



Faculty of Cognitive Sciences and Human Development

**THE RELATIONSHIP BETWEEN INTRINSIC AND EXTRINSIC
MOTIVATION FACTORS WITH JOB SATISFACTION**

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

2021

UNIVERSITI MALAYSIA SAWARAK

Grade: A

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Final Year Project Report

Masters

PhD

DECLARATION OF ORIGINAL WORK

This declaration is made on the 2 day of JULY year 2021.

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**THE RELATIONSHIP BETWEEN INTRINSIC AND EXTRINSIC
MOTIVATION FACTORS WITH JOB SATISFACTION**

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

Faculty of Cognitive Sciences and Human Development

UNIVERSITY MALAYSIA SARAWAK

(2021)

The project entitled ‘The Relationship Between Intrinsic and Extrinsic Motivation Factors with Job Satisfaction’ was prepared by Wong Siew Xue and submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfillment of the requirements for a Bachelor of Science with Honours (Human Resource Development)

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ACKNOWLEDGEMENTS

First of all, I would like to thank the University of Sarawak, Malaysia (UNIMAS) for providing me with the opportunity to study and conduct this research. I have gained valuable knowledge and I believe this experience will be beneficial to my future career.

Next, I would like to thank my supervisor, Dr. Agatha Lamentan Anak Muda, who spent time, energy, and emotion to help me complete this project well. In addition, all her patience and trust in me have built up the confidence and work support she has so far. I really appreciate your encouragement and cultivation of my potential without giving up on me.

I would like to especially thank all the respondents who invested time and energy in filling out my research questionnaire and provided me with useful information and feedback to make my research a success.

Finally, I would like to thank all my dear family, friends, and those who indirectly helped me complete this project. Thank you very much for your support when I was in difficulty, inspiring me, and bringing me back with words of encouragement. I was able to get the support of my loved ones, I feel very lucky because this journey will be marked as the best journey in my degree career.

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ABSTRACT

Objectives: The aim of this study is to identify the relationship between intrinsic (recognition and responsibility) and extrinsic motivation factors (work condition and compensation) with job satisfaction.

Methodology: This research done by using the quantitative method where the data were collected by using questionnaires as the instrument. The data was collected from 44 respondents in Galilee Marine Supply Sdn Bhd Sibul, Sarawak. The data of descriptive and inferential statistics were analyzed by using SPSS. The Pearson Correlation Coefficient was used to test the relationship between the independent variables and dependent variable.

Findings: The findings of the first hypotheses (relationship between recognition factor and job satisfaction), second hypotheses (relationship between responsibility factor and job satisfaction), and the third hypotheses (relationship between work condition factor and job satisfaction) is a significant and moderate positive relationship between independents variables and dependent variable. The fourth hypotheses (relationship between compensation factor and job satisfaction) is a significant and high positive relationship between independents variables and dependent variable.

Discussion and Conclusion: All the alternatives hypotheses were accepted and the result was consistent with the findings of past research. These findings also in alignment with the research theory known as Herzberg's Theory.

Keywords: *Recognition, Responsibility, Work Condition, Compensation, Job Satisfaction*

ABSTRAK

Objektif: Tujuan kajian ini adalah untuk mengenal pasti hubungan antara faktor intrinsik (pengiktirafan dan tanggungjawab) dengan faktor motivasi ekstrinsik (keadaan kerja dan pampasan) dengan kepuasan kerja.

Metodologi: Penyelidikan ini dilakukan dengan menggunakan kaedah kuantitatif di mana data dikumpulkan dengan menggunakan borang soal selidik sebagai instrumen. Data dikumpulkan dari 44 responden di Galilee Marine Supply Sdn Bhd Sibu, Sarawak. Data statistik deskriptif dan inferensi dianalisis dengan menggunakan SPSS. Pekali Korelasi Pearson digunakan untuk menguji hubungan antara pemboleh ubah tidak bersandar dan pemboleh ubah bersandar.

Dapatan: Penemuan hipotesis pertama (hubungan antara faktor pengiktirafan dan kepuasan kerja), hipotesis kedua (hubungan antara faktor tanggungjawab dan kepuasan kerja), dan hipotesis ketiga (hubungan antara faktor keadaan kerja dan kepuasan kerja) adalah positif dan sederhana hubungan antara pemboleh ubah bebas dan pemboleh ubah bersandar. Hipotesis keempat (hubungan antara faktor pampasan dan kepuasan kerja) adalah hubungan positif yang signifikan dan tinggi antara pemboleh ubah bebas dan pemboleh ubah bersandar.

Perbincangan dan Kesimpulan: Semua hipotesis alternatif diterima dan hasilnya konsisten dengan penemuan kajian lepas. Penemuan ini juga sejajar dengan teori penyelidikan yang dikenali sebagai Teori Herzberg.

Kata kunci: Pengiktirafan, Tanggungjawab, Keadaan Kerja, Pampasan, Kepuasan Kerja

CHAPTER 1

INTRODUCTION

1.1 Introduction and Background of Study

Today, job satisfaction is very important for employees and organizations. Employees are the main source of the organization. Employees are also called human resources and it plays the most important resource and role in the organization. To ensure that the organization can compete with the other organizations, it is important to retain efficient and experienced employees in the organization. Therefore, the main method of retaining and attracting the talent or employees is to improve their job satisfaction. However, everyone has their own definition of job satisfaction such as they want different benefits from work. Therefore, different authors have different views on the meaning of job satisfaction. According to Locke (1976), he defined job satisfaction as a pleasant emotional state produced by the evaluation of work or work experience. In others word, it describes a person's feelings and thoughts about his or her job. Job satisfaction is a mix of good and negative sentiments experienced at work daily. Therefore, employees with higher job satisfaction will feel positive feelings and attitudes when performing work and responsibilities and vice versa.

In addition, job satisfaction means that they expect the benefits of their work to meet or exceed expectations. Often, employees are satisfied when the employer provides something valuable at work. Values are what people consciously and unconsciously want to seek or realize (Locke, 1976). For example, they may want to get a high salary, promotion, comfortable working environment, status and others. Employees will have a negative temper about work if they believe they are working harder than others yet are paid less. Therefore, when the employee's organizations meet their needs, they will satisfy their job and perform well.

Thus, it is important for organizations to understand how to motivate and satisfy their employees. One of the most prominent factors is motivation (Ivypananda, 2019). The urge to act in order to attain a goal is referred to as motivation. This is an important aspect of goal-setting and achievement. Motivation may originate from a variety of places, and most people have numerous reasons for engaging in any activity (Heshmat, 2019). Motivation can come from internal. That is an inspiration that comes from a person's heart, that is, the desire to make progress in a certain activity. For example, recognition and responsibility. Intrinsic motivation tends to propel individuals ahead more forcefully, resulting in more satisfying results. Extrinsic motivation, such as work conditions and compensation, may also motivate people. In a nutshell, job satisfaction is often seen as a motivating element. As a result, this research is being carried out in order to establish a link. Therefore, this study aims to identify the relationship between intrinsic and extrinsic motivation factors with job satisfaction in the private sector.

1.2 Problem Statement

Job satisfaction is a significant factor in the development of undesirable workplace behaviours, such as frequent absenteeism, lack of discipline, and high turnover rates (Picincu, 2020). Narrowing the focus of the study to job satisfaction might help researchers better grasp the relationship between personal factors and aberrant workplace behaviour (Diala & Nemani, 2011). Conversely, lack of incentives and low morale may undermine people's confidence in administrative management, thereby putting greater pressure on workers.

There are many studies that had attempted to measure employees' satisfaction in various fields. The empirical researcher has done by Oparanma (2011), studied the relationship between the motivation and job satisfaction of Nigerian retail managers.

Besides, Tung, et al. (2020) conducted a countrywide cross-sectional study in Taiwan to investigate the relationship between intrinsic and extrinsic motivational factors with physician burnout and work satisfaction. Another research of the link between motivating variables of job satisfaction and organizational commitment in Consultants Government Girls High School, Isfahan City, was conducted by Jahandoost, Niknejadi, and Iravani (2011). Many studies have been carried out in the West and other Asian nations, however research in Malaysia is lacking. In particular, researchers have observed that there have been no previous studies on the job satisfaction of Sarawak employees (Tan, 2011).

In view of the lack of specific studies regarding the motivation factors that influence employees' job satisfaction in private sectors in Sarawak. In short, the purpose of this study was to determine the link between intrinsic and extrinsic motivation factors with job satisfaction in Sarawak's private sector.

1.3 Objectives of Study

1.3.1 General Objective

To identify the relationship between intrinsic and extrinsic motivation factors with job satisfaction.

1.3.2 Specific Objectives

- i. To identify the relationship between the recognition factor and job satisfaction.
- ii. To identify the relationship between the responsibility factor and job satisfaction.

- iii. To identify the relationship between the work condition factor and job satisfaction.
- iv. To identify the relationship between the compensation factor and job satisfaction.

1.4 Research Hypotheses

H_{a1} There is a significant relationship between the recognition factor and job satisfaction.

H_{a2} There is a significant relationship between the responsibility factor and job satisfaction.

H_{a3} There is a significant relationship between the work condition factor and job satisfaction.

H_{a4} There is a significant relationship between the compensation factor and job satisfaction.

1.5 Conceptual Framework

Figure 1 shows the conceptual framework in this study to demonstrate that the intrinsic and extrinsic motivation factors that are related to the employees' job satisfaction in the private sector. The independent variables have divided into two variables which are intrinsic motivation and extrinsic motivation. The intrinsic variable represents the recognition and responsibility, and the extrinsic variable is represented the work condition and compensation. This framework is adapted and modified from Teshome (2017) on the study titled "The effect of motivation factors on employees job satisfaction: The case of Lion International Bank." From this research, we can conclude that the intrinsic factors and extrinsic factors had significantly related to job satisfaction. In addition, the research

done by Board (2007) also concluded that the job satisfaction depends on the intrinsic and extrinsic motivation factors.

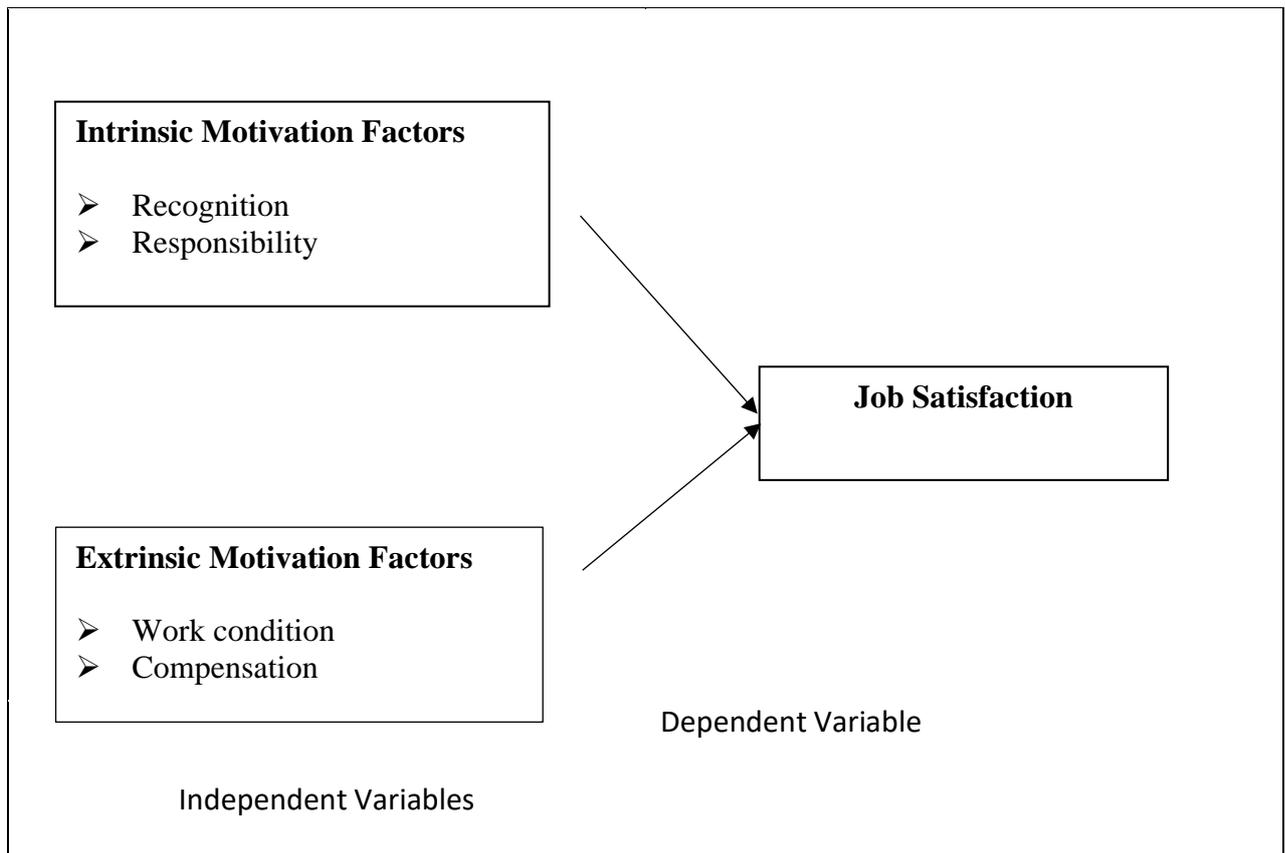


Figure 1.1: Conceptual Framework of the relationship between independent and dependent variables

Source: Teshome. M (2017)

1.6 Significance of the Study

1.6.1 Significance to Organization

This study could be of importance to decision-makers to explore the extrinsic and intrinsic motivation factors that have significant related with job satisfaction in private sectors. Understanding and distinguishing between intrinsic motivation and extrinsic

motivation will be beneficial because each motivation has a role in determining the level of motivation in different work environments.

