

THE INFLUENCE OF MOTIVATION FACTORS TOWARDS JOB SATISFACTION AMONG STAFF IN PROPERTY DEVELOPER ORGANIZATION

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ABSTRACT

The purpose of this study is to investigate the influence of motivation factors towards job satisfaction among staff in a property developer organization. The findings in this study are based on the questionnaire distributed among employees of Zenith Corporation (actual name is not disclosed due to confidentiality). The research used purposive sampling of 200 employees in Zenith Corporation. Data were collected through a close-ended questionnaire and an open-ended questionnaire using a Likert scale. Respondents represented various departments, including managerial and supporting level. The data were then analyzed using SPSS software. Results have shown that supervisor support, career development and working environment have a significant impact towards employees' job satisfaction in Zenith Corporation. On the contrary, pay and benefit has no significant influence towards job satisfaction.

Keywords: Job Satisfaction, Motivation, Pay and Benefits, Supervisor Support, Career Development and Working Environment.

INTRODUCTION

Organizations cannot avoid dealing with employee-related issues and challenges in their business activities. One of the main challenges is declining motivating forces among employees due to various factors. Motivation plays an important role in influencing job satisfaction, work performance and productivity among employees, both public and private sectors. The level of employees' job satisfaction can be determined by the sense of accomplishment as the desired expectations were fulfilled.

According to Gordon (1999), job satisfaction is achieved when the job meets the values, expectations and standards of an individual and able to raise the degree of commitment and performance. From an employee point of view, when their level of satisfaction increased, they will find work to be more interesting and inspirational (Dinler, 2008; Wright & Davis, 2003). Maslow (1954) recommended that there are four fundamental needs that must be fulfilled so that a man can act appropriately. The four essential needs are psychological, safety, love, and esteem. Once

these basic needs are satisfied, other (or higher) needs will take place.

Employee's job satisfaction is one of the primary source of concern for the management. Previous studies have shown that job satisfaction can partially explain variations in employee's commitment, absenteeism and turnover levels. By cultivating the job satisfaction in both employees and organizations, there are many positive outcomes that can be achieved (Burke, 2003). Among the outcomes are affective commitment, positive moods and reduced turnover intentions alongside reduced absenteeism (Burke, 2003; Hung-Wen Lee, 2007; Carr, 2007; Zinta and Byrne, 2008; David and Dawley, 2008). Besides, job satisfaction can be demonstrated through positive and great dispositions towards the employment. Job dissatisfaction can be indicated through destructive and unfavorable attitudes toward the job (Armstrong, 2006).

In short, dissatisfied employees can adversely affect an organization because they typically lack of driving force, having negative attitudes, performing poorly and the worst is that they might influence other employees. Thus, these will lead to absenteeism, turnover, lack of productivity and commitment. The main objective of the study is to investigate the influence of motivation factors towards employees' job satisfaction.

In Malaysia, it was found that the most important factors which could contribute to smooth activities of most construction companies are availability of skilled workers, good team members, availability of capital, sufficient knowledge and experience, good cash flow management, commitment to customer satisfaction, good company management, technical expertise, good site management, and good relations with clients (baker et al., 2011). This circumstance prompts the accomplishment of required motivation and job satisfaction to create commitment. On the other hand, it is not that direct or simple which has the capacity to work as indicated in the context of individual firms. Despite the fact that, there are best practices accessible inside of industries, it is up to the individual firm to figure out which human resources strategies are custom-made to meet their particular needs and targets. To decide the way that individual businesses create and accomplish organizational commitment through job satisfaction and motivation, the researchers would carry out a proper study of human resource strategies implemented by this property developer organization in particular.

Zenith Corporation was a state government linked organization, it was established on 1st August 1964, under the Enactment of Selangor State Development Corporation 1964 to create stability in socioeconomic growth and providing homes to the people of Selangor. This company acts as a State Government's development agency with its staff generally governed by the ruling of Public Service Department. On 1st August 2014, the organization celebrated its Golden Jubilee having commendable achievements in the property industry for almost 50 years. The Corporation recognizes that it can no longer operate as it was five decades ago due to new challenges. Thus, to remain relevant to its customers and stakeholders, the organization is currently providing relevant programs to make sure that its employees are still loyal and satisfied with their jobs.

