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**THE IMPACT OF EMPLOYEES' JOB
SATISFACTION ON MOTIVATION**

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PERPUSTAKAAN
UNIVERSITI MALAYSIA SABAH

**SCHOOL OF BUSINESS AND ECONOMICS
UNIVERSITI MALAYSIA SABAH**

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XU HAO

**Dissertation submitted in partial
fulfillment of the requirements for the degree of
Master of Human Capital Management
(MHCM)**

**SCHOOL OF BUSINESS AND ECONOMICS
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DECLARATION

The materials in this dissertation are original except for quotations, excerpts, summaries and references which have been duly acknowledged.

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ABSTRACT

The main objective of this research is to examine the nature of relationship between factors in job satisfaction and employees' motivation. Respondents of this research are managers and workman attached to ChangQing Switchboard Ltd in Shanghai China. The results show that employees have different level of job satisfaction with job design, supervision, coworkers, career development opportunities, and employment security.

The results also show that there is a strong positive correlation between job satisfaction and employees' motivation in the company. Meanwhile, the results of moderating variables such as age, gender, position and length of service do not moderate the relationship between job satisfaction and motivation.



ABSTRAK

KESAN KEPUASAN KERJA KE ATAS MOTIVASI PEKERJA

Objektif utama kajian ini adalah untuk menguji bentuk perhubungan di antara faktor-faktor kepuasan kerja dengan motivasi pekerja. Responden kajian ini adalah pengurus dan pekerja di ChangQing Switchboard Ltd di Shanghai China. Hasil kajian menunjukkan bahawa para pekerja mempunyai tahap kepuasan kerja yang berbeza dari sudut rekebentuk kerja, penyeliaan, rakan sekerja, peluang pembangunan kerjaya dan keselamatan pekerjaan. Hasil kajian juga menunjukkan bahawa wujud hubungan positif yang kuat di antara kepuasan kerja dan motivasi pekerja dalam syarikat berkenaan. Kajian juga menunjukkan bahawa umur, gender, jawatan dan tempoh berkhidmat tidak berperanan sebagai penyederhana dalam perhubungan di antara kepuasan kerja dan motivasi pekerja.



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KEY WORDS

Job Satisfaction, Motivation



CHAPTER 1

INTRODUCTION

1.1 Overview of the study

The era of globalization and technological innovation has increased competition among organizations. The pressures on organizations to add value, achieve sustained competitive advantage, and respond and adapt quickly and flexibly to new challenges and opportunities are relentless. The responses to these pressures have taken many forms, including new types of organization, lean, delayer, flexible, increasing reliance on information technology, and an emphasis on continuous improvement in terms of performance, quality and customer service. The quality of the human or intellectual capital possessed by organizations is seen generally as the key factor in differentiating them from their rivals and achieving superior results (Armstrong & Brown, 2001).

While people have always been central to organizations, today they have taken on an ever more central role in building a firm's competitive advantage. Particularly in knowledge-based industries such as software and information services, success increasingly depends on "people-embodied know-how", the knowledge, skills and abilities embedded in an organization's members. In fact, the key to a firm's success is based on establishing a set of core competencies—people and their skills, capability.

Meanwhile, when the employee's cognitive abilities become the prevalent in the



business industry, more and more organization noticed the importance in soft aspect which can sustain the competitive advantage continually. And many organization and institutes devoted into research in this field.

In all of the studies, motivation was one of the parts. It can relate many human capital issues in the business process. In brief, good motivation could improve job performance, then achieved good outcome, the employee would obtain more rewards and would be promoted, and the job satisfaction factors would be increased easily. It was a positive recurrence that realizes both organizational and individual goals.

This study focused on what antecedents influence and achieve the efficient employee motivation. Every organization has experienced facing unprogressive job performance. Manager used all kinds of methods to motivate the employees for improving poor performance. However, sometimes it could not get the original intention in strategy. Therefore, the study, focused on the analysis in antecedents influencing on the motivation especially in job aspect including working conditions, job design and some others. Try to find a rule between antecedents and determinants that could utilize the potent channel to achieve effective employee motivation.

1.2 Statement Problem

To those concerned with studying the motivation influenced by job satisfaction factors, including job satisfaction and job dissatisfaction in organizational settings, motivation represents both interesting and important issues. It was relatively clear-cut acts to deliver the performance both for the person and for the organization. It was for this



reason that motivation has been investigated in a relatively large number of studies to date and are likely to remain a key focus of personnel research by psychologists.