1.6.2 Significance to Body of Literature

The findings of this study may increase the awareness of motivation factors that affect job satisfaction. This research also will be useful for future studies as a guide to making improvements in the related topic.

1.6.3 Significance to Related Industry

The findings in this research can be a reference to the implementation of effective approaches to increase the employee's job satisfaction. This research also can be a reference in the future as an empirical gap to those who do the study on the relationship between intrinsic and extrinsic motivation factors with job satisfaction.

1.7 Limitations of Study

This research consists few limitations. One of the limitations is the result of the findings only specified in one private sector in Sibul, Sarawak. Apart from that, this study conducted using the quantitative approach only.

Furthermore, data were obtained solely through questionnaires issued to employees, with all information collected being kept secret and utilized solely for research reasons. This is to guarantee that all of the data can be obtained as quickly as possible, avoiding any unnecessary time and expense issues. This study was only supposed to cover a restricted geographic area. Galilee Marine Supply Sdn Bhd Sibul, Sarawak was picked in this situation. Aside from that, this study's sample is confined to the employees of one firm, which does not reflect the entire population. Finally, the current study solely looks

at the following variables: recognition, responsibility, working conditions, and remuneration. As a result, no further factors were included in this research.

1.8 Definition of Terms

1.8.1 Intrinsic Motivation

Conceptual Definition

Intrinsic motivation refers to conduct that is motivated by internal benefits. This internal drive to engage in a certain action stems from the fact that it will naturally please you (Cherry, 2019).

Operational Definition

In this study, intrinsic motivation refers to recognition and responsibility.

1.8.1.1 Recognition

Conceptual Definition

Recognition is the acknowledgment of the outstanding performance of the employees (Andriotis, 2017).

Operational Definition

The organization recognizes employees' transcendence, achievement, tenure, or service, or desired behavior it will be motivated to maintain or improve their excellent work. Recognition assessed using Recognition Survey developed by Schouten (2006).

1.8.1.2 Responsibility

Conceptual Definition

Responsibility means that someone needs an obligation to do something (Chand, n.d).

Operational Definition

Responsibility drives the business results. Responsible employees are more involved and accountable to themselves to achieve results. In this study, the Personal Responsibility Questionnaire which develops by Mergler (2007) will be used to measure the responsibility.

1.8.2 Extrinsic Motivation

Conceptual Definition

Extrinsic motivation refers to doing something not for inner satisfaction, but to get reward or avoid punishment. (Marinoff, 2020).

Operational Definition

In this study, Extrinsic motivation refer to work condition and compensation.

1.8.2.1 Work Condition

Conceptual Definition

All components of the working environment, as well as employee employment terms and circumstances, are referred to as working conditions (Eurwork, 2011).

Operational Definition

Working conditions are the demand, environment, and terms of a job that influences the satisfaction of employees. The Work Environment Scale was created by Rudolf Moos will be assessed to measure the work condition in this study.

1.8.2.2 Compensation

Conceptual Definition

Compensation refers to the total amount of cash and non-monetary payments made to employees in consideration for their contributions to the company's activities (Kapper, 2018).

Operational Definition

Compensation is the benefits that an employee receives in exchange for the service they provide to their employer. Compensation will be assessed by using the Pay Satisfaction Questionnaire (PSQ) developed by Henanan and Schwab's (1985) in this study.

1.8.3 Job Satisfaction

Conceptual Definition

Job satisfaction is referring to the people's overall feelings and evaluation of job. Job satisfaction is also a pleasant or good emotional state resulting from people's assessments of their jobs. This definition includes both the emotional response (feeling) to work and the cognitive assessment (thinking) of work (Shiyani, n.d.).

Operational Definition

In this study, job satisfaction is whether a person is satisfied or dissatisfied with his or her job or work content. Job Satisfaction Survey (JSS) was developed by Spector to assess job satisfaction (1985)

1.9 Summary

This chapter covers the research background, problem statement, research objectives and research hypotheses, research significance, research limitations, and definitions of terms. In addition, this chapter explains the conceptual framework, which includes the association between intrinsic and extrinsic motivation factors with job satisfaction. The following chapter will describe the literature review related to this research.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

Chapter two is about a review of the literature. First, the researcher discusses the issues related to the topic which includes recognition, responsibility, work condition, compensation, and job satisfaction. The second section exposed the theories related to the studies. The third section discusses past research regarding this study.

2.2 Discussion of Issues Related to Topic

2.2.1 Intrinsic motivation

The act of performing something without evident external benefits is known as intrinsic motivation. This is due to the fact that employees are pleased and fascinating, rather than because of external incentives or pressure. In this study, researcher focusing on the recognition factor and responsibility factor.

2.2.1.1 Recognition

Employee recognition is a psychologically proven way to motivate employees' enthusiasm and development. It is the main component of building a dedicated workforce and creating an overall employee experience (Dutta, 2020). Recent statistics show that 90% of employees say their recognition program has a positive impact on their engagement and motivation levels (Kulkami, 2017). Employee recognition is the key to employee satisfaction. Employee recognition is very effective and easy to implement the method, but it is often overlooked to improve employee satisfaction. According to Zojceska (2019), only 35% of employees were recognized for their outstanding work last year. Based on the article written by Harisson, we know that in a 2016 analysis by Gallup,

it was found that only one-third of American workers firmly agreed that the excellent work they did in the past 7 days was recognized or praised. Gallup consultants suggested that people should be widely recognized once a week in a timely manner so that employees know the importance of recent achievements and enhance the company's value.

The main purpose of recognizing employees is to let employees know that their hard work and work results are valued and appreciated. One of the most powerful motivators for employees is to be highly appreciated by their colleagues. Being acknowledged for their abilities is the finest approach to get respect. Although most people connect incentives and recognition with monetary bonuses or lavish award events, employee promotions do not have to be as costly or appealing. Employee recognition may be as simple as pats on the back and genuine comments. A simple "thank you" email or a polite greeting at work will suffice. According to Andriotis, happy employees are more productive. Recognition can make employees feel in control of their work and is very suitable for their role and company. Recognition can also increase productivity, increase loyalty, and promote collaboration. Therefore, employee recognition only shows to employees that the organization notices and appreciates their hard work.

2.2.1.2 Responsibility

Responsibility is the state or fact that is responsible or blamed for something; a duty or task that employees are required or expected to perform (Armstrong, 2016). Every employee in the company works according to the specific job description of their position every day. Employees are responsible for carrying out their responsibilities to the best of their abilities while adhering to corporate policies and agreements. They should come to work as expected, arrange their time, and strive to be an active part of the company team.

Employees should raise any problems or problems they encounter to management and work for the benefit of the company (Natter, 2016).

Accountability at work is essential to the success of the entire enterprise. According to Abughosh (2015), employee accountability is the employee's responsibility. They must accomplish assigned tasks, execute job-related duties, and attend meetings in order to carry out suitable shifts in order to achieve or promote corporate goals. In other words, every employee, regardless of seniority, helps the company to succeed equally. In order to achieve the organizational long term and short term goals, it is important that everyone should work together and take responsibility. Employees who work together to achieve the same overall goal can help their workplaces become more responsible, thereby making the business more efficient. There is a clear correlation between workplace responsibility and higher performance. Research by the Office of American Affairs Management also shows that it can improve ability, role engagement, morale and higher workplace satisfaction (Roubler, 2017)). Therefore, since the sense of responsibility and dedication to the work is rewarded, satisfaction in the workplace and sense of responsibility will also increase.

2.2.2 Extrinsic motivation

Extrinsic motivation is motivated by external factors, also known as extrinsic rewards. In other words, external resources control our motivation to complete tasks. Even if the stimulus is external, the task's outcomes will nonetheless provide rewards to the person executing it. Extrinsic motivation is a type of motivation that comes from the outside. For example, in this study, the focus is on working conditions and salary.

2.2.2.1 Work Condition

All components of the working environment, as well as employee employment terms and circumstances, are referred to as work conditions (EurWork, 2011). Morale and productivity may be impacted significantly by working circumstances (Petersen, 2018). Furthermore, good working environments can preserve employees' well-being, minimize the risk of workplace injury and the accompanying financial burden, and lessen the need for time off. Organizations that invest in improving the workplace and fostering a positive culture generally get higher employee performance and higher income.

A healthy work environment is essential for maintaining positive outcomes in a demanding setting. The work environment or working circumstances are the most significant elements impacting employee enthusiasm, happiness, productivity, and efficiency (Heryati, n.d). A positive work environment can reduce emotions, help people focus better, and provide good working methods for employees and employers (Chopra, 2016).

Every employee needs a good working environment, which also motivates them to exert their best talents. A stressed employee is a distracted employee (Power, 2016). This can have a devastating effect on productivity. Eliminating stress and worries can immediately increase productivity. Furthermore, the physical work environment and design of an organization can have an impact on employee behaviour and job satisfaction (Sarkissian, n.d).

More essential than safety and cleanliness are the physical working circumstances; creative office design may encourage information flow, improve communication, and

raise productivity. Frustration and job satisfaction can be harmed by poorly constructed working spaces.

2.2.2.2 Compensation

Compensation is a tool used by management for various purposes and can be used to promote the survival of the organization. Compensation can be adjusted based on the company's demands, objectives, and resources. In exchange for time, work, and skill, compensation is generally in the form of a monetary reward (Stewart, 2020). The term "salary" refers to more than simply the pay that employees get on a regular basis. According to Kappel (2018), it also includes sales commissions, overtime pay, tip money, bonuses, performance pay, and perks, among many other forms of salaries and benefits (insurance, standard vacation policy, pensions).

Employers should not overlook the benefits component of employee remuneration and perks, as these advantages may sweeten the employment contract by aligning it with the objectives that the majority of workers require. Employees can be both workers and human beings if they are well compensated. People feel better about going to work when they are respected (Leonard, 2019). The company's general morale has increased, and employees are more eager to work and perform a good job. Furthermore, when employees are aware that incentives or commissions are available, they will become increasingly driven to attain greater achievement. The focus of success has shifted to bonuses and commission compensation plans.

Compensation is the result of the employee's donation to the organization, and the employer will provide compensation for the employee's achievements. This means that compensation is related to employee performance level and productivity (Taufek, Zulkifle

& Sharif, 2016). Compensation efficiency starts with employee appreciation, which increases motivation and reliability. Employees are also more driven to perform well and decrease turnover. Thereby increasing productivity.

In this approach, compensation may enhance an employee's job contentment, therefore guaranteeing the employee's job satisfaction, thereby ensuring the employee's work efficiency, and thus improving the company's morale. Therefore, through a good compensation plan, the company can use the least resources to increase production and obtain good returns.

2.2.3 Job Satisfaction

Job satisfaction refers to an employee's happiness and motivation at work. The simple sensation of completing any goal is referred to as satisfaction. Work that is unsatisfactory results in a loss of motivation. A pleased employee is always vital to the business since they strive to give the finest features (MBA Skool team, 2020). Every employee aspires to a successful career path and a healthy work-life balance. Employees that are happy with the organization and its work will go out of their way to give back to it. As a result, if a person is unsatisfied with their employment, it is likely that they will be dissatisfied with other parts of their lives as well. Making employees happy may benefit the firm in a variety of ways. Employees that are more satisfied with their jobs are more productive (IduNotes, n. d). When someone is satisfied with the job, they will concentrate on it. They appear to be in charge of attaining corporate goals that make them extremely pleased. When one team member has a high level of production, the other team members will naturally attempt to match that level of productivity.

In addition, job satisfaction also has an impact on the turnover rate. High turnover rate has been a major problem faced by many organizations. According to Reyes (2015), generally speaking, the more productive they are, the more satisfaction they are. Employees are less likely to quit an organization if they are satisfied. Unlike the correlation between satisfaction and performance, the study found that job satisfaction and turnover had a modest relationship. The high employee turnover rate is a source of worry for management since it disrupts regular operations, and companies with a high personnel turnover rate are technically extremely costly. Many studies have indicated that employees who are dissatisfied with their jobs are more inclined to leave. Although high job satisfaction alone cannot sustain a low turnover rate, organizational units with the lowest average satisfaction tend to have the greatest turnover rate. However, high levels of unhappiness with the job will result in a higher percentage of employee turnover. A pleased employee is one that is very devoted to the company and sticks with it even in the worst of circumstances (Jonatha, 2020). Employees want to express their gratitude to the organization when they feel respected and appreciated at work. Employees can easily tell if the company is looking out for their best interests. Once people realize this, they will willingly assist the firm in achieving its mission and objectives. Because they thought their personal interests were aligned with the company's, employees began to take more aggressive measures. In the long term, this will help the firm establish more credibility since employees will place a high value on the company, allowing them to achieve maximum job satisfaction and growth. Therefore, it is necessary to investigate the factors that affect job satisfaction.