Zenith Corporation has employed 997 staff of which 647 are permanent while the remaining 350 staff are on contract basis. The organization has been considered a pioneer in the industry in the state equipped with vast experience which can be viewed as at par with other contemporary and reputable players or competitors in the field. The perception among long serving staff or even the newly employed are job security offered by the organization which considered to be a stable organization since it has consistently received the back-up of State Government. In this study, the researchers would explore selective motivational factors among Zenith Corporation staff which can be treated as 'the pulling factors' that are able to tie them to the organization as most of

them, generally, would spend their entire working lives in this very same organization. Trying to transform a “government” organization into a “corporate” like entity within a short time and pumping volume of business is bound to bring in “people” related problems. The management shared the vision of converging the organization from an uneventful “government” organization into a more efficient, profitable and practicing proper governance organization like a profit oriented corporation.

LITERATURE REVIEW

Job satisfaction has been previously studied by various researchers. Job satisfaction is defined as “a general attitude toward one’s job; the difference between the amount of rewards a worker actually receives and the amount he or she expects to receive” [cited in Stephen P. Robbins, 2005]. According to a study led by Lodahl and Kejner (1965), job satisfaction is influenced by the significance of the work and the sufficiency of supervision. In addition, job satisfaction has also had correlated with life satisfaction (Rain et al., 1991). It implies that individuals who are satisfied with life will have a tendency to be satisfied with the job and individuals who satisfied with the employment have a tendency to be satisfied with their lives. As indicated by Fisher et al., (1992), Xie et al., (2000), and Vidal et al., (2007), job satisfaction is impacted by the motivation factors like pay, communication, workplace environment, autonomy, and commitment of the firm. According to Alfonso and Andrés (2000), job satisfaction can be determined by the balance between input and output. Thus, an individual will be pleased when his or her needs are satisfied in the present circumstance and these needs are essential and universal.

An American behavioral scientist, Frederick Herzberg, in his Two-Factor Theory recommended that intrinsic factors like nature of work, responsibility and achievement related to job satisfaction whilst extrinsic factors like supervision, pay, firm’s policies and working environment are connected with job dissatisfaction. As indicated by the author, factors contributing to job satisfaction are isolated from those which cause job dissatisfaction. The author suggested that hygiene factors were closely linked to administration, firm policy, supervision, pay, recognition, accomplishment and development. According to Malik et al. (2010), raising job satisfaction level might be helpful due to these factors.

There are three sets of factors (Ting, 1997), in particular, organizational characteristics (for instance commitment of organization and relationship with co-workers and supervisors), job characteristics (for instance task clarity and significance, promotional chance, skills utilization and pay satisfaction) and individual characteristics among which job and organizational characteristics have significantly affected job satisfaction of public sector workers (Kumar, N. & Vandana, S., 2011). In Karthik et al., (2012) it was found that lower convenience costs and higher organizational social and intrinsic reward will increase job satisfaction.

Numerous researchers have discovered that enhancing job satisfaction can lessen turnover and retain a steady and inspired workforce. The greater a worker is satisfied with their work, the greater will be their commitment towards the organization (Biswas, 2011). A cost of hiring new workers can lessen if the firm can retain a satisfied worker. In Laddha et al. (2012), as cited by Denton (2000) that workers that are fulfilled and content with their employments are more committed to doing great quality tasks and taking concern of customers that upkeep the operation. Each individual will have his or her own particular meaning of what it intends to be

satisfied with a work. Ellickson and Logsdon (2002) upheld Spector's perspective by characterizing job satisfaction as the degree to which workers like their work. Saeed et al., (2013) found that the main factors that add to worker job satisfaction includes pay, working environment, advancement, and equality.

