fishbach (2018) also suggested that frequent reward can improve employees’ motivation and performance in the workplace. In their study, they found that if employees are receiving frequent rewards for being early on their work, they will remain interested and engaged. To add on, they have suggested that people who received this frequent reward immediately upon completion of a task will stay “intrinsically motivated” to perform well and complete the distributed tasks. Nevertheless, this study treated reward without defining it differently. Previous studies also suggested that reward is positively affecting employees’ productivity (Aliyu, 2019; Salah, 2016). Similarly, Thneibat (2021) conducted his study among the manufacturing firms in the pharmaceutical and technology industry in New Delhi, India. He found that reward and radical innovation (productivity) has the positive relationship. His study also suggested that to better promote the employees’ behaviour in the area of knowledge sharing and acquisition, the management should pay more attention to rewarding their employees. Hence, the first hypothesis is stated below.

Hypothesis 1: Reward positively affects productivity.

Leadership on Productivity:

Schaffer (2008) defined leadership as the ability of an individual to influence, motivate and encourage others to contribute to their effectiveness in moving to success. He also highlighted that leadership is a key component of motivation. Without being able to motivate the followers, it is unlikely that the leaders are achieving the greater goal.

To rephrase from the above statement, leadership is the backbone of the organisations. This is because organisational goals would not be attainable without good leadership (Ghazzawi et al., 2017). According to Murari (2011), there are different type of leadership styles, among them are autocratic leadership style, bureaucratic leadership style, charismatic leadership style, democratic leadership or participative leadership style, laissez-faire leadership style, people-oriented leadership/relations-oriented leadership/ human relation leadership style, servant leadership style, visionary leadership style, task-oriented leadership style, transactional leadership style, transformational leadership style, abusive leadership style, ethical leadership style, primal leadership style, entrepreneurial leadership style, holistic leadership style, and transcendental leadership style. Nevertheless, we examine the leadership style in this study.

According to Sorrentino & Field (1986), organisations are paying more attention in rewarding their employees in term of financial reward. This is because they are hoping to maximise the employees' production output. Organisation depends on the performance of its employees for effective productivity (Janes, 2018). Leadership style, motivation, external environment are among the factors affecting employees' productivity (Kamuli, 2012). Thus, Azmy and Priyono (2022) posit that leaders must be able to create internal and external stability in ensuring the maintenance of employees' productivity output to create a successful organisation.

Ghazzawi et al. (2017) study has suggested that the effective leadership style will motivate the employees to reach desired organisational goals. Thus, ensuring the effective leadership style, it resulted in improvement of the employees' productivity growth. Consistent with the literature, Okafor and Afolabi (2021), found that leaders' transformational leadership style has a positive impact on the employees' productivity. Similarly, Abdelwahed et al. (2022) employed the convenience sampling among the small and medium-sized enterprises in Pakistan have found that the employees' perception on the leadership style has contributed to the higher level of job performance (productivity). In their study, they have collected 356 usable responses. Not limited to the above mentioned, Nasution et al. (2016) also emphasized the importance of managers' leadership style to their employees' productivity level. So, hypothesis 2 is shown below.

Hypothesis 2: Leadership positively affects productivity.

Employee Empowerment on Productivity:

Empowerment was originally coined as to "authorise, give power to" (Tulloch, 1993). As a concept, empowerment is the entrusting the decision-making or delegation of authority to employees where, traditionally, such authority was only the entitlement of the managerial level (Ripley & Ripley, 1992). Hunjra et al. (2011) explained employee empowerment as giving the power to employees to make decisions. This sentiment was echoed by Ford &

Fottler (1995) who identified that essentially, empowerment involved passing decision-making authority and responsibility from managers to employees.

Jacquiline (2014) asserted that organisations that are performance oriented and thus should focus on employee empowerment. This is because job satisfaction will lead to the achievement of desired goals. When employees are asked to accept responsibility for the content and quality of their work, that is when empowerment begins (Ford & Fottler, 1995). The authors further suggested, genuine empowerment will involve decision-making authority over both the job content and context (Ford, & Fottler, 1995).

