



Faculty of Cognitive Sciences & Human Development

**THE RELATIONSHIP BETWEEN MOTIVATION FACTORS AND
JOB SATISFACTION AMONG EMPLOYEE AT GOVERNMENT
SECTOR ORGANIZATION**

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**Bachelor of Science with Honours
(Human Resource Development)
2019**

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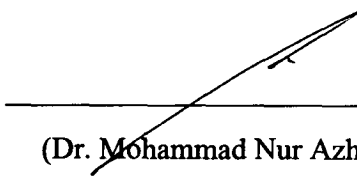
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**This project submitted
is partial fulfilment of the requirements for a
Bachelor of Science with Honours
(Human Resource Development)**

**Faculty of Cognitive Sciences and Human Development
UNIVERSITI MALAYSIA SARAWAK
(2019)**

The project entitles The Relationship between Motivation Factors and Job Satisfaction among Employee at Government Sector Organization was prepared by Syaifarina Binti Kamaruddin and submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfilment of the requirements for a Bachelor of Science with Honours (Human Resource Development)

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5.8.2019

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Final Year Project Report ☒

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ACKNOWLEDGEMENT

First of all, I would like to express my deepest thanks to Dr. Mohammad Nur Azhar Mazlan which is lecturer at Faculty of Cognitive Science and Human Development Universiti Malaysia Sarawak (UNIMAS) and as well as my supervisor on this thesis. He is the one that guided me a lot during two consecutive semester session 2018/2019. Thank you for your constants encouragements and guidance that made me able to complete my final year project. Your guidance means a lot to me.

Next, I would like to dedicate this gratitude to my family especially my parents and my friends on their unlimited support and overflow love which lead to the completion of this final year project. Infinite thanks to my father for his financial support and to my mother for always reminding me to stay strong. I would also like to thanks my dearest friends who are equally struggling in completing their projects. We support and motivate each other a lot.

Lastly, I would like to extend my heartfelt thanks to anyone that involved in the completion of my final year project directly or indirectly especially my dearest one, for unconditional love and support. All the valuable supports are very much appreciated. Thank you so much.

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ABSTRACT

This study is aimed to determine the relationship between training, rewards and job security with job satisfaction. This study was done in all of the employee in Yayasan Sarawak. A total of 96 set of questionnaires were distributed. However, only 80 set of questionnaires were completed and returned. Data obtained were analysed by using SPSS to determine the relationship between training, rewards and job security, and the job satisfaction. The result also showed that there is also a significant relationship for training, rewards and job security. Besides, job satisfaction is only variable that had mediating effect on the training, rewards and job security. This result indicates that training, rewards and job security can improve the job satisfaction among employee. The findings from this study are beneficial to all manager to find effective ways to improve their employees in order to improve their business as well.

Keyword: Motivation factors, training, rewards, job security, job satisfaction

ABSTRAK

Kajian ini bertujuan untuk menentukan hubungan antara latihan, ganjaran dan keselamatan pekerjaan dengan kepuasan kerja. Kajian ini dilakukan di semua pekerja di Yayasan Sarawak. Sebanyak 96 set soal selidik diedarkan. Walau bagaimanapun, hanya 80 set soal selidik yang telah diselesaikan dan dikembalikan. Data yang diperoleh dianalisis dengan menggunakan SPSS untuk menentukan hubungan antara latihan, ganjaran dan keselamatan kerja, dan kepuasan kerja. Hasilnya juga menunjukkan terdapat hubungan yang signifikan untuk latihan, ganjaran dan keselamatan kerja. Selain itu, kepuasan kerja hanyalah pemboleh ubah yang mempunyai kesan mediasi terhadap latihan, ganjaran dan keselamatan pekerjaan. Keputusan ini menunjukkan bahawa latihan, ganjaran dan keselamatan kerja dapat meningkatkan kepuasan kerja di kalangan pekerja. Penemuan dari kajian ini memberi manfaat kepada semua pengurus untuk mencari cara yang berkesan untuk meningkatkan pekerja mereka untuk meningkatkan perniagaan mereka juga.