Sidek et al. (1999) mentioned that there is a relationship between compensation, career advancement, supervisor support and working condition with job satisfaction. The study demonstrated that organizational factors, for example, pay, work conditions and advancement fundamentally impacted employee job satisfaction in fast food restaurants. As indicated by Hussami (2008), job satisfaction and dissatisfaction rely on upon the desires what the job could provide for a worker and the nature of the job. As per Roziyana (2012), there is a positive significant relationship between work environment, pay, supervision, advancement opportunities and job satisfaction.

Pay and Benefits

There is no doubt that one of the main factors in determining job satisfaction is a monetary reward. Pay can be defined as "is what an employee gets against his work after fulfilling his duty, including all types of financial and non-financial rewards" (Erasmus et al., 2001). The basic component of job satisfaction is salary because it affects a significant part in determining job satisfaction (Arnold & Feldman, 1983) whereby money provides the means to meet the individual needs to live comfortably.

Most employees expect a certain level of financial reward from the organization for their contributions, and this pay constitutes a quantitative measure of an employee's worth. Companies need to compete to offer an attractive and fair remunerations in order to attract the most talented workers.

David (2010) confirmed that employees who receive higher salaries were willing to give more commitments than their low-income counterparts. The study of 300 respondents in the automobile industry in India found that the salary listed as the number one in determining job satisfaction compared with other major determinants (Gurusamy & Mahendran 2013). An employee will be satisfied with his or her work if he or she is satisfied with the salaries and promotional opportunities (Heneman et al., 1988). Compensation, benefits and challenges of technology and advancement opportunities could also contribute to job satisfaction (Lifer, 1994). Based on the literature, it has indicated that salaries and benefits inevitably affect job satisfaction in a particular industry in a certain part of the world.

Monetary compensation is apparently the most essential variable for job satisfaction (Kalleberg, 1977; Voydanoff, 1980). Many previous studies have demonstrated that pay & rewards affects job satisfaction (Caligiuri et al, 2010; Cranny et al., 1992; Nelson, 2005; Darling et al., 1997). According to Heneman et al. (1988), a person will be satisfied with his work if he is satisfied with the salary and promotion opportunities.

Kathawala et al., (1990) in the paper of Jitendra and Jain (2013), revealed that "salary was found to be the main feature for the drive and job satisfaction of salaried employees of the automobile industry". The study found that the number one element of motivation is the salary increase for performance and compensation which was ranked as the number one job element for job satisfaction.

Supervisor Support

As supervisor plays an important role in an organization, they will also be viewed as supportive

when they are able to manage the subordinates' emotions efficiently (Mark & Suazo, 2010). A significant supervisory support environment will result in a reciprocal relationship where employees will feel connected emotionally and thus, be compelled to repay the support by being loyal and staying longer in the organization (Pollitt, 2005). Supervisor support has been defined as the degree of employee perception that their supervisors care about their opinions and contributions which generally are supportive (Mark & Suazo, 2010; Kuvaas, 2010). As emphasized above, the supervisor is the "middle man" between employees and the organization, thus having a significant impact on employee's wellbeing as well (Pollitt, 2005). Hence, when employees realize that they are being treated fairly, they will likely repay in reciprocal through demonstrating positive work attitudes which later on can be seen in their work performance (Pruis, 2011). Supervisors can also be the main sources of feedback from employees on their work performance and eventually constitute as a learning process as well (David & Dawley, 2008; Zinta & Byrne, 2008). It is often seen that by offering feedback, it will have an impact on employees' feelings of self-determination and increase their intrinsic motivation and competency as well (David & Dawley, 2008).

Supervisors also bear the direct responsibility for managing their subordinates. It is proven through (Eisenberger et al., 1986) that employees will eventually view support from supervisors as an extended hand of the organization which allow supervisors to possess the ability to represent the organization's underlying intentions to the employees. Williams (2004) stated that supervisors play such an important role in jobs that it would not be wrong to say that employees leave their bosses, not their jobs. Supervisors play a significant role in shaping employee's perception of the workplace (Pollitt, 2005).