According to Asgarsani et al. (2013), empowerment is a collection of systems and measurements to develop an individual's capability and competence. These can lead to the increased productivity and organisation growth. Likewise, Hunjra et al. (2011) posit that empowerment is essential and imperative aspect for the successful achievement in terms of both productivity and growth in any business. Ripley and Ripley (1992) suggested that empowerment can increase the employees' productivity by increasing their pride, self-respect, and self-worth. Employees will be committed and contribute to the better organisations' performance (Hanaysha, 2016b). Hanaysha (2016b) directed his study in among the employees in the Malaysian higher education institute. He had collected 242 usable responses at the public universities in the northern region of Malaysia. His findings showed that employee empowerment is positively affecting organisational commitment.

Besides, Nwachukwu et al. (2021) conducted a quantitative, cross-sectional survey research approach and successfully collected 232 usable responses. They found that employee empowerment has a positive influence on their affective engagement (productivity). In addition, they suggested the organisations empower employees through training and development. Managers also suggested allowing freedom to think and decision making in their work. All in all, they also stated that empowered employees are more passionate in their work. Chang and Liu (2008) study revealed that organisational empowerment and psychological empowerment are able to predict job productivity. The following hypothesis 3 is thus postulated as per below.

Hypothesis 3: Employee empowerment positively affects productivity.

Methodology

In this study, a standardised structured questionnaire is distributed via social media platforms. The standardised structured questionnaire is used for data collection to ensure a fair comparison across respondents so that the respondents would answer based on the genuine variations and not diverge in their answers because of the different questions asked. The targeted sample are employees thus the online questionnaires are distributed through the Facebook page of Employees Provision Fund (EPF), Perkeso, and Lembaga Hasil Dalam Negeri (LHDN). This is to ensure the respondents are employees who are contributing to the mandatory contribution under the Malaysia's labour law. Due to the criteria set to have targeted respondents as employees, this study employed the non-probability purposive sampling (Etikan et al., 2016). Furthermore, the questionnaire is set to have filtering questions which the respondents are asked to whether they possess any working experience and employed before can proceed to answer the following questions. If they do not have any

work experience or being employed, they are not allowed to answer the following questions. This is to ensure getting the right pool of samples for this study.

The minimum required sample size in this study is 77 responses. The minimum required sample size is calculated based on the G*Power analysis with the statistical power of 0.8. With that, this study collected 150 usable responses which exceeded the minimum required sample size. To further enhance the validity of the responses, the respondents are required to fill up all the questions before going to the next section. Two months (November 2021 to December 2021) are used to collect the responses. To analyse the collected data, partial least square structural equation modelling is employed.

The research framework of this study is presented in the following section.

Research Framework:

To better understand the motivational factors among the employees towards their productivity, the research framework presented in Figure 1 is adopted.

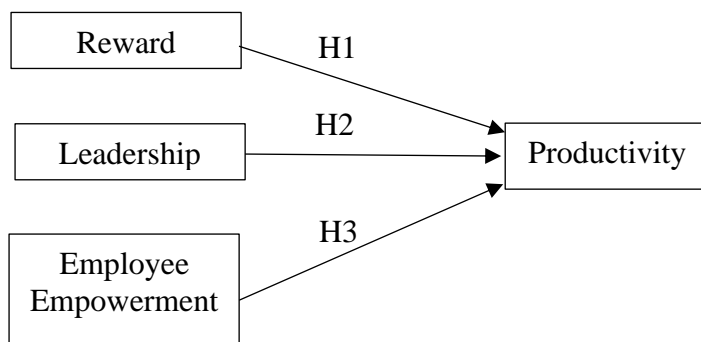


Figure 1: Research Framework

Data Analysis

Partial least square equation modelling is used to analyse the collected data. The modelling method is well known in handling the problematic modelling issues which usually appear in social sciences research. This method is claimed to have the ability to test highly complex causal effect relationship models with latent variables (Hair et al., 2014). The software used to analyse the research framework is SmartPLS 3.0. The findings are presented in the following sections.