2.3 Discussion of Related Theory

2.3.1 Herzberg's Motivation- Hygiene Theory

Herzberg (1959) emphasizes the notion of motivation-hygiene elements in his content theory of motivation to try to explain satisfaction and motivation in organizations. The focus of the theory is on the outcomes of satisfaction and discontent. According to the theory, some elements of work lead to job satisfaction and hence motivation, while others lead to workplace dissatisfaction. The variables that generate job pleasure or discontent are diverse, according to Herzberg's theory. This means that the factors cause satisfaction or dissatisfaction with the job are various.

According to Herzberg's motivation-hygiene theory, job satisfaction and dissatisfaction are the results of two separate factors: motivation and hygiene (Young, 2017). Herzberg's motivation theory has two parts: hygiene (extrinsic) and motivation (intrinsic). Motivation is defined as the internal force that propels people to attain personal and organizational goals. Motivational factors are those jobs that encourage employees to behave in a certain way and provide satisfaction. All components of the work environment or condition, such as interpersonal connections, organizational regulations, and others, are considered hygiene considerations (Hackman & Oldham, 1976). Wherefore, variables that affect job satisfaction are referred to as satisfiers or motivators. Figure 2.1 shows that Herzberg proposed in his model that the two-factor theory of motivation affects people in many ways. According to Herzberg, there is an inverse relationship between intrinsic motivation and extrinsic motivation. In other words, intrinsic motivation tends to increase motivation when it exists, while extrinsic motivation tends to reduce power when it does not exist. This is related to the fact that employees have high expectations. Because extrinsic motivations are predictable, they will not boost

motivation when present, but will generate discontent when absent. Intrinsic motivation, on the other hand, maybe supplemented by additional incentive or power. In this study, researchers will study the relationship between motivation and hygiene factors and job satisfaction based on the theory. Sachau (2007) also pointed out that it's time to revive Herzberg's theory because this motivation-hygiene framework forms a universal theoretical paradigm, and managers use it to understand satisfaction or dissatisfaction, happiness or unhappiness, internal or the dual nature of extrinsic motivation, mastery or status, and psychological growth or avoiding psychological pain. There are some of the reasons why Herzberg's theory is chosen as the main framework to guide the current research direction.

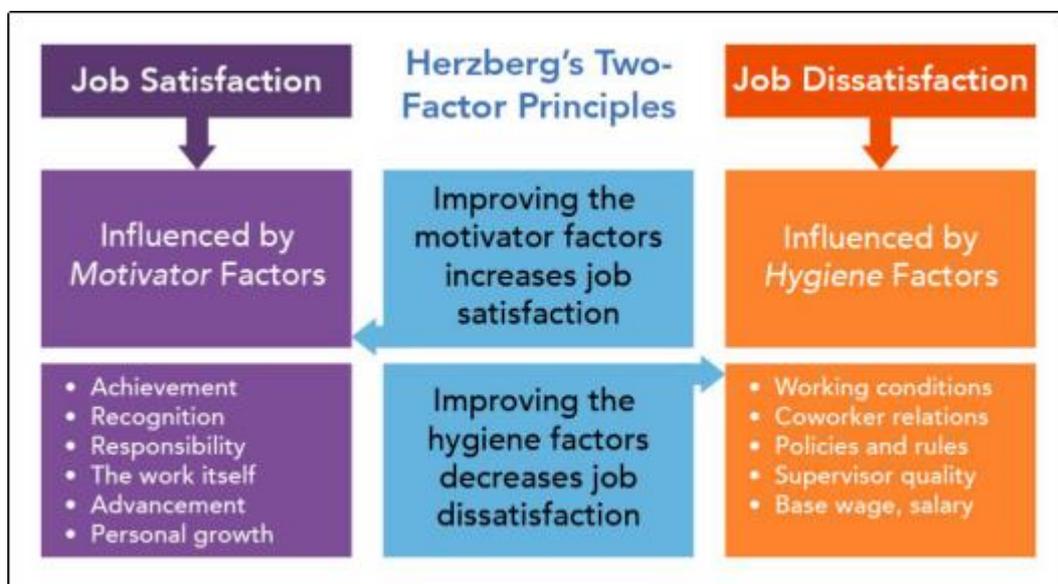


Figure 2.1: Herzberg's Two-Factor Theory of Motivation

Sources: Zhou (2017)

2.4 Discussion of Issues Related to Past Findings

2.4.1 Discussion of Intrinsic Motivation and Job Satisfaction

2.4.1.1 Discussion of Recognition and Job Satisfaction

Imran, A., et al. (2014). study tested the hypothesis that there is a significant relationship between recognition and job satisfaction. The data was collected from the staff of the Lahore Library in Pakistan. That had 120 questionnaires distributed, 100 of which were answered correctly by the respondents. The result indicates recognition positively and strong relationship to employees' job satisfaction with $r=0.766$.

The purpose of the study done by Danish and Ali (2010) by was examine the relationship between recognition and employee satisfaction. These data were gathered from employees of different types of organizations to obtain a broad representation of the composition of the department. The Pearson correlation coefficient is calculated to determine the relationship. The results show that there is a significant relationship between recognition and satisfaction which show that $r= 0.13$ and p value smaller than 0.05, but it is at a low correlation. Therefore, the alternatives hypothesis was supported.

Moreover, Zeb, Jamal, and Ali (2016) done a study the purpose to investigate the relationship between recognition and job satisfaction. This study attempts to rank the priorities of public sector university teachers in terms of various factors of reward and recognition, which can motivate them to perform their duties and responsibilities. The study concluded that there is a highly significant correlation between recognition and job satisfaction ($p=0.728$). This shows that if university teachers get more respect and word of mouth, their enthusiasm will increase accordingly.

2.4.1.2 Discussion of Responsibility and Job Satisfaction

According to the findings of Raza et al. (2015), there is a significant positive correlation between the four factors and employee job satisfaction in this study. There is a significant and positive relationship between work security and job satisfaction, sense of achievement and job satisfaction, job responsibility and job satisfaction, and the job itself and job satisfaction. The relationship between the sense of responsibility and JS is significant (r value=0.242, $p < 0.05$), indicating that every unit of the sense of responsibility increases, job satisfaction will increase by 24.2%. These findings are associated with support responsibilities and job satisfaction.

According to the research of Annierah et al. (2013), among the three items of responsibility, the highest average of item 1 (3.52) is interpreted as very satisfied, that is, the person responsible is sufficient mission accomplished. This means that the more teachers respond to the task, the higher their satisfaction with their job responsibilities, and the lowest average (3.36) obtained is interpreted as somewhat satisfied. This means that when teachers have enough freedom and authority in their work, they will feel more satisfied with their work. In other words, the teachers in the Cotabato City branch are satisfied with their sense of responsibility in terms of job satisfaction.

Beikzad, Hoseinpour, and Hejazi (2013) conducted research in the teaching hospital of Tabriz Medical University. The aim of this study is to investigate the relationship between nurses' job responsibilities and job satisfaction. Through stratified random sampling, 316 samples were chosen. Questionnaires were used to gather data, which was then analyzed using SPSS software. There is a significant relationship between job satisfaction and job responsibility.

Another research was carried by Mohammad Aliakbari and Neda (2013). The research explored the relationship between the responsibility and job satisfaction of Iranian high school teachers. The main population of this study is high school, teachers. 11 middle schools in Babol, Ilam and Malekshahi regions of Iran. The 198 participants were all full-time high school teachers. Researchers in their respective high schools personally contacted and invited them to participate in the research. The findings reveal that there is a significant statistical relationship between responsibility and work satisfaction.

2.4.2 Discussion of Extrinsic Motivation and Job Satisfaction

2.4.2.1 Discussion of Work Condition and Job Satisfaction

In this study, researchers will investigate the relationship between working conditions and job satisfaction. Working conditions relate to all factors that exist in the workplace that impact employment, such as working hours, physical conditions, legal rights, and duties. Babic and Bakotic (2014) performed a study in the Croatian Shipbuilding Company to investigate the relationship between working conditions and job satisfaction. According to these findings, working conditions are an essential determinant in overall job satisfaction for people who work under challenging working conditions. However, given that working conditions are an important factor in overall job satisfaction for employees working under difficult working conditions, and given that these employees are less satisfied than employees working under normal working conditions. It can be inferred that there is a need to enhance working conditions, particularly for those workers who work under tough working conditions.

Chea et al. (2017) conducted research to study the relationship between the working environment and job satisfaction of Malaysian hotel industry employees. The researchers focused on employees working in hotels in Wilayah Persekutuan, Kuala Lumpur, Penang and Johor. In this study, a total of 430 questionnaires were distributed, of which 389 have been successfully retrieved. The results showed that all independent variables (safety, relationship with colleagues, work-life balance and motivation) were positively correlated with the dependent variable (job satisfaction).

Another study conducted by Raziq and Maulabakhsh (2019) showed that there is a correlation between the working environment and job satisfaction. Employees in the banking, university, and telecommunications industries all believe that the work environment is essential to obtaining job satisfaction. With increased competition, as well as changes and difficulties in the business environment, businesses must guarantee that their employees work in a pleasant atmosphere in order to maximize their potential. Employees begin to pay attention to their work environment, which includes working hours, job safety and security, interpersonal connections, self-esteem requirements, and senior management.

Research conducted by Rosanih and Ariyanto (2019). They obtained 104 respondents from the number of employees working in medical services, medical support, and non-medical support services. These employees have worked for more than 1 year at RSU Kartika Husada Setu Bekasi. The data used are quantitative data, and the quantitative data in this study is the number of employees. The results show that the highest correlation value between the work condition and job satisfaction is the correlation coefficient between the physical work condition dimension and the job itself dimension to the job

satisfaction variable is 0.581, and the correlation "medium" means to improve job satisfaction, and the necessary facilities and means are the maximum work and enough.

2.4.2.2 Discussion of Compensation and Job Satisfaction

The research done by Mabaso (2018) selected a sample of 279 academic staff, which is the total population of participants. The results showed that the r value was 0.263, and the p value was smaller than the alpha value. This means that the compensation has a significant and positive relationship with job satisfaction. Thus, the hypothesis was supported.

According to Rapai (2017), there is a positive relationship between compensation and employee job satisfaction. The aim of this research is to look at possible compensation factors that are correlated to job dissatisfaction at Flamboyant Hotel. This explanatory study explores the relationship between a variable (salary), which is divided into direct financial, indirect financial, and non-financial variables with job satisfaction. The results show that the direct economic remuneration of Huaboy Hotel employees is positively correlated with employee satisfaction. Indirect economic compensations such as paid vacations and vacations also reflect the satisfaction of South China Hotel employees. In addition, the research results show that there is a correlation between non-financial compensation and job satisfaction. Through non-financial compensation, employees feel that their work is very important and are very satisfied with their work.

Besides that, from the Ida and Ali (2010) study, the data were collected through survey questionnaires in the Selangor state in Peninsular Malaysia. The results show that

compensation is important in the relationship with job satisfaction. In other words, it means that compensation is important for determining employee satisfaction.

The study of Wong (2009) selected a total of 60 respondents from 135 populations as samples. According to the survey findings, a strong association exists between compensation factors (base salary, allowances, interesting job duties, and recognition) and employee job satisfaction ($p < 0.01$).

2.5 Summary

This chapter had covered the study related to the variables, theory or model, and the past finding. The research methodology, which includes research design, population and sample, research instrument, pilot test, validity and reliability, data collecting, and data analysis technique, will be discussed in the following chapter.

CHAPTER 3

METHODOLOGY

3.1 Introduction

This chapter describes the data collection and analysis methods utilised in this study. This chapter is divided into nine sections: research design, population, sample, and sampling technique. Following that is the research instrument, pilot study, validity and reliability, normality test, ethics of study, data collecting procedure, and finally data analysis procedure.

3.2 Research Design

The research design is very important to the researcher in providing a basic plan for testing hypotheses from the respondents. In a study, the research design is using the appropriate design, method, and instrument to fit the research. This study used a quantitative research design as a method. According to Ahmad, Usop, Ismail, Bujang, and Mansor (2014), the quantitative research design is the most systematic and complex procedure for identifying or verifying hypotheses. Therefore, in this study, quantitative research was used to determine the relationship between intrinsic and extrinsic motivational factors with job satisfaction. In addition, version 23 of the Statistical Package for Social Sciences (SPSS) was used to analyze the collected data.