Career Development

Career development can be defined as a series of steps with concerns, depending on each individual's career path (Ariss, 2010). Due to the economic downturn, technological changes, and the new business environment, all these have great impact on individual career (Belinda, 2007). The working environment is gradually changing and employees need to adapt continuously (Broadbridge, 2007). Especially with the existence of Generation Y where they desire a career that helps them develop and work in an organization that instills positive cultures. From the standpoint of an individual, shifts in the employment relationship, creating careers that emphasize dynamism, multi-directional and flexibility as well as lifelong employability and marketability. Meanwhile, from an organizational perspective, these changes indicate that organizations are moving from providing careers consisting of secure employment for all, to providing opportunities for competence development of its workforce (Omair, 2010).

Hence, for employees to have positive attitudes towards their career development, it is dependent on their job satisfaction level in their developmental opportunities (Prince, 2005). Support from organization for personal development will lead to positive feedback from employees such as being committed (Latif, 2012). Thus, the value of a job is usually established by receiving appropriate rewards and recognition (Roland & Yeo, 2011).

It is important that not only organizations work to set up the career development for the employees, it needs to have the initiatives for employees as well (Beatrice & Heijden, 2008). According Kabir (2001), promotions are considered the most important element for the employee satisfaction. As an organization working closely to develop employees' career, employees will perceive that organization being supportive (Ballout, 2009). Lai Chai Hong et al. (2013) indicated that work environment criteria significant impact towards the employees' level of job satisfaction.

Working Environment

According to Terry (2011), an excellent work environment covers three traits: the ethics and values which the organization rests; the policies that based on principles and translate them into the day to day actions and the physical environment in which people work. So, all the three together attracts employees' loyalty to work for a long period in an organization. Waqas et al. (2014) found that reward and recognition and workplace environment where most influencing factors to job satisfaction. As stated by Zawiah and Zahari (2006), the author described that environmental factors and characteristics of jobs were significantly related to job satisfaction.

At the point when working condition is useful for a worker, inevitably his or her efficiency level consequently goes up. In turn, this will render a more positive level of job satisfaction. Miller et al. (2001) suggested their perspective that employees get profited by a workplace that give a feeling of belonging (Shoaib Madiha et al., 2009). When an employee feel belong to an organization they believe that they have a purpose of working at the organization.

Positive and conducive working environment are able to retain a worker because he or she has sense of being heard and valued (Ramlall, 2003). Good or bad performance from workers has a direct relationship with favorable or unfavorable working condition because most jobs are emotionally and physically challenging. Kabir (2011) found out that in his study of this situation in the pharmaceutical industry in Bangladesh and concluded that working conditions influence employees' job satisfaction.

Robbins (2001) also suggested that working conditions will affect job satisfaction for employees are really fond of a convenient and conducive working environment. Barbara (2014) concluded that the most crucial factor which could increase or decrease job satisfaction was the work atmosphere.

Based upon the literature review, there is a need to study the relationship between motivation factors and job satisfaction among employee of the organization. The conceptual framework will offer the conceptual foundation to examine and explore more to the study in verifying the relationship between motivation factors and job satisfaction.

Independent variable

Independent variable consists of four variables which is pay and benefits, supervisor support, career development and working environment.

Dependent variable

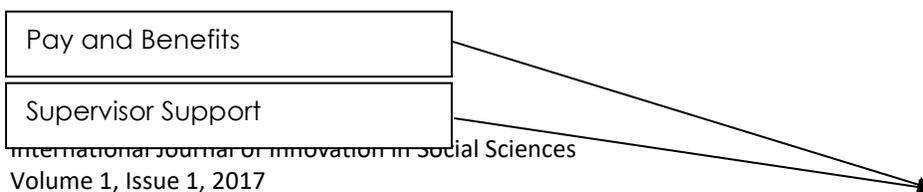
The dependent variable consists of one variable which is job satisfaction.