Descriptive Analysis

The descriptive analysis summarised the respondents' profile. The demographic information in this study includes gender, age, education level, working experience, working years in the same organisation, level of management. Table 1 tabulated the 150 respondents' demographic information in term of both frequency and percentage.

There are total of 90 male respondents (60%) and 60 female respondents (40%) who had contributed to the survey. Moreover, in term of age group, majority the respondents are between 25 to 35 years old, with 77.3% (116), followed by below 25 years old (18.7% or 28 respondents), 5 respondents (3.3%) aged between 36 to 45 years old, and only one respondent who aged 46 to 55 years old (0.7%).

In terms of education level, most of the respondents (124 respondents or 82.7%) are degree holders, 14 (9.3%) respondents are diploma holders, 7 (4.7%) respondents are in high school level and 5 (3.3%) respondents are master holders.

Besides, the majority of the respondents have 1 to 5 years of working experience (105 respondents, 70%). Followed by 6 to 10 years (25 respondents, 16.7%) of working experience. Whereas 19 respondents (12.7%) have less than 1 year of working experience. Only one respondent (0.7%) has more than 10 years of working experience.

Furthermore, 103 respondents (68.7%) have worked for the same organisation for 1 to 5 years. 25 respondents (16.7%) have worked in the same organisation for 6 to 10 years, and 21 respondents (14%) have worked in the same organisation for less than 1 year. Surprisingly, there is only one respondent (0.7%) who has worked in the same organisation for more than 10 years.

Lastly, the majority of the respondents are in the lower management (114 respondents, 76%) in terms of management level. The middle management has 32 respondents (21.3%), and upper management with only 4 respondents (2.7%).

Table 1: Demographic Information

| | | Frequency | Percentage (%) |
|--------------------|--------------------|-----------|----------------|
| Gender | Male | 90 | 60.0 |
| | Female | 60 | 40.0 |
| | | 150 | 100.0 |
| Age | Below 25 | 28 | 18.7 |
| | 25 – 35 | 116 | 77.3 |
| | 36 – 45 | 5 | 3.3 |
| | 46 – 55 | 1 | 0.7 |
| | | 150 | 100.0 |
| Education Level | High School | 7 | 4.7 |
| | Diploma | 14 | 9.3 |
| | Degree | 124 | 82.7 |
| | Master | 5 | 3.3 |
| | | 150 | 100.0 |
| Working Experience | Less than 1 year | 19 | 12.7 |
| | 1 – 5 years | 105 | 70.0 |
| | 6 – 10 years | 25 | 16.7 |
| | More than 10 years | 1 | 0.7 |
| | | 150 | 100.0 |

| | | | |
|--|--------------------|-----|-------|
| Working Years in the Same Organisation | Less than 1 year | 21 | 14.0 |
| | 1 – 5 years | 103 | 68.7 |
| | 6 – 10 years | 25 | 16.7 |
| | More than 10 years | 1 | 0.7 |
| | | 150 | 100.0 |
| Level of Management | Upper Management | 4 | 2.7 |
| | Middle Management | 32 | 21.3 |
| | Lower Management | 114 | 76 |
| | | 150 | 100.0 |

Assessment of Measurement Model

According to Hair et al. (2017), measurement model specifies how the constructs should be measured and the directional relationship between the constructs and indicators. In this study, the reflective measurement model is employed. The reflective measurement model shows the directional arrows pointing from the construct to the indicators' variable. It indicates the assumption that the constructs cause the measurement, or the covariance of the indicators (Hair et al., 2017). To assess its validity and reliability, Hair et al. (2019) suggested several criteria to assess the measurement model. Specifically, Hair et al. (2019) suggested the threshold of the factor loading (0.708), construct reliability (0.70) and average variance extracted (0.50). Table 2 showed the measurement model in which none of the items was deleted as they met the minimum threshold employed. Thus, it suggested that the model in this study is reliable and has adequate convergent validity. To assess the lateral collinearity issue, variance inflation factor (VIF) is employed (Kock & Lynn, 2012). Table 2 showed that there is no lateral collinearity issue as all the inner VIF value is lower than 5 (Hair et al., 2017).