3.3 Population and Sample

3.3.1 Target Population

This research was conducted in Galilee Marine Supply Sdn Bhd Sibu, Sarawak. The study's target population was established in order to get acceptable and consistent results. This research included 50 employees from this organization as participants.

3.3.2 Sample Sizes

The Yamane (1967) formula was used to determine the sample size, with a 95% confidence level and $P = 0.05$, in order to get an appropriate sample size. The following is the formula:

$$n = \frac{N}{1 + N(e)^2}$$

n = total population

e = 0.05 or allowance of random error

$$n = \frac{50}{1 + 50(0.05)^2}$$

$$= 44$$

In order to avoid systematic error, the researcher should gather a total of 44 employees from a population of 50.

3.3.3 Sampling Techniques

The probability sampling and non-probability sampling are the two types of sampling techniques (Hamed, 2016). This study used the simple random sampling under the probability sampling. According to Depersio (2018), the benefits of simple random

samples include ease of use and accuracy of representation. Simple random sampling is the simplest technique to obtain research samples from a larger population.

3.4 Research Instrument

Questionnaires were utilized as the research instrument in this study to collect data. The variables of the survey were the focus of this questionnaire, which was adapted from the literature review based on the research objectives. It had included both independent and dependent variables. The questionnaire was used because it was the cheapest way to conduct the survey to a large population of respondents in the shortest time. The questionnaires were developed by adapting and altering a previous research journal to fit this study's requirements, and they were distributed to the respondents to collect the necessary data. To help respondents comprehend the statements, the questionnaires were translated into English.

The items in the questionnaires section two to six are measured by using a Five-point Likert scale as shown in the Table 3.1 below:

Table 3.1

5-point Likert Scale

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

As indicated in Table 3.2, the questionnaire was divided into six sections:

Table 3.2

Sections and instruments in the questionnaire

Section	Variables	Instrument/ Sources	Scale	Items
A	Demographic information	-		
B	Responsibility	Personal Responsibility Questionnaire developed by Mergler (2007)	5-point Likert Scale	5 items
C	Recognition	Recognition Survey developed by Schouten (2006)	5- point Likert scale	5 items
D	Work Condition	Work Environment Scale created by Rudolf Moos	5-point Likert Scale	5 items
E	Compensation	Pay Satisfaction Questionnaire (PSQ) developed by Henanan and Schwab's (1985)	5- Likert Scale	5 items
F	Job Satisfaction	Job Satisfaction Survey (JSS) developed by Spector to assess job satisfaction (1985)	5- point Likert scale	5 items

The research also used the SPSS to test the hypothesis shown in Table 3.3 below:

Table 3.3

Instrument used from test the hypotheses

Hypotheses	Instrument
<i>H_a1- There is a significant relationship between the recognition factor and job satisfaction.</i>	
<i>H_a2- There is a significant relationship between the responsibility factor and job satisfaction.</i>	Pearson Correlation Coefficient
<i>H_a3- There is a significance relationship between the work condition factor and job satisfaction.</i>	
<i>H_a4- There is a significant relationship between the compensation factor and job satisfaction.</i>	

3.5 Pilot Test

The pilot test was conducted using the first 10 samples and the Cronbach Alpha test was used in this section. The purpose of this pilot study is to ensure that the questionnaire has high-reliability indicators that can be displayed by the Alpha Cronbach value. In

addition, the pilot study provides an opportunity to practice management testing, reveal any weaknesses in the management program, and apply statistical programs to the collected data (Rusli Ahmad and Hasbee Usop, 2011). The questionnaire has been distributed to 10 respondents from the private sector in Sibul, Sarawak, for a pilot study. The response from the sample is typed into SPSS to obtain an Alpha Cronbach reading.

Table 3.4

Cronbach Alpha Value of Pilot Test

Section	Variables	Cronbach Alpha Value	No of Item	No of Respondents Involved
B	Recognition	0.827	5	10
C	Responsibility	0.851	5	10
D	Work Condition	0.963	5	10
E	Compensation	0.900	5	10
F	Job Satisfaction	0.962	5	10
	All items	0.967	25	10

Based on the Table 3.4 shown that Cronbach alpha value of all the variables was more than 0.7. So, it indicated that the instrument was reliable.

3.6 Validity and Reliability

Validity test refers to whether or not the test measures what researchers were attempting to measure. There were several types of tests to estimate the validity which

were face validity, construct validity, criterion-related validity and content validity (Ahmad, Usop, Ismail, Bujang & Abu Mansor, 2014). The validity test used in this study was face validity. Face validity was how the measure or procedure appears such as the method that the researcher used to gain information that attempting to obtain was reasonable or no. Reliability was referring to how consistent the measuring instrument (Ahmad, Usop, Ismail, Bujang & Abu Mansor, 2014). The consistent measuring tool will influence the result of the study. Therefore, the reliability of this research is measured by Cronbach's Alpha in the Statistical Package Social Science (SPSS) as a measure of the validity and reliability of all variables. When the alpha coefficients of all variables are greater than 0.7 (value > 0.7), it indicates a high level of reliability. Therefore, the tool of this research is effective because it is consistent and easy to understand for the interviewees. Cronbach's alpha can be interpreted as follows as a rule of thumb:

Cronbach's alpha	Internal consistency
Alpha \geq 0.9	Excellent reliability
$0.8 \leq$ Alpha < 0.9	Good reliability
$0.7 \leq$ Alpha < 0.8	Acceptable reliability
$0.6 \leq$ Alpha < 0.7	Questionable reliability
$0.5 \leq$ Alpha < 0.6	Poor reliability
Alpha < 0.5	Unacceptable reliability

Figure 3.1: Reliability Rule of Thumb

Source: Gaikar & Marakarkandy (2015)

Table 3.5

Cronbach's Alpha Test Result for Actual Test

Section	Variables	Cronbach Alpha Value	No of Item	No of Respondents Involved
B	Recognition	0.742	5	44
C	Responsibility	0.866	5	44
D	Work Condition	0.869	5	44
E	Compensation	0.910	5	44
F	Job Satisfaction	0.929	5	44
	All items	0.953	25	44

Based on the Table 3.5, all the five variables are highly reliable as all the value more than 0.7. For the part of the independent variables, the compensation is the higher reliable value (0.91) while the recognition factor is the lowest reliable value which is 0.742. Then, the Cronbach alpha value of the responsibility and work condition is almost same which 0.866 and 0.869 respectively. Moreover, for the dependent variable (job satisfaction), its Cronbach alpha value is the highest in all five variables which was 0.929. Besides that, the overall of the Cronbach's alpha value (0.953) was acceptable which > 0.7 based on the Gaikar Marakarkandy (2015) rule of thumb.

3.7 Normality Test

The normality test used to determine whether the sample data had been extracted from a normally distributed population. The normality data in this study was performed using the Quantile-Quantile Plots or Q-Q Plots. Q-Q Plot is a plot where the quantiles of two distributions are relative to each other's, or a plot based on quantile estimation (Sang& Sung, 2019). The point pattern in the plots used to compare the two distributions.

