

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, ECONOMICS & MANAGEMENT

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FACTORS OF SPECIFIC JOB SATISFACTION AND GENERAL JOB SATISFACTION

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ABSTRACT

Job satisfaction is the sense when the employees feel satisfy with their job. Various factors influence job satisfaction. This research developed a questionnaire to evaluate banking employees' opinions and perceptions regarding work motivational factors and job satisfaction which includes specific job satisfaction and general job satisfaction. Five hundred participants responded, a 100% response rate. Exploratory Factor Analysis and Cronbach's alpha were computed to measure the reliability and validity of work motivational factors. The mean value for each factor was documented. Multiple regression analysis was used to determine the predictors of job satisfaction. The analysis results indicated that Advancement Opportunities, Work Itself, Work Conditions, and Relationship with Superiors, directly impacted job satisfaction including specific job satisfaction and general job satisfaction.

KEYWORDS

general job satisfaction, Job satisfaction, quantitative method, Specific job satisfaction, Work motivational factors.

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1. INTRODUCTION

Hoppock (1935) indicates that job satisfaction means the employees' mental, physical and environmental satisfaction. Likely, Young (1984, p. 115) confirm that job satisfaction has meanings for the employees related to physical and mental health, for the organization related to good performance on the job, and for society related to quantity and quality of life. The organization's job designs will determine whether the work motivational factors are acceptable to the employees' motivation. If the employees are attracted to the motivational system of their organization, they will probably satisfy with their work. Therefore, job satisfaction will be examined both theoretically and practically. In respect of the latter, what the employees experience in their job including various factors such as nine job factors of Spector (1997), ten factors of Kovach (1995), or even twenty factors of Weiss et al. (1967) will form important areas of concern. There are also many other researchers proposed job factors that contribute to job satisfaction (e.g. Locke, 1976; Schermerhorn, 1993; Sempane et al., 2002). It will then be drawn between the motivational factors of the employees and their job satisfaction patterns in order to arrive at or bring out a positive attitude towards their job in their organization. It has been traditionally used to confirm the effectiveness of job redesign and motivational conditions at work.

2. LITERATURE REVIEW**2.1 JOB SATISFACTION**

Many researchers have attempted to define job satisfaction. Job satisfaction is defined as the sense when the employees feel satisfy or dissatisfy with their job and the extent to which the employees like or dislike their job (Spector, 1997, p. 2). Many scholars define job satisfaction as a positive emotional state resulting from the pleasure that employees have from the job (Locke, 1976; Spector, 1997) or a general affective reaction or emotional response that employees hold about their job and towards various aspects of an employee's work (Schermerhorn, 1993; Kim, 2005, p. 668). Job satisfaction is believed to reflect an employee's affective and/or cognitive assessment of his or her working conditions and job attributes (Weiss & Cropanzano, 1996). Spector (1997) refers to job satisfaction as a cluster of feelings about the job or an attitude toward job. Locke (1976) introduced that the more an employee values a particular factor of a job, the more he/she feels dissatisfied. Therefore, the employees are satisfied with their jobs when they are interested in their jobs (Locke, 1976). Unlikely, Vroom (1995) defined job satisfaction as an orientation of employees for job effectiveness in the organization. He believed that job satisfaction is based on employees' evaluation of what they want to get from a job. Therefore, satisfaction and dissatisfaction are always changed by work motivational factors (Herzberg, 1964, 1968; Maslow, 1943; Hoppock, 1935). Hence, researchers and practitioners most often measure job satisfaction with different factors. The term "job satisfaction" has been defined in many ways. However, for the purposes of this study, the term is defined as a subjective quality that is measured how the employees feel satisfy with their job in the effects of job motivational factors. Examination of these factors' conditions is often useful for a more careful examination of employee satisfaction with critical work motivational factors. Moreover, job motivation and job satisfaction are all closely related concepts (Herzberg, 1964, 1968; Landy, 1989; Beck, 1999). Job satisfaction indicates what motivates the employees (Whisenand & Rush, 1998). On the basis of this field, Hackman and Oldham (1975) developed the theory that the job should be designed to possess fundamental characteristics needed to create conditions for high work motivation and job satisfaction. Likely, Locke (1976) confirmed the idea that job satisfaction is associated with the job related factors.