Kata kunci: Faktor motivasi, latihan, ganjaran, keselamatan pekerjaan, kepuasan kerja

CHAPTER 1 - INTRODUCTION

1.1 Background of Study

Motivation is a very common thing that already practiced a long time ago. According to Frags, William and Laham (as cited in Nduka 2016), the term of motivation was developed in early 1880's which the term "will" was used when taking motivated human behaviour. Initially, motivation was focused on intrinsic only, which behaviour is motivated by our own desire in order to make something for our own sake. Intrinsic motivation can be something that make us enjoy in certain activity or our own desire to learn a skill because we commit to learn and know about it. Intrinsic refers to make something because it is naturally interesting and pleasurable to do (Deci & Ryan, 2000).

Motivation among employee is an important subject that always seems to focus in organization. Motivation of employees can be observed and identify on how individuals doing their tasks (Amabile, 1993 as cited in Nduka,2016). The motivated and unmotivated employees can be differentiate on how they contribute in their work. Unmotivated employee can be seen if the employee not contribute too much effort in their job, they tend to stay away from workplace, make low quality of work and tend to escape themselves in every task given. But, motivated employee are willing to help organization to grow, willing to learn and can surviving in fast changing workplace.

However, the study based on past findings have showed different finding towards motivation among employee, which explain that is hard to change someone's ability and

behaviour when it I already developed in their life (Lai, 2011). This may be because there were lack of communication between employees. When the communication are lack, it will be hard for the employee in the different division to make a decision for a several task given.

1.2 Problem Statement

Motivation is the effort done by employer in organization which is to enhance the employee's willingness to do work followed by several factors such as training, job security, rewards including financial or non-financial based and work environment. However, dealing with an individual is one of the hardest motivational challenges ever because different people perceive different motivation in order to achieve their satisfaction in their job. Consciously and unconsciously, the organization are more likely treats employees like a machine. The organizations portray the employees quite literally as parts of machine (Clegg, 2000). It is because organization are using employees to increase their profits without thinking about benefits and needs of their employees. The pay rates are not increase even though the task are given even more in day by day.

As we know that every employee demanding a different kind of motivation in order to enhance their satisfaction and performance in job. According to Vito, Brown and Bannister (2016), most of the employees do enjoy their current job but not the work environment. It is because the employee does not clear with the organization's goals or maybe because of lack communication between employee and their employer. Leadership play an important role in organization as well, and the more important is the good connection between employees and their department managers. Lack of guidance by manager as their leader will give limited knowledge yet create an unfair environment between employer and employees.

Job security play an important element for employee retention in their current job. But it did not relate to their perceptions that temporaries are beneficial (Kraimer, Wayne &

Liden, 2005). Most of employee feel insecure with their job because they think that they have been threat in their current jobs because the organization only retains them in temporary posts and there is no guarantee for them to get a permanent job in the organization. This will create demotivation among employee because they think there were no use to work hard for organization when they did not get permanent job. As we can see here, the organization use employee's vitality to increase profits without thinking about employee's needs in their current job. It is stressful living with constant insecurity. Employees face insecurity in their current job when they get confuse whether to quit or stay in current job. Some employees may feel when they lose the job, it may be hard to wait or to get another job then. Most of employee nowadays are experience low levels of job security which make many employees feel insecure on their temporary posts and they are more likely to attribute the use of temporaries to the organization's intentional efforts to cut cost (Kraimer et, al). Some of employers may use this kind of initiatives because they knew that employees will stay, and they get no loss. Imagine if some of employees decide to quit, organization can hire the new employee, because there is no person does not want a job.