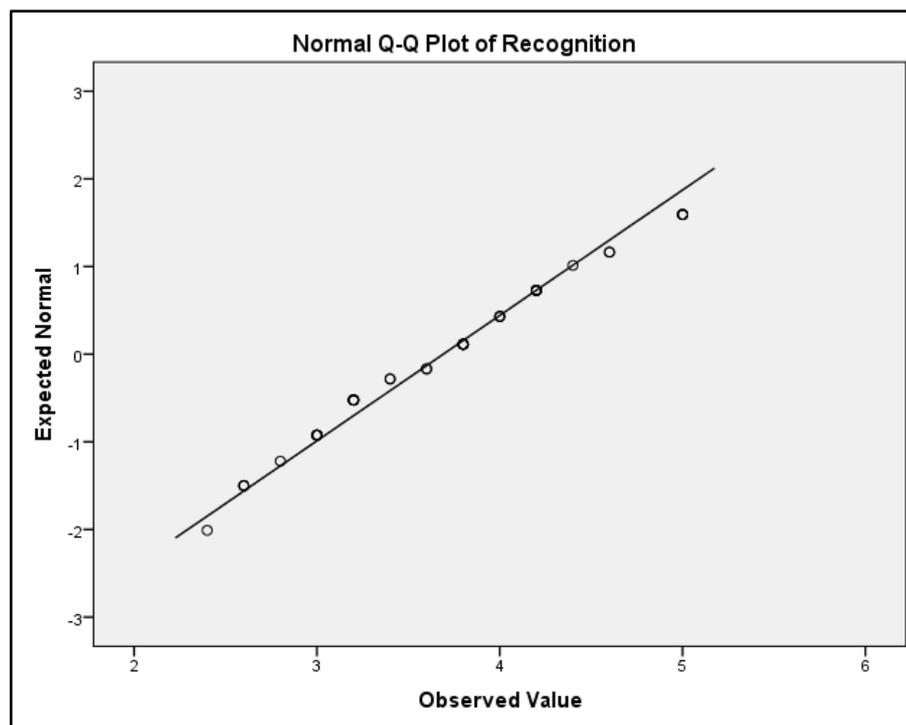


Figure 3.2: The Q-Q Plots for Recognition

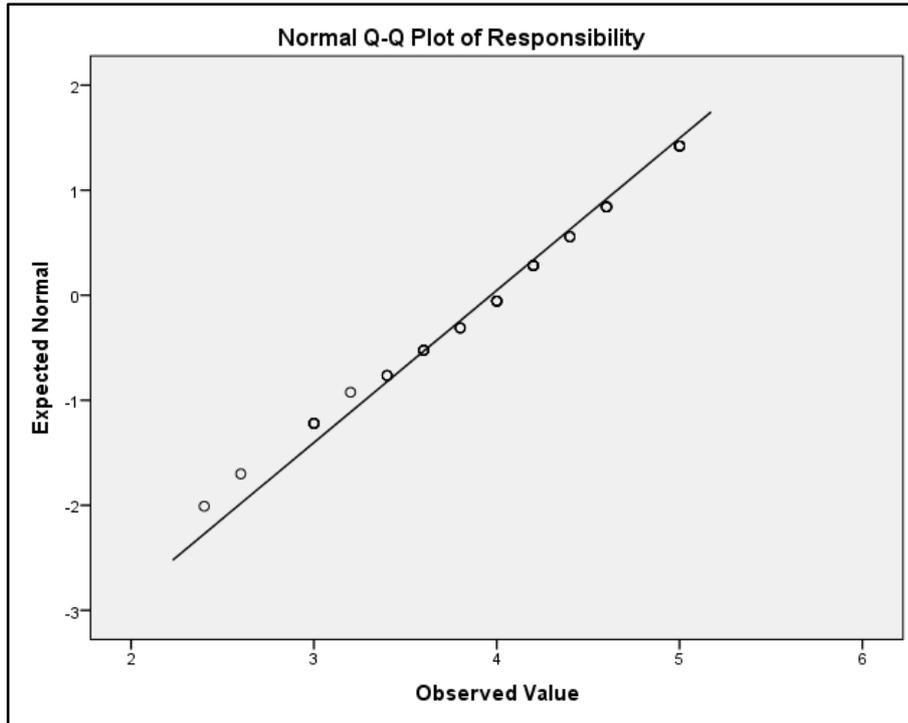


Figure 3.3: The Q-Q Plots for Responsibility

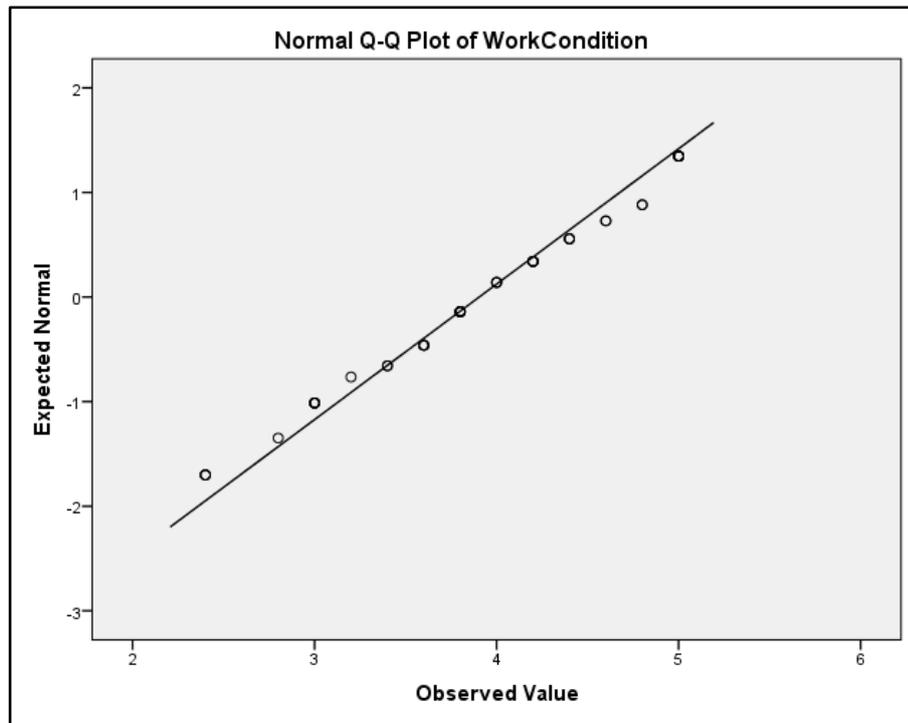


Figure 3.4: The Q-Q Plots for Work Condition

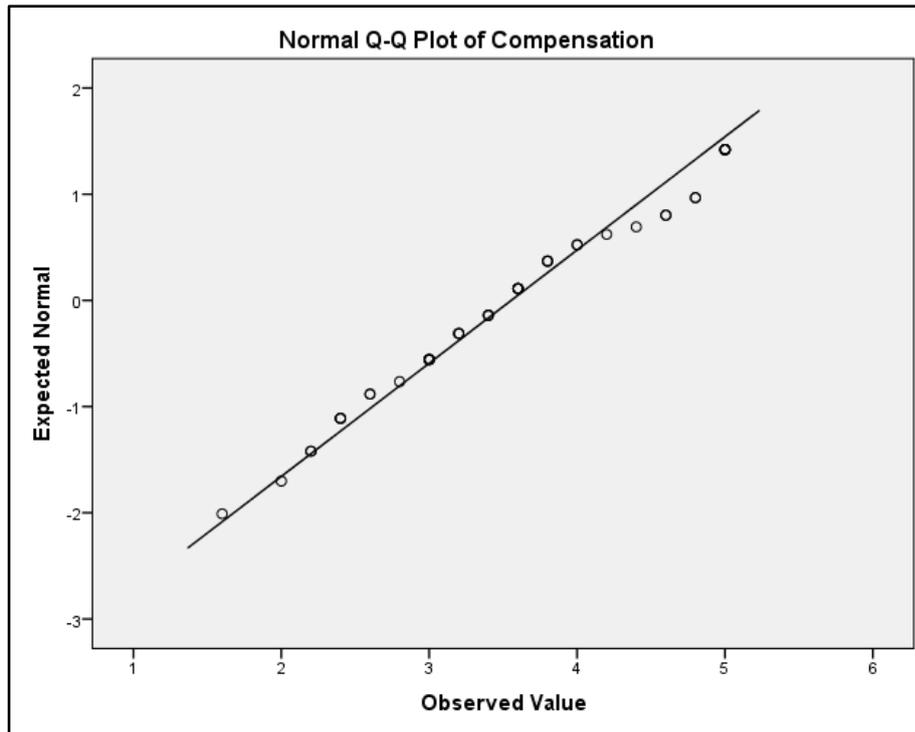


Figure 3.5: The Q-Q Plots for Compensation

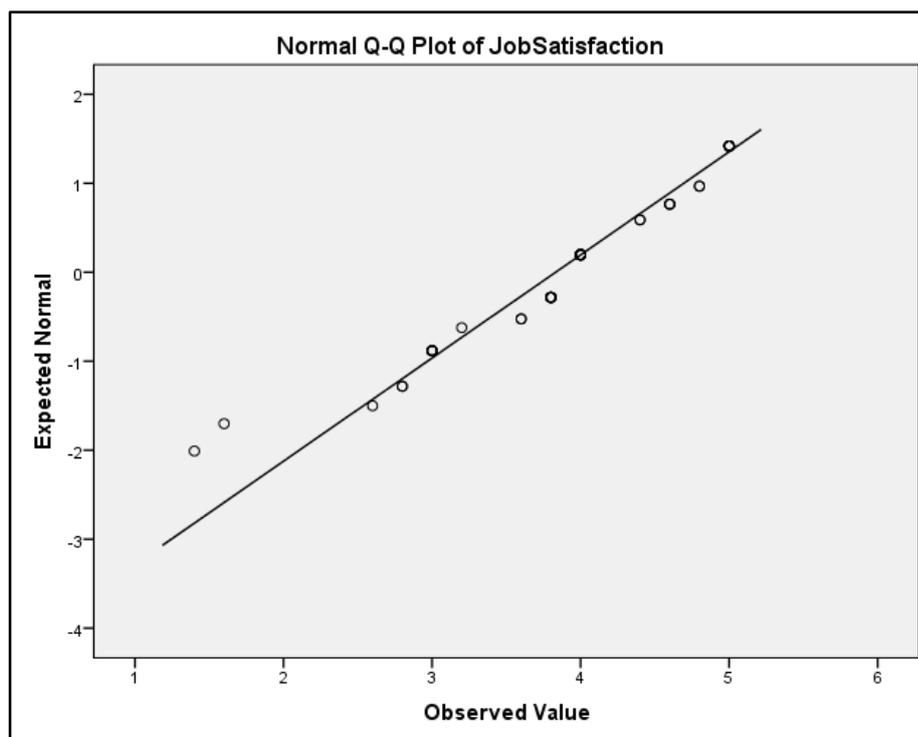


Figure 3.6: The Q-Q Plots for Job Satisfaction

Based on the Figure 3.2 to Figure 3.6, all variables were normally distributed, because most of the graphs appear near the straight line, and the starting point of the graph seems to deviate from straight line, indicating that its were positively skewed.

3.8 Ethics of Study

This research study's ethical issue is obtaining consent from each respondent before allowing them to answer the questionnaire. Before taking part in the survey, the respondents were informed of the study's aim and objectives. The responders were assured of their privacy and confidentiality. There is no use of force on respondents, and there must be a sense of respect for the decisions they made. Respondents also have the option of opting out of the research at any time. All information obtained from respondents will be kept strictly secret and will not be utilized for any other purpose than with this study.

3.9 Data Collection Process

The questionnaires were sent to the employees who worked in the private sector in Sibuluan, Sarawak. The questionnaire was distributed to employees as random. The respondents were given sufficient time to complete the questionnaire. Respondents took around two weeks to complete the surveys. Regarding that, the data was analyzed with SPSS and properly keyed into the system to avoid any casual mistakes or errors during the computation step.

3.10 Data Analysis Procedure

The Statistical Package for Social Science (SPSS) was used to gather and analyze the data in this study. The data acquired is analyzed using descriptive and inferential statistics. Descriptive statistics are used to describe demographic information about respondents, whereas inferential statistics are used to test research hypotheses. Tables, pie

charts, and bar graphs were used to display the data. Pearson correlation coefficient analysis is used in the statistical method.

3.10.1 Descriptive Statistics

Descriptive statistics was used to analyze demographic characteristic from the questionnaire. The demographic characteristic, such as gender and age had been asked. The demographic factors were described via descriptive statistic in the form of percentages and frequencies. Descriptive statistic also enables showed the central tendency (mean) and dispersion (standard deviation) of the respondents' demographic characteristic.

3.10.2 Inferential Statistics

Inferential statistic was used to test the hypotheses in this study. The relationship between independent variables and dependent variable was determined by inferential statistics. In this study, independent variables were referred to the factors (responsibility, recognition, work condition and compensation) that influence the dependent variable (employees' job satisfaction). There are three types of tests had been done under inferential statistic, which was Pearson Correlation Coefficient.

The Pearson Correlation Test is used to determine how strong a relationship between two variables. The closer the correlation coefficient gets to a positive or negative value, the greater the correlation (Mukaka, 2012). When the r value is positive, the variables are directly related; when the coefficient is negative, the variables are inversely related.

The Table 3.5 will explain the interpretation of 'r' values.

Size of Correlation	Interpretation
.90 to 1.00 (-.90 to -1.00)	Very high positive (negative) correlation
.70 to .90 (-.70 to -.90)	High positive (negative) correlation
.50 to .70 (-.50 to -.70)	Moderate positive (negative) correlation
.30 to .50 (-.30 to -.50)	Low positive (negative) correlation
.00 to .30 (.00 to -.30)	negligible correlation

Figure 3.7: Interpretation of 'r' values

Source: Zakaria (2019)

3.11 Summary

In short, this chapter discussed the design of the study which is the quantitative method by using a survey questionnaire method. All of the data collected from respondents were kept private and anonymous. The data was examined by using SPSS, which included both descriptive and inferential statistic. The data collecting findings and discussion will be discussed in the next chapter.

CHAPTER 4

FINDINGS

4.1 Introduction

This chapter discusses on research findings in terms of descriptive and inferential statistics. The Statistical Package for Social Science (SPSS) is used to interpret and analyse data. First, use descriptive statistics to analyse the demographic characteristics of the respondents (gender, age, marital status, employment experiences, and monthly income). Besides that, in the inferential statistics part, the Pearson correlation coefficients used to test the hypotheses in the research.

4.2 Descriptive Statistics

4.2.1 Demographic Profile for Respondents

4.2.1.1 Gender

Table 4.1

Distribution of Respondents by Gender

		Gender			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Male	10	22.7	22.7	22.7
	Female	34	77.3	77.3	100.0
	Total	44	100.0	100.0	

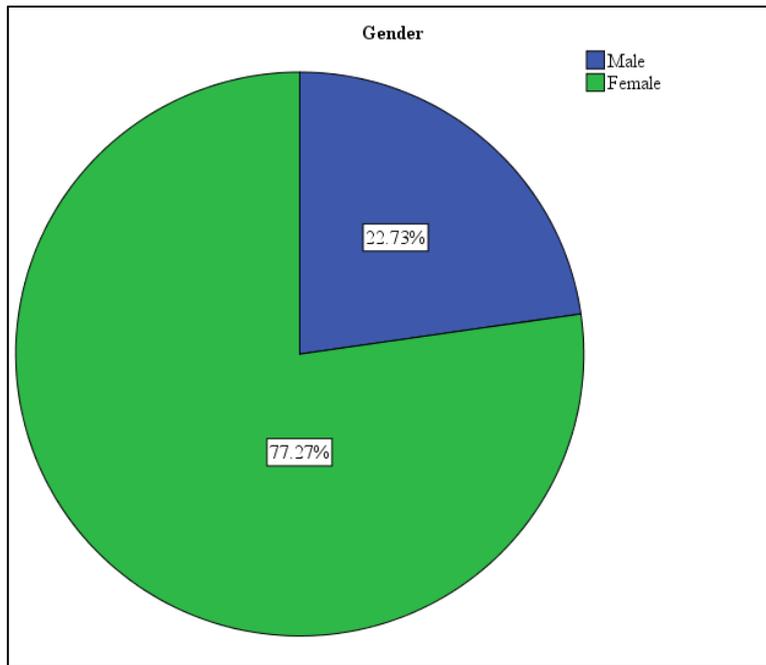


Figure 4.1: Pie Chart for Distribution of Respondents by Gender

The table and pie chart above show that the majority respondents were female with 77.27% (34 respondents) while male respondents with 22.7% (10 respondents).

4.2.1.2 Age

Table 4.2

Distribution of Respondents by Age

		Age			
		Freque y		Valid	Cumulative
		Percent	Percent	Percent	Percent
Valid	Below 20 years old	5	11.4	11.4	11.4
	21- 40 years old	35	79.5	79.5	90.9
	41 years old and above	4	9.1	9.1	100.0
	Total	44	100.0	100.0	