2.2 WORK MOTIVATIONAL FACTORS

A variety of work motivational factors can define job satisfaction since the particular work motivational factors represent characteristics associated with job satisfaction. For recent decades, there are many studies that are on-going search to shape job motivational factors and job satisfaction based on employees' needs. Various work motivational factors towards positive job satisfaction are indicated in a number of following studies. Herzberg (1964, 1968) discovered that satisfaction and dissatisfaction are not constant because they both depend on the impact factors that in turn depend on the employees' attitudes, and cognition about their job. He states that the factors of achievement, recognition, and work-itself and salary, job security, responsibility, advancement and growth opportunities, remuneration, relationships at work, status, job security, working position, supervision, company policies, work conditions, and personal life can lead to satisfaction and dissatisfaction as well. Furthermore, employees mostly expect that their job can include certain preferential values such as good payment, promotion opportunities and autonomy (Porter & Steers, 1973). Moreover, job motivational factors, such as pay satisfaction, opportunities for promotion, task clarity and relationships with co-workers and supervisors, have significant effects on job satisfaction of employees (Ting, 1997). Spector (1997) identified that the job satisfaction is measured by a coherent of nine dimensions, namely Pay, Promotion, Supervision, Benefits, Contingent rewards, Operating procedures, Coworkers, Nature of work, Communication. Moreover, Ellickson and Logsdon's (2002) research work reflected that job satisfaction of employees was significantly influenced by pay, promotional opportunities, and relationships with supervisors, employees' performance, management systems and fringe benefits. This view is supported Spector's research work in 1997.

Locke (1976) insisted that job satisfaction was influenced by achievement and sense of success from the job as well as increase in salary, promotion opportunities and recognition. Brief (1998) suggested that pay, promotional opportunities, supervisor, and coworkers can bring an employee job satisfaction. The work motivational factors that contribute significantly to employees' job satisfaction are work itself, promotions, pay and benefits, working conditions, supervision and co-workers (Sempane et al., 2002). Schermerhorn (1993) emphasizes that causes of job satisfaction include status, supervision, co-worker relationships, job content, remuneration and extrinsic rewards, promotion and physical conditions of the work environment, as well as organizational structure. After that, Schermerhorn and his colleagues (2011) added four more categories of factors those affecting job satisfaction including challenging jobs, equitable reward system, salary and promotional opportunities, good colleagues' relationships, and conducive working environments. Kovach (1995) offered ten job motivational factors that involved: 1. Interesting work, 2. Full appreciation of work done, 3. Feeling of being in on things, 4. Job security, 5. Good wages, 6. Promotion and growth in the organization, 7. Good working conditions, 8. Personal loyalty to employees, 9. Tactful discipline, and 10. Sympathetic help with personal problems. Weiss and his co-authors (1967) believed that work motivational factors that assess satisfaction with specific aspects of a job such as job security, coworkers, working conditions, company policies, and opportunities for achievement, accomplishment, and advancement.

As Fritzsche and Parrish (2005) note that no theory is available to guide selection of which factors are most important under which circumstances. The scholars all over the world discussed about job satisfaction and its related factors through several decades and the results of different studies are different. In general, however, there are some common criteria factors, such as salary, advancement opportunities, and work conditions, relationships with colleagues and superiors, fringe benefits, and work itself. An overview of factors in previous studies that have shown these factors closely relate to the employees' works. The findings drawn from the literature review to suggest that work motivational factors do impact job satisfaction. However, in this study, job satisfaction refers to specific job satisfaction and general job satisfaction. This model will conduct an investigation in the banking industry in Vietnam more specifically. The hypotheses are proposed as following:

H1 – Factor Work-Itself will significantly affect directly to specific job satisfaction and general job satisfaction.

H2 – Factor Work Conditions will significantly affect directly to specific job satisfaction and general job satisfaction.

H3 – Factor Advancement Opportunities will significantly affect directly to specific job satisfaction and general job satisfaction.

H4 – Factor Salaries will significantly affect directly to specific job satisfaction and general job satisfaction.

H5 – Factor Fringe Benefits will significantly affect directly to specific job satisfaction and general job satisfaction.

H6 – Factor Relationships with Colleagues will significantly affect directly to specific job satisfaction and general job satisfaction.

H7 – Factor Relationships with Superiors will significantly affect directly to specific job satisfaction and general job satisfaction.

The research applied a quantitative method to collect data with a 5-point Likert scale questionnaire. There are advantages using questionnaires in a quantitative approach. Firstly, using a questionnaire is a simple and effective method to collect a large sample of data. The researcher's influence on the participants is minimized, and the respondents are able to choose whether they want to participate. Secondly, the questionnaire survey is a useful way to obtain information about sensitive topics (Chadwick et al., 1984). Finally, if the respondent is convinced that the questionnaire is anonymous, he or she can freely report attitudes and behaviors without embarrassment or fear of reprisal (Bjorklund, 2001). In the next section, the measuring instruments are shown in detail.