Based on past finding, it shows that the financial rewards do not really gain employee's motivation in work. Some of employees prefer non-financial rewards rather than financial rewards. Many employers in organization assume that employees are demanding about low pay which can affect their motivation in doing job. However, even if the wages are high, employees will not motivate because of the negative work environment and not appreciated by employer after doing their task. Employees are more likely attracted by non-financial rewards such as award of achievement, promotions, praise and recognition, in order to achieve their satisfaction in job (Austin, 2011). According to Dewhurst, Guthridge & Mohr

(2010) as cited in Khan, Sahib & Nawab (2013), employees do not just focus on extrinsic rewards such as financial compensation because some employees need praises from their employer so that employee will feel appreciated at it will drive towards job satisfaction as well. Nowadays, intrinsic reward such as achievement and praise are so hard to get in organization. It shows that not all employees focus on extrinsic reward, but, employee also needs praise and reward achievement from their employer to achieve their motivation and satisfaction in their job. Moreover, monetary rewards can demotivate the employees in some situation as well. For example, individual monetary bonuses are not suitable for team work since individuals are keener on getting their personal bonuses rather than performing good results with the team (Niemi & Pellas, 2009). This is because every employee have their own commitment in their job and they are able to withstand with their work because they have many commitment outside rather in their workplace. In this case, it may be hard for the organization to identify which kind of rewards that can enhance satisfaction of employee more.

1.3 Research Hypotheses

Ha1: There is a significant relationship between training and job satisfaction among employee

Ha2: There is a significant relationship between rewards and job satisfaction among employee

Ha3: There is a significant relationship between job security and job satisfaction among employee

1.4 Significance of Study

This study will contribute to the body of knowledge as research purposed as knowing the relationship between the motivation and job performance among employee. It is important especially for organization, manager, and the employee itself to compete with other to improve flexibility nowadays.

Besides, this study beneficial for practitioners to conduct their future research so that would create better understanding and positive impact for the employee and organization as well, by practicing the motivation and positive working environment, so that the organization can improve the quality of employee within their commitment in work, engagement, performance and satisfaction.

In additional, this study could help organizational level to find strength and weakness, to implement and establish new policies by many ways, whether in intrinsic and extrinsic way, which can help employee to develop their own skills and knowledge in order to increase productivity and ultimately profits to organization.

1.5 Research Objective

1.5.1 General Objective

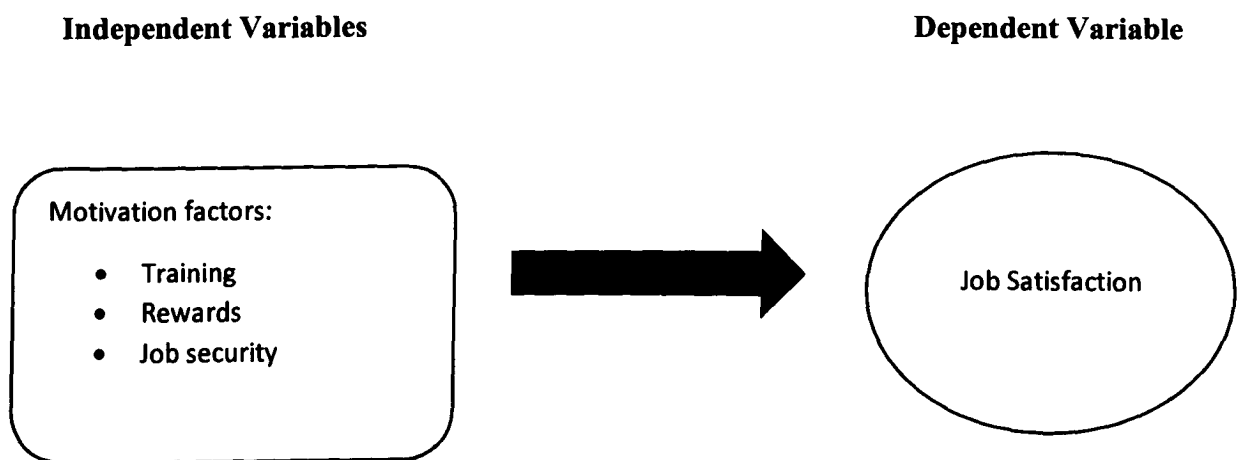
In general, this study is to find out the relationship between motivation factors and job satisfaction among employee in organization.