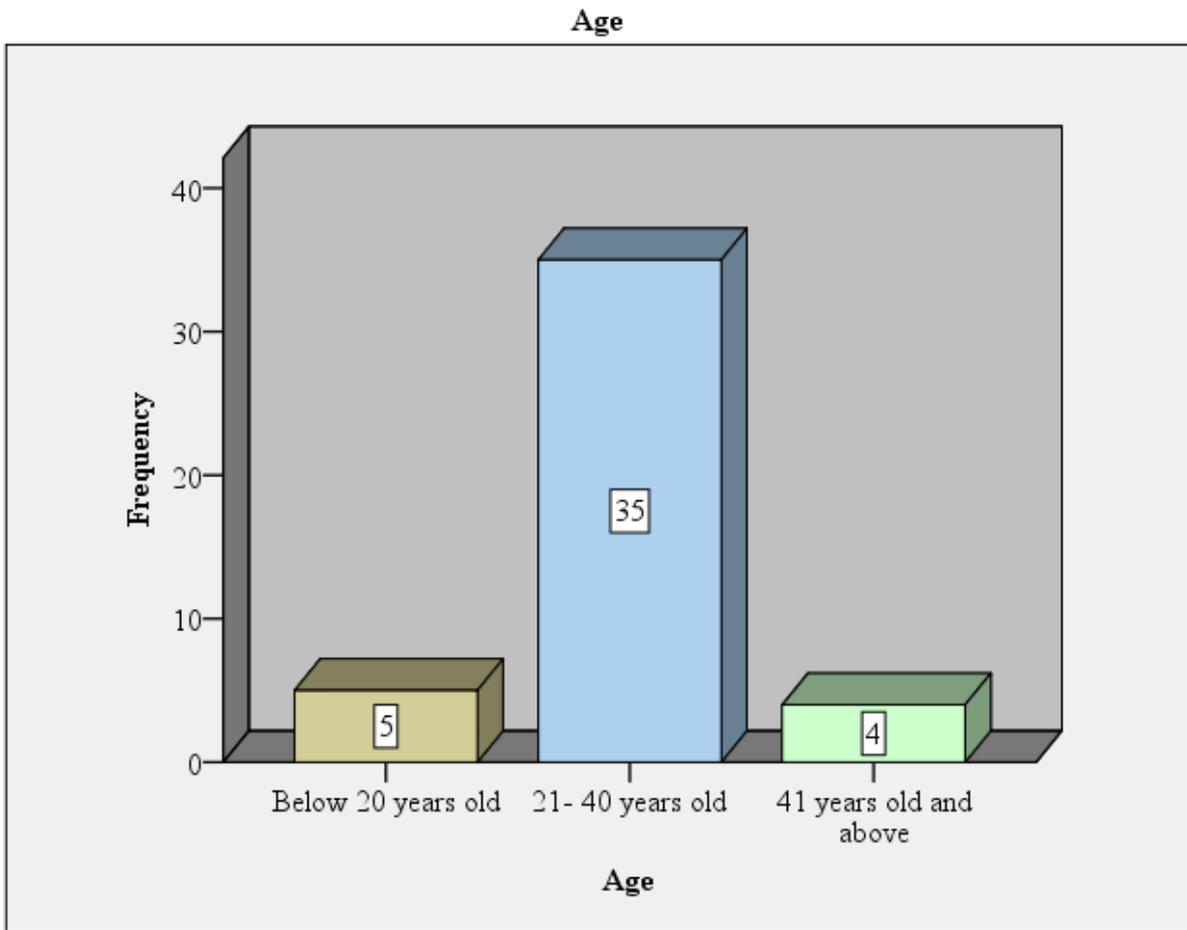


Figure 4.2: Bar hart for Distribution of Respondents by Age

Table 4.2 and bar chart above show the three group of respondents' ages. The age group of below years old have 5 respondents (11.45%) participate in the survey. Moreover, participant from the age group of 21 to 40 years old with 35 respondents (79.5%) and become the majority among all age group. Finally, respondents with group 41 years old and above are 9.1% which means 4 of the respondents is with this age.

4.2.1.3 Marital Status

Table 4.3

Distribution of Respondents by Marital Status

		Marital Status			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Single	36	81.8	81.8	81.8
	Married	8	18.2	18.2	100.0
	Total	44	100.0	100.0	

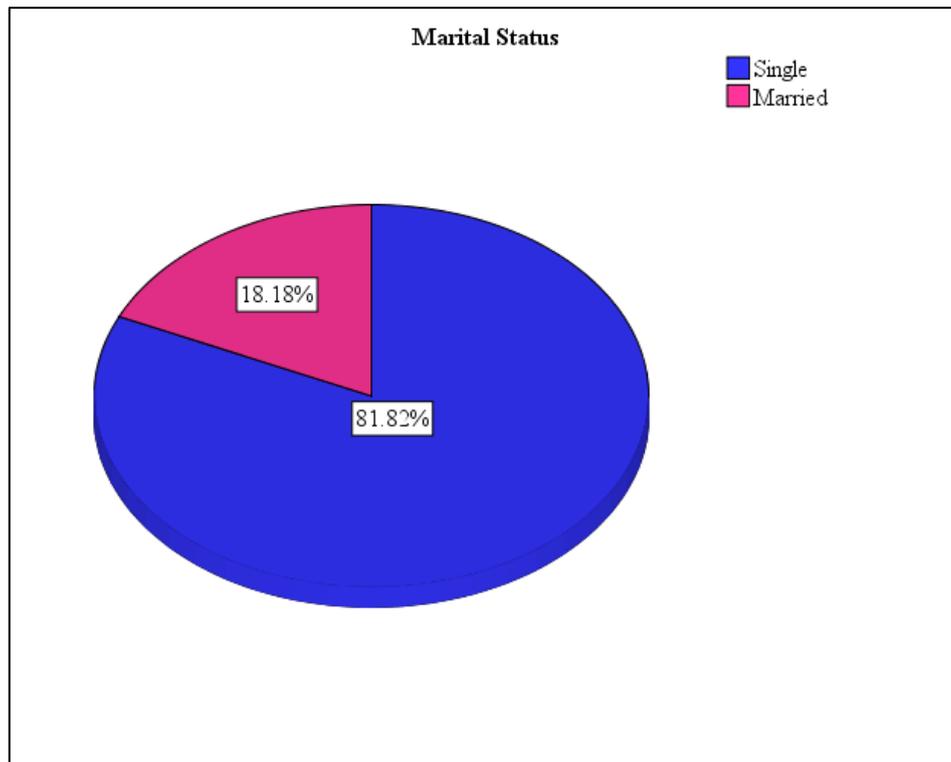


Figure 4.3: Pie Chart for Distribution of Respondents by Marital Status

The distribution of respondents in term of marital status are single respondents with 81.82% (36 respondents) while married respondents were 18.18% (8 respondents).

4.2.1.4 Employment Experiences

Table 4.4

Distribution of Respondents by Employment Experiences

		Employment Experiences			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	1-10 years	35	79.5	79.5	79.5
	11-20 years	4	9.1	9.1	88.6
	21 years and above	5	11.4	11.4	100.0
	Total	44	100.0	100.0	

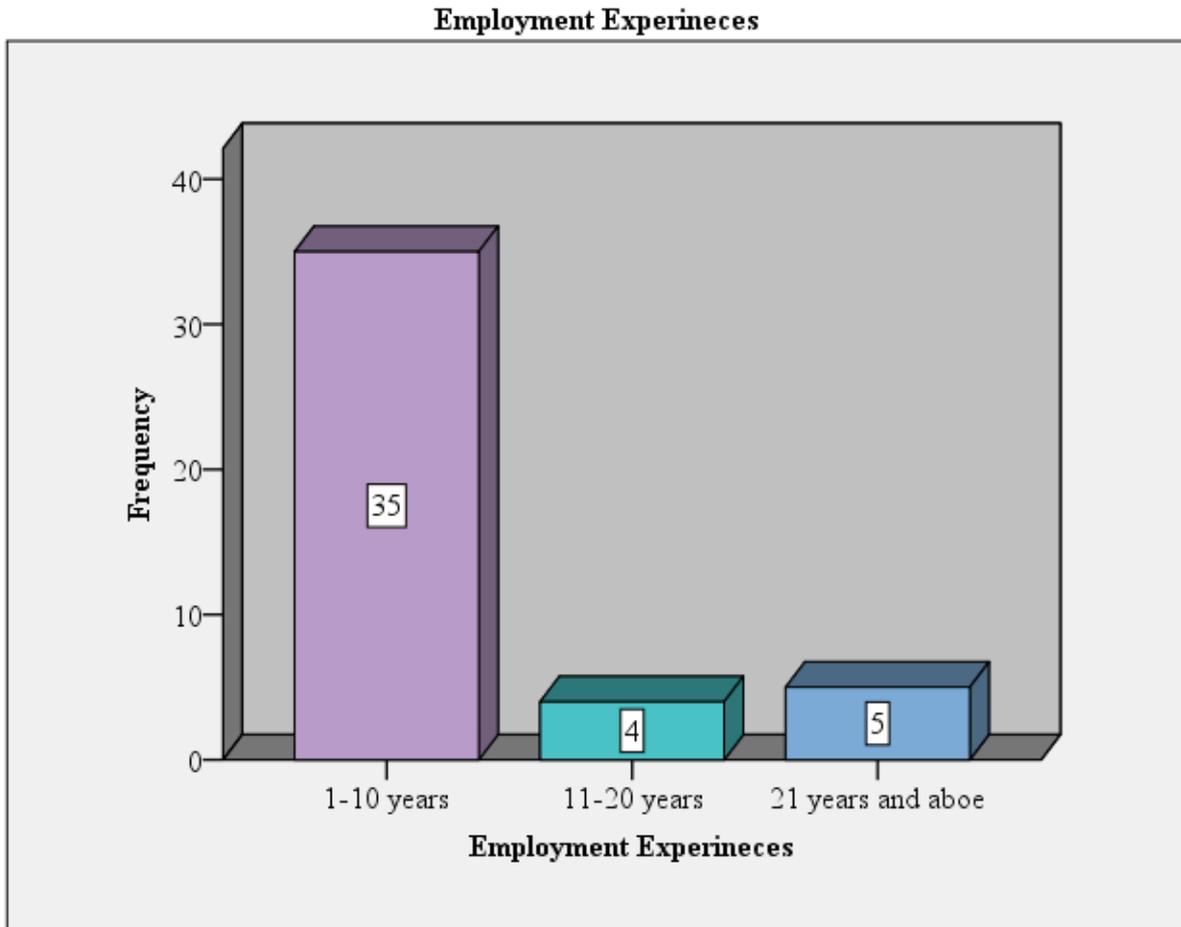


Figure 4.4: Pie Chart for Distribution of Respondents by Employment Experiences

In terms of the employment experiences, most of the respondents have work in 1 to 10 years (79.5%) which is 35 of them. Then, Table 4.4 and bar chart above show that 5 respondents or 11.4% in range 21 years of employment experiences while only 4 respondents with percentage of 9.1% had 11 to 20 years of employment experiences.

4.2.1.5 Monthly Income

Table 4.5

Distribution of Respondents by Monthly Income

		Monthly Income			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Below RM 2,000	36	81.8	81.8	81.8
	RM 2, 001- RM 3, 000	4	9.1	9.1	90.9
	Above RM 3,000	4	9.1	9.1	100.0
	Total	44	100.0	100.0	

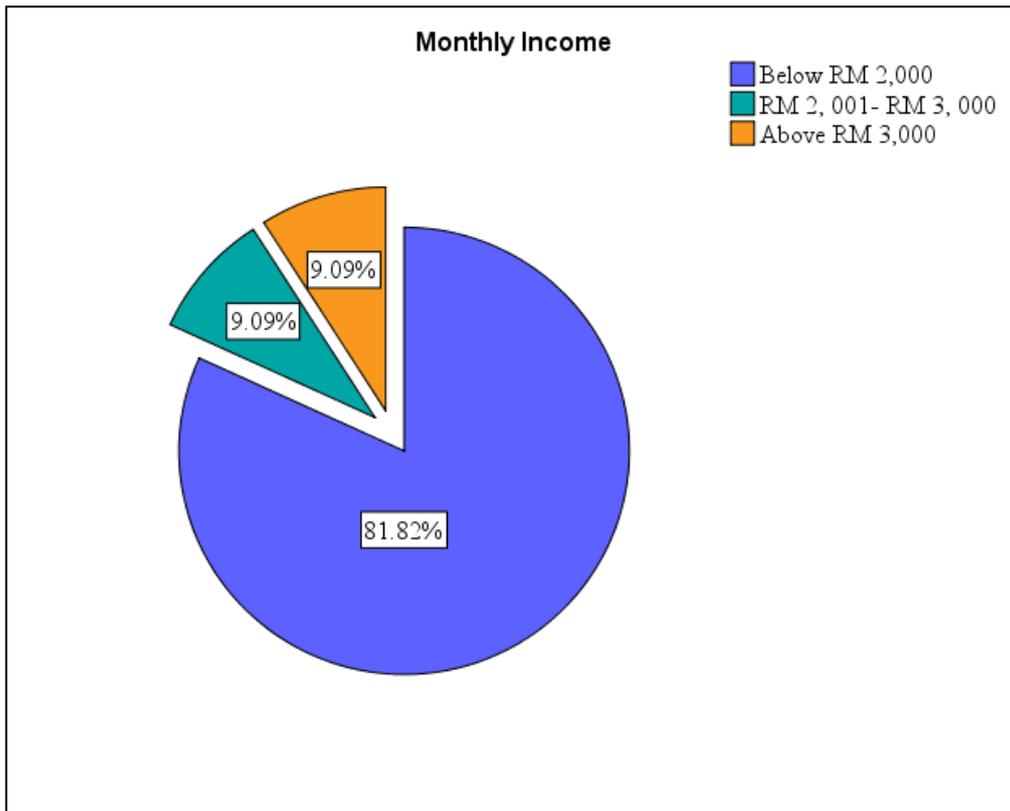


Figure 4.5: Pie Chart for Distribution of Respondents by Monthly Income

Based on the figure above, there were 36 respondents (81.82%) out of the 44 respondents monthly income below RM 2,000. Besides that, for the category monthly income of the RM 2,001 to RM 3,000 and above RM 3,000 were the same percentage with 9.09% (4 respondents) respectively.

4.3 Inferential Statistics

In this part, the Pearson correlation will use to analyse the hypotheses. Pearson's correlation coefficient is defined in statistics as a measure of the strength of the relationship between two variables and their correlation.

4.3.1 Intrinsic Motivation

4.3.1.1 Recognition

There is a significant relationship between the recognition factor and job satisfaction.