After the above assessment, this study employed Fornell and Larcker criterion to assess the discriminant validity to prevent the multicollinearity issues. According to Hamid et al. (2017), Fornell and Larcker criterion is the most commonly used method. Fornell and Larcker (1981) stated that evaluation by comparing construct AVE values with shared variances between the constructs, which are the squared correlations between any two constructs is the way to assess discriminant validity. The constructs are considered discriminant when the AVE values are greater than the shared variances values (Fornell & Larcker, 1981). Table 3 indicated based on the Fornell and Larcker criterion, all the values are satisfactory. Hence, it is suggested that the proposed hypotheses are accepted and verified by the discriminant validity.

Table 2: Measurement Model

| | Items | Loadings | Composite Reliability (CR) | Average Variance Extracted (AVE) | Variance Inflation Factor (VIF) |
|-----------------|---------------|----------|----------------------------|----------------------------------|---------------------------------|
| 1. Reward | Reward1 | 0.902 | 0.937 | 0.748 | 4.091 |
| | Reward2 | 0.788 | | | |
| | Reward3 | 0.884 | | | |
| | Reward4 | 0.873 | | | |
| | Reward5 | 0.871 | | | |
| 2. Leadership | Leadership1 | 0.901 | 0.957 | 0.818 | 3.579 |
| | Leadership2 | 0.913 | | | |
| | Leadership3 | 0.885 | | | |
| | Leadership4 | 0.922 | | | |
| | Leadership5 | 0.9 | | | |
| 3. Empowerment | Empowerment1 | 0.887 | 0.935 | 0.741 | 4.906 |
| | Empowerment2 | 0.829 | | | |
| | Empowerment3 | 0.845 | | | |
| | Empowerment4 | 0.877 | | | |
| | Empowerment5 | 0.865 | | | |
| 4. Productivity | Productivity1 | 0.921 | 0.947 | 0.781 | |
| | Productivity2 | 0.858 | | | |
| | Productivity3 | 0.867 | | | |
| | Productivity4 | 0.879 | | | |
| | Productivity5 | 0.893 | | | |