The proposed research framework is shown in the Figure 1.1:

Independent variables

Motivation Factors

Dependent variable



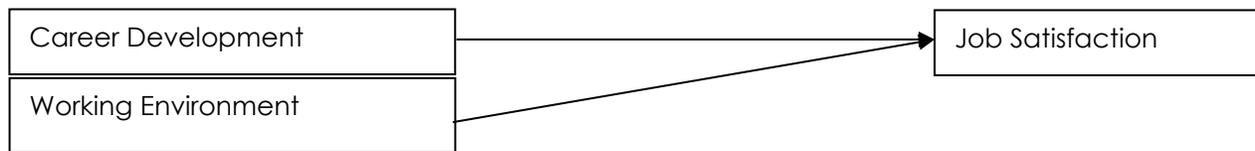


Figure 1.1: The Proposed Research Framework Model

Statement of Research Hypotheses

Based on the literature review, the study is hope to explain various relationships and their significance:

- H1: There is a relationship between pay and benefits and job satisfaction.
- H2: There is a relationship between supervisor support and job satisfaction.
- H3: There is a relationship between career development and job satisfaction.
- H4: There is a relationship between working environment and job satisfaction.

The research was also conducted to answer the following questions:

- Does pay and benefits influence employees' job satisfaction?
- Does supervisor support influence employees' job satisfaction?
- Does career development affect employees' job satisfaction?
- Does working environment affect employees' job satisfaction?

METHODOLOGY

In this study, the quantitative approach was used whereby questionnaire were distributed to employees in Zenith Corporation. This study was also a survey in which a large number of respondents at one point in time were involved (Best and Khan, 1993). Randomly selected from among the sample of 200 employees of Zenith Corporation, holding various managerial and supporting positions. Their responds are expected to represent the whole population of Zenith Corporation for this study.

Sampling Strategy

In this study, the researcher applied purposive sampling whereby a sample of the population who are the employees with Zenith Corporation were selected from employees' directory. The employees are among the managers and supporting levels currently based at the Petaling Jaya headquarters and Shah Alam branch.

Research Instrument

In this study, a questionnaire was used as the instrument to collect the primary data. A total of five pages of survey instrument was developed and divided into seven (7) sections. Section A is mainly used to capture demographic information such as gender, age, educational levels, marital status, salary range, years in service and job status. Section B are statements to measure the variable on the pay and benefits, Section C on supervisor support variable, Section D on career development variable, Section E on the working environment variable while Section F on job satisfaction variable. The last section is Section G, an open-ended question, used to capture a full, meaningful answer using the respondent's own knowledge and the feelings of the respondents.

With 35 questions in total, 25 questions used Likert Scale. According to Reichheld (2003) the scales of five categories are typical in practice. The five scales start from 1 being "Strongly Agree" to 5 being "Strongly Disagree" (Vagias, 2006). In order to achieve the objectives of the study, and make sure that the study is conducted efficiently and in an effective way a questionnaire was prepared to be mainly used to gather the needed information for the purpose of the study. The first page in the questionnaire was the introductory section to give an idea on the title of the project; the rest of the questionnaire was divided into five sections to determine the relationship between the motivation factors and job satisfaction amongst employees, the five sections will be explained in the following:

- The first section (A) of the questionnaire consists of the demographic information related to the respondents. The main purpose behind this section is to gather the basic information about the respondents' personal profile, it comprises questions about gender, age, academic qualifications, work position and job tenure, monthly income and marital status. For measuring this part respondents were asked to put the mark (√) on the answer that best suit their condition.
- The second section (B) consists of a reliable and valid instrument that has been adopted to measure the pay and benefit (Kathawala et al., 1990), the measurement is based on each item was rated using a five-point Likert scale with the value of 1 being "Strongly Agree" to 5 being "Strongly Disagree". There are 5 items to be measured.
- The third section (C) consists of a reliable and valid instrument that has been adopted to measure the supervisor support (Rashid Saeed et al., 2009), the measurement is based on each item was rated using a five-point Likert scale with the value of 1 being "Strongly Agree" to 5 being "Strongly Disagree". There are 5 items to be measured.
- The fourth section (D) consists of a reliable and valid instrument that has been adopted to measure the career development (Sobia et al., 2012), the measurement is based on each item was rated using a five-point Likert scale with the value of 1 being "Strongly Agree" to 5 being "Strongly Disagree". There are 5 items to be measured.
- The fifth section (E) consists of a reliable and valid instrument that has been adopted to measure the working environment (Lai Chai Hong et al., 2009), the measurement is based on each item was rated using a five-point Likert scale with the value of 1 being "Strongly Agree" to 5 being "Strongly Disagree". There are 5 items to be measured.
- The sixth section (F) consists of a reliable and valid instrument that has been adopted to measure the job satisfaction (Luthans, 1998), the measurement is based on each item was rated using a five-point Likert scale with the value of 1 being "Strongly Agree" to 5 being "Strongly Disagree". There are 5 items to be measured.
- The fourth section (G), this part consists two open-ended questions. The data collected from this part of the questionnaire will help in drawing the recommendation for solving the research problem.