Table 4.6

Mean and Standard Deviation of Recognition and Job Satisfaction

Descriptive Statistics			
	Mean	Std. Deviation	N
Recognition	3.6909	.69878	44
Job Satisfaction	3.8318	.86260	44

Table 4.7

Correlation between Recognition and Job Satisfaction

Correlations			
		Recognition	Job Satisfaction
Recognition	Pearson Correlation	1	.665**
	Sig. (2-tailed)		.000
	N	44	44
Job Satisfaction	Pearson Correlation	.665**	1
	Sig. (2-tailed)	.000	
	N	44	44

** . Correlation is significant at the 0.05 level (2-tailed).

Pearson Correlation is used to present the relationship between recognition factor and job satisfaction in this study.

According to the Table 4.7 above, it shows that the Pearson Correlation test between the recognition and job satisfaction r value is 0.665. It shows a moderate positive relationship between the 2 variables. When the result gives a positive value, it indicates that both variable moves in the same direction. When one variable increases or decreases, the other variable will follow its change by increasing or decreasing the value. As mentioned previously, the further the value from 1, the moderate the relationship of both results. As the result is a moderate positive Pearson's r value, we conclude that when recognition increase, the job satisfaction will increase.

The p-value from the Table 4.7 above is 0.000 which is smaller than the alpha value which is $p < 0.05$. Thus, we can conclude that there is a statically significant correlation between the 2 variables. H_{a1} is accepted. Hence, the result indicated that there is a significant and moderate positive relationship between recognition and job satisfaction.

This research supported by the past finding which was done by Danish and Ali (2010).

4.3.1.2 Responsibility

There is a significant relationship between the responsibility factor and job satisfaction.

Table 4.8

Mean and Standard Deviation of Responsibility and Job Satisfaction

Descriptive Statistics			
	Mean	Std. Deviation	N
Responsibility	3.9682	.69005	44
Job Satisfaction	3.8318	.86260	44

Table 4.9

Correlation between Responsibility and Job Satisfaction

Correlations			
		Responsibility	Job Satisfaction
Responsibility	Pearson Correlation	1	.616**
	Sig. (2-tailed)		.000
	N	44	44
Job Satisfaction	Pearson Correlation	.616**	1
	Sig. (2-tailed)	.000	
	N	44	44

** . Correlation is significant at the 0.05 level (2-tailed).

The Pearson Correlation method is used to present the relationship between responsibility factor and job satisfaction.

Form the Table 4.9 above, it shows that the Pearson Correlation test between the responsibility and job satisfaction r value is 0.616. It shows a moderate positive relationship between these two variables. When the result gives a positive value, it indicates that both variable moves in the same direction. When one variable increases or decreases, the other variable will follow its change by increasing or decreasing the value. As mentioned previously, the further the value from 1, the moderate the relationship of both results. As the result is a moderate positive Pearson's r value, we conclude that when responsibility increase, the job satisfaction will increase.

The p-value from the Table 4.9 above is 0.000 which is smaller than the alpha value which is $p < 0.05$. Thus, we can conclude that there is a statically significant correlation between the 2 variables. H_{a2} is accepted. Hence, the result indicated that there is a significant and moderate positive relationship between responsibility and job satisfaction.

The result is similar to the study by Raza et al. (2015).

4.3.2 Extrinsic Motivation

4.3.2.1 Work Condition

There is a significant relationship between the work condition factor and job satisfaction.

Table 4.10

Mean and Standard Deviation of Work Condition and Job Satisfaction

Descriptive Statistics			
	Mean	Std. Deviation	N
Work Condition	3.9045	.77218	44
Job Satisfaction	3.8318	.86260	44

Table 4.11

Correlation between Work Condition and Job Satisfaction

Correlations			
		Work Condition	Job Satisfaction
Work Condition	Pearson Correlation	1	.642**
	Sig. (2-tailed)		.000
	N	44	44
Job Satisfaction	Pearson Correlation	.642**	1
	Sig. (2-tailed)	.000	
	N	44	44

** . Correlation is significant at the 0.05 level (2-tailed).

The Pearson Correlation is used to present the relationship between work condition factor and job satisfaction.

From the Table 4.11 above, it shows that the Pearson Correlation test between the responsibility and job satisfaction r value is 0.642. It shows a moderate positive relationship between the 2 variables. When the result gives a positive value, it indicates that both variable moves in the same direction. When one variable increases or decreases, the other variable will follow its change by increasing or decreasing the value. As mentioned previously, the further the value from 1, the moderate the relationship of both results. As the result is a moderate positive Pearson's r value, we conclude that when work condition increase, the job satisfaction will increase.

The p-value from the Table 4.11 above is 0.000 which is smaller than the alpha value which is $p < 0.05$. Thus, we can conclude that there is a statically significant correlation between the 2 variables. H_{a3} is accepted. Hence, the result indicated that there is a significant and moderate positive relationship between work condition and job satisfaction.

This result can support by the finding of Raziq and Maulabakhsh (2015) and Rosanih& Ariyanto (2019).

4.3.2.2 Compensation

There is a significant between the compensation factor and job satisfaction.

Table 4.12

Mean and Standard Deviation of Compensation and Job Satisfaction

Descriptive Statistics			
	Mean	Std. Deviation	N
Compensation	3.5545	.93795	44
Job Satisfaction	3.8318	.86260	44

Table 4.13

Correlation between Compensation and Job Satisfaction

Correlations			
		Compensation	Job Satisfaction
Compensation	Pearson Correlation	1	.801**
	Sig. (2-tailed)		.000
	N	44	44
Job Satisfaction	Pearson Correlation	.801**	1
	Sig. (2-tailed)	.000	
	N	44	44

** . Correlation is significant at the 0.05 level (2-tailed).

The Pearson Correlation is used to present the relationship between compensation factor and job satisfaction.

From the Table 4.11 above, it shows that the Pearson Correlation test between the compensation and job satisfaction r value is 0.642. It shows a high positive relationship between the 2 variables. When the result gives a positive value, it indicates that both variable moves in the same direction. When one variable increases or decreases, the other variable will follow its change by increasing or decreasing the value. As mentioned previously, the further the value from 1, the high the relationship of both results. As the result is a moderate positive Pearson's r value, we conclude that when compensation increase, the job satisfaction will increase.

The p-value from the Table 4.11 above is 0.000 which is smaller than the alpha value which is $p < 0.05$. Thus, we can conclude that there is a statically significant correlation between the 2 variables. H_{a4} is accepted. Hence, the result indicated that there is a significant and high positive relationship between compensation and job satisfaction.

This finding supported the research done by Mabaso (2018), Rapai (2017) and Wong (2009).

4.4 Summary of Hypothesis

<i>Specific Objectives</i>	<i>Research Hypothesis</i>	<i>Instrument</i>	<i>Results</i>
To identify the relationship between the recognition factor and job satisfaction.	H_{a1} : There is a significant relationship between the recognition factor and job satisfaction.	Pearson Correlation Coefficient	✓ H_{a1} is accepted. ✓ Moderate positive.
To identify the relationship between the responsibility factor and job satisfaction.	H_{a2} : There is a significant relationship between the responsibility factor and job satisfaction.		✓ H_{a2} is accepted. ✓ Moderate positive.
To identify the relationship between the work condition factor and job satisfaction.	H_{a3} : There is a significant relationship between the work condition factor and job satisfaction.		✓ H_{a3} is accepted. ✓ Moderate positive.
To identify the relationship between the	H_{a4} : There is a significant relationship between the		✓ H_{a4} is accepted.

compensation factor and job satisfaction.	compensation factor and job satisfaction.		✓ High positive
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4.5 Summary

All the data are analysed by SPSS. The Pearson correlation coefficients used to test the hypotheses in the research. The result show that all the alternative hypotheses (Ha) was accepted. The next chapter will be discussing the summary, conclusion, and recommendation of this research.

CHAPTER 5

DISCUSSION, IMPLICATIONS AND RECOMMENDATION

5.1 Introduction

This chapter expands on these findings and relates them to the literature review that was specially chosen for this study. This chapter first summarizes the research. In addition, this chapter also briefly discusses descriptive statistics and inferential statistics (relationship between IV and DV). This chapter further discusses the accepted and rejected assumptions. Next, this chapter also discusses the significance of the research and suggestions for future research. Finally, the overall research's conclusion will be the end of this research.

5.2 Summary of research

This study aims to determine the relationship between intrinsic and extrinsic motivational factors with job satisfaction. In this study, there are four independent variables which were recognition and responsibility as the intrinsic motivation factors while work condition and compensation as the extrinsic motivation factors. For the dependent variable, job satisfaction had been chosen to measure in this study. The first chapter of this research intended the study's background, the problem statement, the research objectives, and the research hypotheses. Besides that, the conceptual framework, significance of the study, research limitations, and definition of terms were included to explain the research ideas clearly.

The second chapter discuss about the literature review. The issues regarding the variables (recognition, responsibility, work condition, compensation and job satisfaction) of this study were explained briefly. The literature review of was done by analysing the article and journal related to this study. A theory that was selected for this study that explores more on intrinsic and extrinsic motivation factors with job satisfaction was

Herzberg's Motivation- Hygiene Theory. It also focuses on the relationship between the independent and dependent variables in the study and similar past findings that support previous hypotheses. A review of similar findings in the past that may be relevant and support current research. This helps to ensure that the study can provide clear visuals or highly transparent correlations between variables.

The methodology is the focus of the third chapter. A cross-sectional survey with questionnaires was utilised in this study as a quantitative approach. The study's participants were 50 employees from a maritime hardware firm in Sibuluan, Sarawak. The simple random sampling technique was done for this study. During the Covid 19 pandemic, prepared questionnaires were distributed to respondents using Google Sheets to finish the data gathering procedure. Before distributing the set questionnaire, the university has prepared a consent form. In addition, a pilot study was conducted and 10 sets of questionnaires were distributed to ensure that the tools used in this study are valid and reliable for actual research. Moreover, use the Q-Q plots to observe the normality of the data. Then, observe the validity and reliability of the actual test. Finally, use the Social Science Statistical Package (SPSS) to analyze the data.

The fourth chapter discussed the result and the findings of this study. The findings were presented according to the hypotheses of the study. 44 sets of the questionnaire had randomly collected by using the Google Form to analyze the actual data. Demographic characteristics (gender, age, marital status, employment history, and monthly income) are analyzed using descriptive statistics. On the other hand, inferential statistics such as Pearson's correlation coefficient are used to test the hypotheses in the research. The results show that all independent variables (recognition, responsibility, working conditions, and salary) are related to job satisfaction.

5.3 Discussion

Four hypotheses were proposed in this study and the results were summarized. All hypotheses tested with the Pearson correlation test were accepted and supported by past studies with similar results. Table 5.1 show the summary of the result of hypotheses.

Table 5.1

Summary Status of Hypotheses

Research Hypotheses	Status
<i>H_{a1}: There is a significant relationship between the recognition factor and job satisfaction.</i>	Accepted
<i>H_{a2}: There is a significant relationship between the responsibility factor and job satisfaction.</i>	Accepted
<i>H_{a3}: There is a significant relationship between the work condition factor and job satisfaction.</i>	Accepted
<i>H_{a4} : There is a significant between the compensation and job satisfaction.</i>	Accepted

5.3.1 Relationship Between Recognition and Job Satisfaction

The first specific objective of this research is to identify the relationship between recognition factors and job satisfaction. The Pearson correlation test technique is used to evaluate this hypothesis. Following the analysis of the data, it was shown that there is a relationship between recognition factors and job satisfaction. Thus, the first hypothesis (Ha1) is accepted, and the result shows that there is a significant relationship between the recognition factor and job satisfaction.

This finding supported by the past findings show as below Table 5.2.

Table 5.2

Similar Findings of H_a1

Hypotheses	Author and Year	Status of study (Similar or Dissimilar)
<i>H_{a1}: There is a significant relationship between the recognition factor and job satisfaction.</i>	Zeb, Jamal, and Ali (2016)	Similar
	Imran, A., et al. (2014).	
	Danish and Ali (2010)	

These findings are also in alignment with the research theory known as Herzberg's Theory. Appreciation is a basic human need. Employees will show their satisfaction by recognizing their superior job, since this demonstrates that their efforts are recognised by others. Employees' satisfaction and productivity will rise as their work is valued, and they will be encouraged to maintain or enhance their performance.

5.3.2 Relationship Between Responsibility and Job Satisfaction

The second specific research objectives is to determine the significant relationship between responsibility factors and job satisfaction. The research objectives are consistent with the research hypothesis, that is, there is a significant relationship between responsibility factors and job satisfaction. The Pearson correlation test was performed to evaluate this hypothesis. The results show that there is a significant relationship between responsibility factors and job satisfaction. Therefore, the H_a2 is accepted.

The recorded similar findings for this study showed at Table 5.3.

Table 5.3

Similar Findings of H_{a2}

Hypotheses	Author and Year	Status of study (Similar or Dissimilar)
<i>H_{a2}: There is a significant relationship between the responsibility factor and job satisfaction.</i>	Annierah, M., U., et al. (2013).	
	Beikzad, Hoseinpour, and Hejazi (2013)	Similar
	Mohammad Aliakbari and Neda (2013)	

The result was aligned with Herzberg two factor theory which increased the sense of responsibility, the satisfaction also increased.