This studies included interviews in which employees where asked what pleased and displeased them about their work. Herzberg found that the factors causing job satisfaction (and presumably motivation) were different from that causing job dissatisfaction. He developed the motivation-hygiene theory to explain these results. He called the satisfiers motivators hygiene factors, using the term "hygiene" in the sense that they are considered maintenance factors that are necessary to avoid dissatisfaction but that by themselves do not provide satisfaction.

Job satisfaction on the "the motivation of jobs and how these affect people's attitude and behaviour" (Wall & Martin, 1994) the research during the 1990s tested and refined the Job Motivation Model (JCM) presented by Hackman and Oldham (1976) that emerged as the major theory in this area. It is clear from this research that job attributes influence motivation and that intrinsic motivation, in particular, can be a powerful prod for effort and persistence.

Vroom (1964) defines job dissatisfaction as the effective orientation on the part of the individual's towards work roles which they are presently experienced. Job dissatisfaction consists of the feeling and satisfaction one has about one's job. All aspects of a particular job, good and bad, positive and negative are likely to contribute to the development of feelings of satisfaction or dissatisfaction.

The most typical categorization of facets (Hulin & Smith 1964) considers five: pay, promotion, coworker, supervision, and work itself. Locke (1976) adds a few other



facets: recognition, working conditions, and company and management. It is common for researchers to separate job dissatisfaction into intrinsic and extrinsic elements where pay and promotions are considered extrinsic factors and coworkers, supervision, and the work itself are considered intrinsic factor.

Therefore, by focusing on the impact of five factors which cause job satisfaction (job design, supervision, coworker, career development opportunities, and employment security) on motivation, it may be find some solutions to problem on this area. The main problem to be solved in this research is the extent to which job attitude influence motivation. This research, basically, will also try to answer to the foregoing research questions as outlined below:

- 1.2.1 Is there a relationship between job satisfaction with the job design and motivation?
- 1.2.2 Is there a relationship between job satisfaction with supervision and motivation?
- 1.2.3 Is there a relationship between job satisfaction with coworker and motivation?
- 1.2.4 Is there a relationship between job satisfaction with career development opportunities and motivation?
- 1.2.5 Is there a relationship between job satisfaction with employment security and motivation?
- 1.2.6 Are alternative age, gender, position and length of service play a role in moderating the relationship between job satisfaction factors and motivation?



1.3 Research Objectives

There were two parts objectives of this research. The first part consisted of the main objective and the second was the supplementary objectives.

The main objectives of this research were as follows: (1) to examine whether the job satisfaction factors (job, supervision, coworker, career development opportunities and employment security) have positive impact on employee motivation. (2) to explore whether age , gender, position and length of service moderate the relationship between job satisfaction factor and motivation.

The supplementary objective of this research was below: the study was an integrated process that makes the organization understood the motivation and the correlative issues. A series of working gave me the practically experience to deal Human Resource functional work. Meanwhile, it could make the organization understand their employee clearly to achieve organizational goals.

1.4 Scope of the Study

As what has been mentioned earlier above, although a number of studies have been conducted, however, very few have focused on the job satisfaction factors to motivation the employees in the organization. Therefore, this research conducted is to portray whether job satisfaction factors has a positive impact on employee's motivation.

Population of this research consisted of line managers and workman attached to ChangQing switchboard Ltd in Shanghai China. The selection of the respondents



was based on the simple random method.

1.5 Background of Organization

Shanghai ChangQing Switchboard Ltd., established research, development, manufacturing, and marketing of telecom equipment. ChangQing Ltd. was established in 1989 by 12 people. Nowadays, the company and its subsidiary company have 1321 employees, averaging 27 years old, among whom 33% are university graduates, postgraduates, and doctors. The independently developed products by ChangQing cover such main telecom areas as exchanges, transmission, access network, wireless and mobile communication, data communication, and support network. The gross sales of company reach 56 million RMB yuan. Products are widely used in 29 provinces, municipalities, and regions. This company enjoys a complete system of production management and quality assurance and ISO9001 certification.

1.6 Significance of the Study

This research not only contributed to the literature of factors of motivation, but also helped the managers improving the human resource practices.

The results of this research could help the managers in terms of multifarious information making a congruent decision to motivate organizational employees. Meanwhile, this process could reduce employees' work overload and stress, avoid unfair human resource practices. Furthermore, the company can increase productivity, achieve competitive advantage by employee retention. The results of this research



could also serve as a reference for further investigations about motivation.

1.7 Definition of Key Terms in This Study

The key variables used in this study have specific meaning and such definition in general context as well as in the context of this research are outlined below.