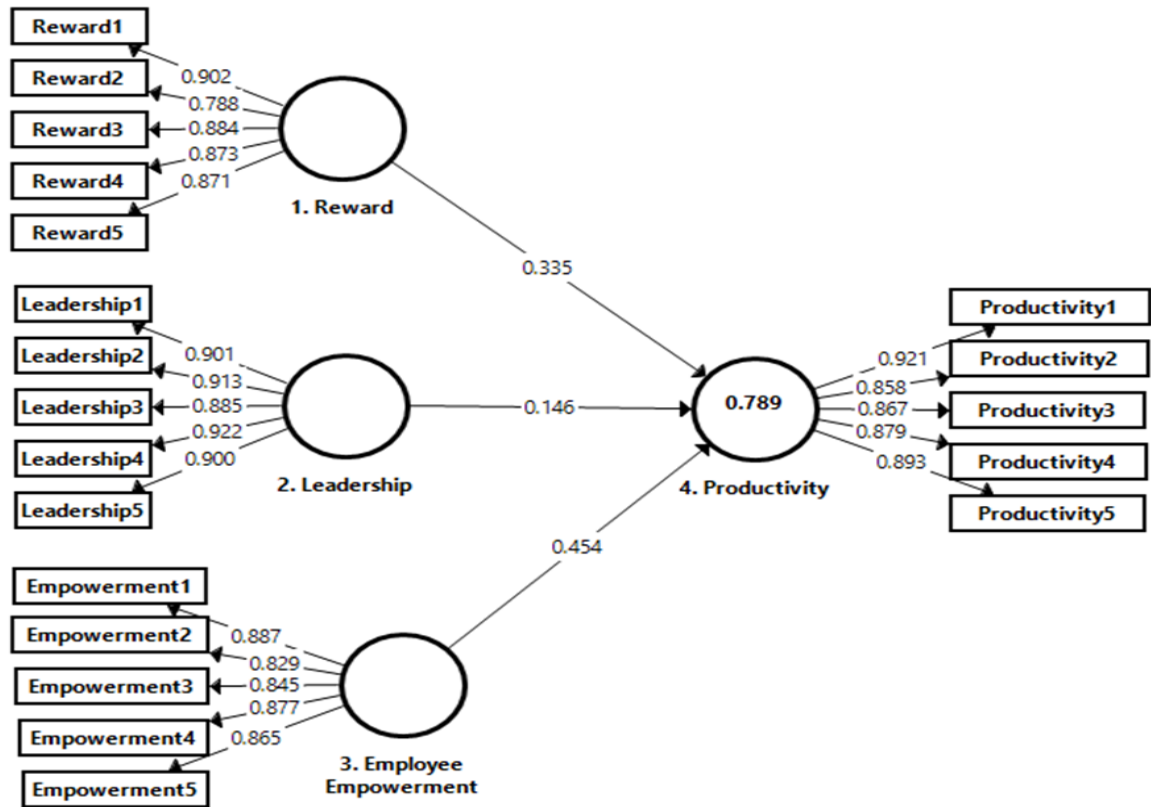
Table 3: Fornell-Larcker Criterion

| | 1. Reward | 2. Leadership | 3. Empowerment | 4. Productivity |
|-----------------|-----------|---------------|----------------|-----------------|
| 1. Reward | 0.865 | | | |
| 2. Leadership | 0.796 | 0.904 | | |
| 3. Empowerment | 0.856 | 0.834 | 0.861 | |
| 4. Productivity | 0.840 | 0.791 | 0.859 | 0.884 |

Assessment of Structural Model

The structural model indicates the path model which both the theoretical or conceptual constructs. It specifies how the latent variables are related to each other by showing the relationship between the constructs (Hair et al., 2017). The model's predictive accuracy is evaluated by the coefficient of determination score (R^2). Figure 2 presented the structural model in this study. The R^2 value for the construct, productivity showed 0.789. It means 78.90% of the construct; productivity is explained by reward, leadership and employee empowerment. According to Hair et al. (2017), the research framework suggests a substantial predictive power. Just to reiterate, the research framework suggested in this study could strongly predict the construct, productivity.

Figure 2: Structural Model



Path Coefficient Assessment

5,000 resamples of bootstrap analysis for the assessment of path coefficient and corresponding t-values is employed in this study (Streukens & Leroi-Werelds, 2016). Reward ($\beta= 0.335$, $SE= 0.113$) is found positively affecting the employee’s productivity (H1). Besides, employee’s empowerment ($\beta= 0.454$, $SE= 0.122$) also found positively affecting the employee’s productivity (H3). Their t-value was more than 1.645 and hence, hypotheses supported. Among the significant factors (reward and employee empowerment), the findings suggested that employee empowerment has the greatest effect to the employee’s productivity. Nonetheless, the findings suggested that leadership ($\beta= 0.146$, $SE= 0.093$) on the employee’s productivity is not supported. Table 4 summarises the hypotheses tested in the study.