5.3.3 Relationship Between Work Condition and Job Satisfaction

The third research objective of this research is to identify the relationship between working condition factors and job satisfaction. The Pearson correlation test technique is used to evaluate this hypothesis. Following the analysis of the data, it was shown that there is a relationship between working conditions and job satisfaction. As a consequence, the third hypothesis (Ha3) is accepted, and the outcome demonstrates that there is a significant relationship between working conditions and job satisfaction.

This result was consistent with the findings by past research as follow Table 5.4.

Table 5.4

Similar Findings of H_{a3}

Hypotheses	Author and Year	Status of study (Similar or Dissimilar)
<i>H_{a3}: There is a significant relationship between the work condition factor and job satisfaction.</i>	Babic and Bakotic (2014)	Similar
	Chea et al. (2017)	
	Raziq and Maulabakhsh (2019)	

These findings also in alignment with the research theory known as Herzberg's Theory. The actual working condition and design of the company will affect employees' job satisfaction. In addition to safety and cleanliness, working conditions have more meaning. Workplace design that is innovative may help with information flow, communication, and productivity. Frustration and job satisfaction can be harmed by a poorly planned work condition.

5.3.4 Relationship Between Compensation and Job Satisfaction

In this study, the fourth research objective is to determine the relationship between compensation factor and job satisfaction. The Pearson Correlation test technique was used to evaluate the hypothesis. After analysing the data, it was shown that there is a relationship between compensation factors and job satisfaction. So, the fourth hypothesis

was accepted. Therefore, these results indicate that there is a significant relationship between compensation factors and job satisfaction.

This finding was similar to the past finding shown as below.

Table 5.5

Similar Findings of H_{a4}

<i>Hypotheses</i>	<i>Author and Year</i>	<i>Status of study (Similar or Dissimilar)</i>
<i>H_{a4}: There is a significant relationship between the compensation factor and job satisfaction.</i>	Mabaso (2018)	Similar
	Rapai (2017)	
	Ida and Ali (2010)	
	Wong (2009)	

These findings are also consistent with Herzberg's theory. Job satisfaction may be improved with the proper compensation plan. Employees will be satisfied when the firm succeeds because they know their efforts will be recognised if the compensation plan is set up correctly.

5.4 Implication

The study's findings revealed a relationship between intrinsic and extrinsic motivation factors and job satisfaction. This study has implications towards three different aspects namely towards the organization, body of literature, and related industry for future references.

5.4.1 Implication to Organization

One of the significances of this research is to better understand the relationship between intrinsic and extrinsic motivation factors and job satisfaction. This research focuses on two variables (motivation factors and job satisfaction), which is an ongoing controversial issue that causes problems in organizations. Crucially, this research provides practical implications, enabling management to in-depth analysis of issues related to motivational factors and job satisfaction in the organization. The management can have a guideline to solve and satisfy the problems and solutions that exist in the organization. The research can be used as a guide to help the human resources department motivate and help employees to participate more in the organization.

In addition, this study also shows some factors that contribute more to job satisfaction. Organization develop awareness to realize the importance of the motivation factors in employees' job satisfaction. Therefore, the organization can work harder to meet the needs of employees. For example, a good reward and compensation system is quite good for recruiting motivated employees. When employees are satisfied, this keeps them motivated and does their best for the organization they work in. Ultimately, this will lead to a skewed increase in productivity and provide a positive image for organizations with good reward system practices.

5.4.2 Implication to Body of Literature

The implication of this research on the literature is that this research can help increase the literature on what is the relationship between dependent variable and the independent variable, especially in the context of the private sector. For example, this research showed that intrinsic motivation and extrinsic motivation had different correlations with the employees' job satisfaction. This research resources on the relationship between intrinsic

and extrinsic motivational factors and job satisfaction are limited, especially in the context of Sarawak. This research can help management to reward their employees by implementing the elements of job satisfaction to improve their job satisfaction.

Furthermore, this study added to the body of knowledge and literature in the field of job satisfaction. In this study, existing theories aid in clarifying the relevance of job satisfaction to employees. As a result, this study contributes to a more complete work satisfaction theory in terms of the link between the two variables which are the independent variable and the dependent variable.

5.4.3 Implication to Related Industry

This research can provide a reference source for the researched related industries to better understand how the relationship between the independent variable and the dependent variable works. This research can help them understand the needs of employees, because it will help improve employee job satisfaction. They must ensure that their employees are satisfied with their work, participate in their work and receive their support. At the same time, employees will also understand the factors that really keep them in touch with the organization.

5.5 Recommendation

Current research findings may be used to provide suggestions and serve as a guide for enhancing current research areas for organizations, related industries, and future research. The following are some suggestions based on the current study's findings.

5.5.1 Recommendation for Organization and Related Industry

The findings of this study can aid organizations and related industries in better understanding the relationship between intrinsic and extrinsic motivation factors and job satisfaction. The findings reveal that the four motivation variables have a significant

positive association with employees' job satisfaction (ranging from moderate to strong relationship). It indicates that the higher an employee's motivation factor is, the higher their job satisfaction. Therefore, the organization can pay attention to the organization practice at various level. Organizations need take actions to increase the level of employee enthusiasm, thereby increasing employee job satisfaction. Organizations can provide external financial rewards, such as vouchers or a day of extra vacation, to make employees recognized and valued, thereby increasing satisfaction. In this way, employees can have goals and strive for them.

In addition, this research also reveals the correlation between working conditions and employee job satisfaction. Therefore, organizations and related industries should provide more favorable working conditions to attract employees' job satisfaction. Organizations should understand that harmonious working conditions can motivate employees to work harder and show good work performance.

5.5.2 Recommendation for Future Study

This study is focus on a private hardware company with only 44 respondents. The sample size of this study is small and only focuses on a small subgroup in the company. Therefore, future research may measure different types of organizations or focus on all groups of organizations. It can also focus on companies in different industries, such as public institutions, with appropriate job satisfaction factors. In addition, future studies may consider involving large sample sizes to obtain more accurate and reliable findings.

In addition, this study uses quantitative methods to identify the relationship between motivation factors (intrinsic and extrinsic) and job satisfaction. This study measured four motivational factors. However, research results show that most motivational factors are moderately positively correlated with job satisfaction. Therefore, future research can

consider designing or using qualitative methods or mixed methods to obtain a large amount of information, in order to find out the factors that have a greater contribution to employee job satisfaction. Future research may also consider measuring other factors, such as personal growth, promotion, job security, and colleague relationships.

5.6 Conclusion

This paper studies the relationship between intrinsic motivation factors (recognition and responsibility) and extrinsic motivation factors (working conditions and salary) and job satisfaction. This research tends to determine the motivating factors that make employees happy. However, the survey results show that recognition, responsibility, and working conditions were moderate positively and significantly correlated with employees' job satisfaction. Similarly, salary and job satisfaction also had a strong positive correlation. Therefore, these variables should be regarded as important factors that make employees satisfied with their jobs.

Motivating employees is critical to increasing employee productivity and enhancing the organization's overall performance. According to Saka and Salman (2014), motivation is concerned with energizing, pushing, and motivating individuals to modify their behaviour in order to accomplish an organization's goals and objectives, as well as improved production and employee satisfaction. Internally, employees are satisfied with their work, organization, and organizational environment through recognizing their productivity and involving them in decision-making. As a result, they are more motivated to take on more responsibilities. Previous research has demonstrated a relationship

between employee motivation and job satisfaction. According to research, the higher the motivation, the higher the level of satisfaction.

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APPENDIX A
RESEARCH INSTRUMENT



UNIVERSITI MALAYSIA SARAWAK
FACULTY OF COGNITIVE SCIENCES AND HUMAN DEVELOPMENT
94300, KOTA SAMARAHAN, SARAWAK

QUESTIONNAIRE

RESEARCH TITLE:
THE RELATIONSHIP BETWEEN INTRINSIC AND EXTRINSIC
MOTIVATION FACTORS WITH JOB SATISFACTION

BY:
WONG SIEW XUE

2021

Section A: Demographic Characteristics

This section aimed to obtain general information pertaining to your background. Please fill in by noting them with a tick (✓) for your answers in the space provided.

1. Gender

Male

Female

2. Age

Below 20 years old

21- 40years old

41years old and above

3. Marital Status

Single

Married

Divorced

Widowed

4. Employment Experiences

1-10 years

11-20years

21 years and above

5. Monthly Income

Below RM 2, 000

RM 2, 001 - RM 3, 000

Above RM 3, 000

Section B: Recognition

Please tick (✓) the most appropriate scale based on the following 5-point Likert Scale to indicate your degree of agreement on the following statement.

RESPONSE SCALES:

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Recognition Survey						
No.	Statement	1	2	3	4	5
1.	My manager takes time to recognize my work.					
2.	My manager is aware of my accomplishments.					
3.	My manager communicates with me on a regular basis.					
4.	My manager gives credit to the appropriate team member when projects are successful.					
5.	My manager takes an active role in my career plans.					

Section C: Responsibility

Please tick (✓) the most appropriate scale based on the following 5-point Likert Scale to indicate your degree of agreement on the following statement.

RESPONSE SCALES:

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Responsibility Survey						
No.	Statement	1	2	3	4	5
1.	When I experience a problem, I actively seek to resolve it.					
2.	I can always manage to solve difficult problems if I try hard enough.					
3.	I often think about what events are coming up and ensure I have everything I need to do well in these events.					
4.	I usually stay focused on my goal and do not allow anything to distract me from my plan of action.					
5.	The chance to be responsible for my work planning.					

Section D: Compensation

Please tick (✓) the most appropriate scale based on the following 5-point Likert Scale to indicate your degree of agreement on the following statement.

RESPONSE SCALES:

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Compensation Survey						
No.	Statement	1	2	3	4	5
1.	I am paid fairly for the work I do.					
2.	My benefits are comparable to those offered by other organizations.					
3.	My company pays a salary that is sufficient to motivate employees.					
4.	My salary is competitive with similar jobs I might find elsewhere.					
5.	My benefits are comparable to those offered by other organizations.					

Section E: Work Condition

Please tick (✓) the most appropriate scale based on the following 5-point Likert Scale to indicate your degree of agreement on the following statement.

RESPONSE SCALES:

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Work Condition Survey						
No.	Statement	1	2	3	4	5
1.	I am satisfied with the workplace furnishings and equipment.					
2.	I am satisfied with the ventilation in the workplace.					
3.	The organization maintains a neat and clean working environment.					
4.	The office set up the organization is excellent.					
5.	The office lighting is placed sufficiently.					

Section F: Job Satisfaction

Please tick (✓) the most appropriate scale based on the following 5-point Likert Scale to indicate your degree of agreement on the following statement.

RESPONSE SCALES:

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Job Satisfaction Survey						
No.	Statement	1	2	3	4	5
1.	I like doing the things I do at work.					
2.	My job is enjoyable.					
3.	I enjoy my coworkers.					
4.	The benefit package we have is equitable.					
5.	I feel satisfied with my chances for salary increases.					

Thank you for your time and cooperation.

APPENDIX B

CONSENT LETTER

Fakulti Sains Kognitif dan Pembangunan Manusia
Faculty of Cognitive Sciences and Human Development



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21 April 2021

Encik Joshua Ting Fu Ying
Pengarah Urusan
Galilee Marine Supply Sdn Bhd
No 3, Lane 32F2, Upper Lanang Road
96000, Sibul
Sarawak

Tuan,

Permohonan Menjalankan Kajian/Soal Selidik Bagi Projek Tahun Akhir

Dengan segala hormatnya perkara di atas dirujuk,

Dengan ini disahkan bahawa pelajar **Wong Siew Xue (68089)** adalah pelajar **Program Pembangunan Sumber Manusia**, Fakulti Sains Kognitif dan Pembangunan Manusia, Universiti Malaysia Sarawak (UNIMAS). Beliau sedang menjalankan kajian untuk menyiapkan Projek Tahun Akhir bagi memenuhi syarat bergraduasi program tersebut.

Maklumat lanjut tentang pelajar dan kajian adalah seperti berikut:

Tajuk Kajian : *"The Relationship Between Intrinsic and Extrinsic Motivation Factors with Job Satisfaction"*
Penyelia : **Dr Agatha Lamentan anak Muda**
No. Telefon Penyelia : **082-583701**
E-mel Penyelia : **malamentan@unimas.my**
No. Telefon Pelajar : **011-51104708**
E-mel Pelajar : **68089@siswa.unimas.my**

Sehubungan itu, sukacita kiranya pihak tuan/puan dapat memberikan kerjasama kepada pelajar berkenaan untuk mendapatkan maklumat yang diperlukan. Segala maklumat yang diperolehi akan hanya digunakan untuk tujuan akademik semata-mata dan dijamin akan kerahsiaannya.

Kerjasama yang diberikan oleh pihak tuan/puan didahului dengan ucapan terima kasih.

Sekian,

Yang benar,

Dr Victoria Jonathan
Penyelaras Program
Pembangunan Sumber Manusia

s.k – Penolong Pendaftar Kanan, FSKPM