1.7.1 Motivation

The term "motivation" was originally derived from the Latin word *movere*. Nowadays, motivation has been defined as an inner drive or force that acts on humans to initiate or direct behaviour and influences the intensity of behaviour.

1.7.2 Job Satisfaction

A very common way to understand job satisfaction is through need satisfaction theory, the best known being that of Maslow (1954). From this perspective, as lower-order needs (those related to simple survival) are met, workers will evaluate their jobs and careers according to how higher-order needs (those increasingly related to self-actualization) are satisfied.

1.7.3 Job Dissatisfaction

Vroom (1964) defines job dissatisfaction as the effective orientation on the part of the individual's towards work roles which they are presently experienced. Job dissatisfaction consists of the feeling and attitudes one has about one's job.

1.7.4 Job Design

Job design centers on "the motivation of jobs and how these affect people's attitude and behaviour" (Wall & Martin, 1994)



1.7.5 Supervision

Supervision is the technical competence and the interpersonal skills of one's immediate boss.

1.7.6 Coworkers

Coworkers are the extent to which coworkers are friendly, competent and supportive.

1.7.7 Career Development Opportunities

According to Arthur & Rousseau (1996); Greenhaus & Callanan (1994), career development opportunities are the sequence of employment-related positions, roles, activities and experiences encountered by a person.

1.7.8 Employment Security

According to Ivancevich and Matteson (2002), job security is the belief that one's position is relatively secure and continued employee with the organization is a reasonable expectation.



CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter dealt with the previous study of the literature which related to the job satisfaction and motivation in organizations. A review on some of the research studies of motivation in organizations and its variables are as outlined in this chapter.

2.2 Definition of Concepts

Each of the concepts would be defined as to show the relationship of motivation and the variables. The researcher related these concepts with the findings in the latter chapters.

2.2.1 Motivation

The term "motivation" was originally derived from the Latin word "movere", which means "to move". What is needed is a description that sufficiently covers the various components and processes associated with how human behaviour is activated. A brief selection of representative definitions indicates how the term has been used:

...the contemporary (immediate) influence on the direction, vigor, and persistence of action. (Atkinson, 1964)

...how behaviour gets started, is energized, is sustained, is directed, is stopped, and what kinds of subjective reaction is present in the organism while all this



is going on. (Jones, 1955)

...a process governing choice made by person or lower organism among alternative forms of voluntary activity. (Vroom, 1964)

...motivation has to do with a set of independent/dependent variable relationships that explain the direction, amplitude, and persistence of an individual's behaviour, holding constant the effects of aptitude, skill, and understanding of the task, and the constraints operating in the environment. (Campbell & Pritchard, 1976)

2.2.2 Job Satisfaction

Herzberg *et al.* (1959) proposed that an employee's motivation to work is best understood when the respective attitude of that employee is understood. That is, the internal concept of attitude which originates from a state of mind, when probed, should reveal the most pragmatic information for managers with regard to the motivation of workers.

The order of these questions is empirically methodical and, for Herzberg, the final question, which would demonstrate the relationship between attitude and subsequent behavior, was particularly important. In response to the "fragmentary nature" of previous scholarship, the combination of the three questions resulted in a single unit of study - the factors-attitudes-effects (F-A-E) complex. Herzberg described his new approach as idiographic (Herzberg *et al.*, 1959). Contrary to the statistical or nomothetic approach which places more emphasis on a group's interaction with a



particular variable, the idiographic view was based on the premise that the F-A-E complex should be studied within individuals.

2.2.3 Job Dissatisfaction

Vroom (1964) defines job dissatisfaction as the effective orientation on the part of the individual's towards work roles which they are presently experienced. *Job dissatisfaction consists of the feeling and attitudes one has about one's job. All aspects of a particular job, good and bad, positive and negative are likely to contribute to the development of feelings of satisfaction or dissatisfaction.*

The most typical categorization of facets (Hulin & Smith 1964) considers five: pay, promotion, coworker, supervision, and work itself. Locke (1976) adds a few other facets: recognition, working conditions, and company and management. It is common for researchers to separate job dissatisfaction into intrinsic and extrinsic elements where pay and promotions are considered extrinsic factors and coworkers, supervision, and the work itself are considered intrinsic factors

2.2.4 Job Design

Job design centers on the "the characteristics of jobs and how these affect people's attitudes and behaviour" (Wall & Martin, 1994) the research during the 1990s tested and refined the Job Characteristics Model (JCM) presented by Hackman and Oldham (1976) that emerged as the major theory in this area. It is clear from this research that job attributes influence motivation and that intrinsic motivation, in particular, can be a



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