Data Collection

Primary Data and Secondary Data

Questionnaires were distributed among 200 employees which was randomly selected from the total of 997 employees where they were given a duration of 5 days to fill the questionnaires. All 200 questionnaires were used for the analysis. The secondary data came from the literature research acquired from past studies available in various journals published in online databases such as Emerald, Proquest and IEE.

Data Analysis

Since this research is using quantitative analysis, Statistical Package for the Social Sciences (SPSS) is used to analyze all the data collected. All the data were keyed in and coded manually into SPSS.

Data analysis was carried out to firstly determine the frequency distribution whereby information was identified on demographic variables. Then, analysis of mean, standard deviation, range and variance were conducted to gather data from independent variables (pay and benefits, supervisor support, career development and working environment) and dependent variable (job satisfaction).

The other analysis that was conducted are standardized multiple linear regression analysis. This analysis is to examine the linear relationships between independent variables and the dependent variable. This is important in order to test out the hypothesis and to find out which independent variables have a significant impact on job satisfaction.

RESULTS AND DISCUSSION

A total of 200 questionnaires was distributed, and all respondents completed the questionnaires. This gave a response rate of 100%. The raw data from the questionnaire was analyzed using descriptive statistical analysis of mean score and regression analysis provided by SPSS.

Highlights of Descriptive Analysis

Demographic Profiles of the Respondents

The findings on the demographic profile of the sample, summarized the sample distribution in regards to respondents' gender, age, educational level, marital status, salary range, and years of service from Zenith Corporation. The Tables below summarizes and highlighted the demographic profiles of the respondents.

Gender

The gender distribution of the respondents is presented in Table 1. In this table, the frequencies for male and female respondents are 101 and 99 respectively, which resulted in a percentage of 50.5 for male and 49.5 for female. The purpose to ascertain the gender of the respondents was to discover whether there is a variance in the way male and female observe the organizational environment and how they determine job satisfaction.

Table 1. Distribution of Respondents by Gender

Gender	Frequency	Percent
Male	101	50.5 %

Female	99	49.5 %
Total	200	100 %

Age

Table 2 presented the age of the respondents. The respondents were divided into 4 categories of age which ranges from 20-30 years old, 31-40 years old, 41-50 years old and 51-60 years old. Frequencies for each range are 83, 59, 27 and 31 respectively. The majority of respondents' age is between 20 to 30 years old. The objective of this question is to find out which age group employees are satisfied with their job.

Table 2. Distribution of Respondents by Age

Age	Frequency	Percent
20 - 30	83	41.5 %
31 - 40	59	29.5 %
41 - 50	27	13.5 %
51 - 60	31	15.5 %
Total	200	100 %

Educational Level

Table 3 presented the educational level of the respondents. There are 5 categories of level of educational stated in the questionnaire. The findings showed the highest frequency of educational level of respondents come from the Diploma level, which is 73 (36.5%) while the second highest is SPM/STPM resulting in the frequency of 63 (31.5%). The rest is followed by Degree level, 58 (29%) and the Master level of frequency of 4 (2%). Only 2 (1%) respondents have other educational level such as certificates. This suggests that among the respondent the majority of employees are Diploma holders. The purpose of having this question was to find out whether the educational level has varied on how respondents' view job satisfaction.