1.5.2 Specific Objectives

- a. To identify the relationship between training and job satisfaction among employee
- b. To identify the relationship between rewards and job satisfaction among employee
- c. To identify the relationship between job security and job satisfaction among employee

1.6 Conceptual Framework

Figure 1: *The Conceptual Framework of The Relationship Between Motivation Factors and Job Satisfaction Among Employee*



Adapted from: Masum A, K., Azad M. A., & Beh L. S. (2015). Determinants of academics' Job satisfaction: Empirical evidence from private universities in Bangladesh. *Academics' Job Satisfaction of Private Universities*, 10(2).

1.7 Definitions of Term

In this research, the researcher has provided two types of definitions of term that are being discussed through conceptual and operational definition. The purpose is to enhance the understanding of reader regarding the terms that have been used.

1.7.1 Motivation

Conceptual Definition

According to Maslow (as cited in Tony, 2016), motivation is the willingness of individuals to exert influence towards the accomplishment of goals and needed in hierarchial manner from lowest to highest order. Robins (1998) defines motivation as willingness to apply the higher of effect towards organization goals stated by efforts ability to persuade some individual needs.

Operational Definition

Motivation is an encouragement given to employee to improve quality of employee in terms of job satisfaction in organization

1.7.2 Training

Conceptual Definition

According to Campbell, Dunnette and Lawler (1970), training is defined as a learning experience which designed to improve individual's knowledge, skills and attitude. While, Smith (1996) defined training as a process that are planned to amend individual's knowledge, abilities and skills to improve performance through providing appropriate activities.

Operational Definition

A form of exercise devoted to developing knowledge and skills among employees in organization.

1.7.3 Rewards

Conceptual Definition

Interconnected processes and methods which combine to ensure the reward management is achieved effectively to the benefits of organization and employees as well (Armstrong, 2010). Torrington, Hall & Atkinson (as cited in Mikander, 2010) defines reward as combination of sources and work which aimed to improve the desirability of employees and also to enhance employee's effort to learn new skills and willing to adapt change.

Operational Definition

A form of positive reinforcement such as financial rewards to build motivation among employee in order to achieve satisfaction on job.

1.7.4 Job Security

Conceptual Definition

According to James, (as cited in Lucky, Minai and Rahman, 2013), Minai and Rahman (2013), Job security defined as guarantee for employee for job continuity due to the general economic conditions in country. It is also defined as the expectation of employee to get job regarding on their present job now (Zeckin,, 2014 as cited in Lucky et. Al, 2013).

Operational Definition

The assurance of an employee to get a permanent job in order to enhance security and job satisfaction.

1.7.5 Job Satisfaction

Conceptual Definition

According to Locke (as cited Saari & Judge, 2004), job satisfaction defines as a positive feeling or emotional that are showed by individuals which reflect to their result from appraisal that can drive into pleasurable in their present job. It is also defined as positive attitude of individuals towards their work roles that they presently engaged (Vroom, 1964).

Operational Definition

The condition where employee feel pleased, motivated and happy with their present job which drives to better performance in a whole organization as well.

1.8 Limitations of the Study

The first limitation in this study is response bias. Survey done using the questionnaire, thus, the tendency of the person to answer the questions untruthfully or misleading. Besides, some respondents are not conscious while answering the survey and they also have a difficulty to understand the questions stated in survey. Next, is the time consume to complete the research is limited. The time taken to complete this research may affect the time to find more number of respondents. Besides, the time for researcher to collect the data also limited and the research

conduct is only on the surface area that will not be able to get into deeper information about the study.

1.9 Summary

In conclusion, this chapter is very important because the researcher need to understand more about the concepts, models, and problems to produce qualified research. Thus, by understanding the theoretical knowledge is important, in order to move to the next chapter that is literature review.