Table 4: Summary of Hypotheses Testing

| Hypothesis | Relationship | Standard Beta | Standard Error | t-value | Decision |
|------------|-----------------------------------|---------------|----------------|----------|---------------|
| H1 | 1. Reward -> 4. Productivity | 0.335 | 0.113 | 2.962*** | Supported |
| H2 | 2. Leadership -> 4. Productivity | 0.146 | 0.093 | 1.562 | Not supported |
| H3 | 3. Empowerment -> 4. Productivity | 0.454 | 0.122 | 3.736*** | Supported |

Notes: *** $p < 0.01$

Discussion

The findings indicated that reward and employee empowerment are positively affecting productivity. Hence, H1 and H3 are supported. Nevertheless, the findings suggested that leadership on productivity is not significantly affected and therefore, H2 is not supported. Also, the structural model in this study has shown that reward, leadership and employee empowerment explained 78.90% of productivity. Thus, it may suggest that the research framework suggested a substantial predictive power (Hair et al., 2017).

Reward is found positively affect the employees' productivity which suggested the higher reward by the company, the employees will tend to be more productive. The finding is consistent with Ali and Ahmed (2009) who reported that reward has positive relationship towards productivity. Thus, it is suggested that the company increase the employees' reward. Reward can also be given through non-direct financial incentives such as supporting childcare benefits. In this case, employees will have less worry for the young ones in their family and focus to be in their job.

Furthermore, the employees' empowerment, which showed a positive relationship, has suggested the management to allow employees to be in the position to handle projects to increase their productivity. Study conducted by Asgarsani et al. (2013) also reported similar findings in which there is a positive relationship between employee empowerment and productivity. Organisations are suggested to empower their employees on the selection of the training and development courses so that they can decide their future pathway to increase their productivity. Nwachukwu et al. (2021) also pointed out that empowered employees are more likely to contribute a better output. Interestingly, the finding also showed that employees' empowerment has the greatest effect on their productivity. This may be due to the respondents' working experiences. This is because most of the respondents have 1 to 5 years of working experience. Thus, they are seeking empowerment to maximise their learning curve. They are in the early stage of their career development and thus they are eagerly learning. By giving more empowerment to decision making related courses, employees may expect to learn more.

Nevertheless, the insignificant relationship between leadership on the employee's productivity may be due to the age group of the respondents. This is because 116 (77.30%) of the respondents are aged between 25-35 thus the age group suggesting a junior to senior level of employees. This is because the above descriptive analysis showed that the majority of the respondents (103 respondents, 68.7%) have joined the same organisation only between 1 to 5 years. Thus, their primary task will be execution which may lead to less interaction of the leadership style. To add on, the majority of the respondents are also in the lower management (114 respondents or 76%). The management team may also recommend to place the organisations' slogan to encourage their employees to move in the same direction of the organisations' leadership. Frequent leadership conversations between the management and employees within the organisations' also recommended.

Limitations, Recommendations and Conclusion

In this study, one of the limitations that restrained the research progress is conducting online surveys. The questionnaires were distributed through social media. Due to Covid-19 pandemic, the questionnaires could not be carried out by other methods such as paper survey or interview. Thus, there are only few middle-aged respondents, as they are not active in

social media. To better encapsulate the perceptions of the employees, it is suggested that both online and offline platforms of questionnaire distribution should be conducted in the future.

In conclusion, this study aims to add value to the organisations by identifying the employees' motivational factors which affect their productivity in the post Covid-19 pandemic era. The findings showed that reward and employee empowerment are positively affecting their productivity. Nonetheless, the finding also showed that there is no significant positive relationship between leadership and productivity. The management should be focusing on their organisations' benefits structure so that the employees are well rewarded not only in term of financial incentives but also the non-financial incentives to lessen the burden of employees to ensure the sustainable productivity performance. It is notable that the employees' empowerment has the greatest effect among the motivational factors of productivity. In other words, it means if employees are given authority to make decisions, they tend to perform better in terms of productivity. As claimed by Tuuli and Rowlinson (2009), empowered employees' ability to resolve problems could lead to increased productivity. Thus, moving to the recovery from Covid-19 pandemic, this study suggested the management organise the leadership campaign and placed slogan around the organisations building to make it noticeable about their organisations' leadership style. This is to ensure the employees are moving in the same direction as the management so that more effective communication and better organisations' performance can be achieved.

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