Table 3. Distribution of Respondents by Educational Level

Educational Level	Frequency	Percent
SPM / STPM	63	31.5 %
Diploma	73	36.5 %
Degree	58	29.0 %
Master	4	2.0 %
Others	2	1.0 %
Total	200	100 %

Salary Range

Table 4 presented Salary Range of respondents. There are four categories of salary range which are employees earning income less than RM 2,000, RM 2,001 to RM 5,000, RM 5,001 to RM 10,000 and RM 10,001 and above. The findings showed that there are 45 respondents with income less than RM2,000, 130 respondents have income between RM 2,001 to RM 5,000, 25 respondents with income between RM5,001 to RM10,000 and 5 respondents with income between RM10,001 and above. The majority respondents have an income range between RM2, 001 to RM5, 000.

Table 4. Distribution of Respondents by Salary Range

Salary Range	Frequency	Percent
Less than RM 2,000	40	20.0%
RM2,001 to RM 5,000	130	65.0 %

RM5,001 to RM10,000	25	12.5 %
RM10,001 and above	5	2.5 %
Total	200	100 %

Years in Service

Table 5 explained the demographic distribution of years in service of respondents with Zenith Corporation. There are 35 respondents with less than 3 years of service, 82 respondents have between 3 to 10 years of experience and 83 respondents have more than 10 years of service. The majority of respondents have more than 10 years of service with Zenith Corporation. The purpose of this question is to find out whether there are variations between years in service and job satisfaction.

Table 5: Distribution of Respondents by Years of Service

Years in Service	Frequency	Percent
Less than 3 years	35	17.5 %
Between 3 to 10 years	82	41.0 %
More than 10 years	83	41.5 %
Total	200	100 %

Regression Analysis

The result of regression analysis in this section is based on following Tables 6 (Model Summary), 7 (ANOVA) and 8 (Coefficients).

Model Summary Table (Table 6) of multi linear regression indicated that the R square value of 0.426 indicates that 42.6% of the variance in Job Satisfaction among staff at Zenith Corporation is explained by the model comprising of Pay and Benefit, Supervisor Support, Career Development and Working Environment.

Table 6: Multi Linear Regression Model Summary

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.653 ^a	.426	.414	.11128

a. Predictors: (Constant), Working_Environment, Supervisor_Support, Career_Development, Pay_Benefit

b. Dependent Variable: Job_satisfaction

Table 7 of ANOVA below indicated that the model reaches the statistical significance with p-value of less than 0.005. The range of variation for correlation is between -1 and 1, and p-value should be less than 0.05 to indicate significant relationships (Hair et al., 2010; Kothari, 2004; Neuman, 2007).

Table 7: Multi Linear Regression ANOVA

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.791	4	.448	36.151	.000 ^b
	Residual	2.415	195	.012		
	Total	4.205	199			

a. Dependent Variable: Job_satisfaction

b. Predictors: (Constant), Working_Environment, Supervisor_Support, Career_Development, Pay_Benefit

Table 8: Multiple Linear Regression – Coefficients

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.139	.036		-3.840	.000
Pay_Benefit	.025	.020	.097	1.290	.199
Supervisor_Support (S_S)	.033	.012	.175	2.847	.005
Career_Development (C_D)	.033	.015	.159	2.152	.033
Working_Environment (W_E)	.096	.020	.369	4.825	.000

Dependent Variable: Job Satisfaction

The Multiple Regression Model for the above is depicted as follows:

$$\text{Job Satisfaction} = 0.033 (S_S) + 0.033 (C_D) + 0.096 (W_E) - 0.139$$

Hypotheses Testing

H1: There is a relationship between Pay and Benefits, and Job Satisfaction

The multi linear regression was used to examine whether there is any relationship between Pay and Benefit and Job Satisfaction. As shown from Table of Coefficient (Table 8), 9.7% of the variance (beta value is 0.97) in predicting job satisfaction. Moreover, the p-value of 0.199 (more than 0.10) which shows that Pay and Benefit was not statistically significant to Job Satisfaction. Thus, it can be assumed that employees at Zenith Corporation are not influenced by pay and benefits in order to be satisfied with their job. This statement corresponds to Zenith Corporation' pay and benefit as determined by the Public Service Department's salary scales with a fixed amount of bonuses based on staff performance.

Thus, the alternate hypothesis cannot be accepted which signify that there is no significant relationship. Therefore, this hypothesis (H1) is rejected.

H2: There is a relationship between Supervisor Support and Job Satisfaction

The multi linear regression was used to examine whether there is positive relationship between Supervisor Support and Job Satisfaction. As shown from Table of Coefficient (Table 8), 17.75% of the variance (beta value is 0.175) in predicting job satisfaction. Moreover, the p-value of 0.005 (less than 0.10) which shows that Supervisor Support was statistically significant to Job Satisfaction. Thus, it can be assumed that employees at Zenith Corporation are influenced by Supervisor Support in order to be satisfied with their job. Thus, the alternate hypothesis can be accepted which signify that there is a significant relationship. Therefore, this hypothesis (H2) is accepted.

H3: There is a relationship between Career Development and Job Satisfaction

The multi linear regression was used to examine whether there is any relationship between Career Development and Job Satisfaction. As shown from Table of Coefficient (Table 8), 15.9% of the variance (beta value is 0.159) in predicting job satisfaction. Moreover, the p-value of 0.033 (less than 0.10) which shows that Career Development was statistically significant to Job Satisfaction. Thus, it can be assumed that employees at Zenith Corporation are influenced by Career Development in order to be satisfied with their job. Thus, the alternate hypothesis can be accepted which signify that there is a significant relationship. Therefore, this hypothesis (H3) is accepted.

H4: There is a relationship between Working Environment and Job Satisfaction

The multi linear regression was used to examine whether there is any relationship between Working Environment and Job Satisfaction. As shown from Table of Coefficient (Table 8), 36.9% of the variance (beta value is 0.369) in predicting job satisfaction. Moreover, the p-value of 0.000 (less than 0.10) which shows that Working Environment was statistically significant to Job Satisfaction. Thus, it can be assumed that employees at Zenith Corporation are influenced by Working Environment in order to be satisfied with their job. Thus, the alternate hypothesis can be accepted which signify that there is a significant relationship. Therefore, this hypothesis (H4) is accepted.

CONCLUSIONS

Results showed a significant and positive relationship between three independent variables on motivation factors, i.e. Supervisor Support, Career Development and Working Environment in Zenith Corporation, but not significant relationship on the other independent variable i.e. Pay and Benefit. Between the three favorable factors, the highest impact was from Working Environment, followed by Supervisor Support and then Career Development. It seemed that Pay and Benefit were a less important factor in making prediction about Job Satisfaction in Zenith Corporation.

Organizations such as Zenith Corporation have implemented a lot of planned initiatives to attract and retain talents among its employee despite realizing the facts that it is state government linked agency which is rather known as considered relatively stable for providing employments as compared to other organizations. With a considerable number of studies that were being done by other researchers in work motivations, Zenith Corporation can take advantage in its human resource planning and development programs aimed at conducting proper trainings and retaining these competent people. Cost of hiring new people will be able to be kept lower if proper steps are being taken by Zenith Corporation particularly at reducing employee turnover. Its employees will also be attracted to stay longer in service with the organization if appropriate compensation and benefits are continuously made attractive.

The researchers believe that this study will add to the existing body of knowledge and becomes a source of literature for the job satisfaction topic in a property development industry in Malaysia. However, the study on the selected four motivation factors influencing job satisfaction were conducted within Zenith Corporation only and may not necessarily be applicable to the other organizations in a different industry. In addition, this study is also limited in terms of sample size and nature of jobs. Nevertheless, the findings will definitely give a good general dimension of job satisfaction in the property developer organization in Malaysia.

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