3. MEASURING INSTRUMENTS

The decision to investigate particular factors comes from literature reviews and previous researches on the topic. Work motivational factors of Work-itself, Work conditions, advancement opportunities, Salaries, Relationships with colleagues and superiors, Fringe benefits were assumed that they can contribute to job satisfaction. The items to measure these factors are presented in Table 1.

TABLE 1 – ITEMS TO MEASURE THE PROPOSED WORK MOTIVATIONAL FACTORS

Work itself		Adapted from
1	You can use your capabilities well and have a chance to make use of your best abilities for the current job.	Weiss et al. (1967)
2	Your job is steady; you're not worry losing the job.	
3	Your job suits your expertise.	
4	Your work is interesting and challenging.	Smith et al. (1969); Hackman & Oldham (1975)
5	Your job suits your health.	Self-source
6	You're not required to work over-time frequently.	Lau (1992)
7	Your job suits your power and responsibility.	Weiss et al. (1967); Hackman & Oldham (1975)
Work conditions		Adapted from
1	The physical work conditions (facilities, machinery, equipment...) and environment (temperature, light, noise...) of your organization is favorable.	Halpern (1966); Weiss et al. (1967)
2	Working physical conditions in this organization is satisfactory and pleasant.	Sowmya & Panchanatham (2011); Weiss et al. (1967)
3	You work in a comfortable physical environment.	Rahman (2013)
4	You are not suffering from occupational diseases such as headache, asthenia, sore eyes, respiratory disease...	Morgeson & Humphrey (2006)
5	You are given full labor protection.	Self-source
6	The organization often arranges for the employees periodic health examinations.	
Advancement opportunities		Adapted from
1	You know the requirements for advancement of your organization and you are being able to see the results of the job you do.	Weiss et al. (1967)
2	The organization offers employees a policy for professional development fairly.	Weiss et al. (1967); Smith et al. (1969)
3	The organization offers employees many good opportunities for advancement.	
4	The organization offers you clear plans about training and professional development.	
5	The organization trains you with knowledge and skills that are necessary for your works so you have opportunities to learn new things from your work.	Hackman & Oldham (1975)
6	The organization regularly offers employees many promotions.	
7	The organization subsidies fully for your training fees.	Smith et al. (1969)
		Self-source
Salaries		Adapted from
1	You can see your work performances obviously.	Morgeson & Humphrey (2006); Campion & McClelland (1991); Sims et al. (1976)
2	Your salaries are commensurate with your work performances.	Spector (1985); McCook (2002)
3	The organization pays employees fairly.	Sowmya & Panchanatham (2011); Lau (1992)
4	You can totally depend on the incomes from your organization for your livings.	Sowmya & Panchanatham (2011)
5	The organization offer you higher salary compare to the other organizations.	Smith et al., 1969)
6	You usually get a raise after you have done good jobs.	Spector (1985)
Fringe benefits		Adapted from
1	The organization offer good policy for social insurance and health insurance.	Morgeson & Humphrey (2006); Karasek et al. (1998); Lau (1992)
2	The organization offer good policy for retirement.	Spector (1985)
3	The organization offer good policy for vacations and holidays.	Lau (1992)
4	The organization offer good subsidy for overtime working.	Eum et al. (2007)
5	The organization offer good policy and subsidy for hazardous/ dangerous work.	Morgeson & Humphrey (2006)
Relationships with colleagues		Adapted from
1	You are glad to work with your colleagues and you like the people you work with.	Sowmya & Panchanatham (2011); Spector (1985)
2	You and your colleagues work together well, cooperate, and help one another in routine duties.	Sowmya & Panchanatham (2011); Lau (1992)
3	You and your colleagues often help each other and you often ask opinions of your colleagues.	Sowmya & Panchanatham (2011)
Relationships with superiors		Adapted from
1	You're respected and trusted in work.	Self-source
2	Superiors treat the employees in the organization fairly.	Boeve (2007)
3	Superiors are friendly and behave properly with you.	Sowmya & Panchanatham (2011)
4	Superiors usually support you in works.	Pietersen (2005)
5	Superiors usually ask for your suggestions related to works.	Smith et al. (1969)
6	Labor Union officer usually helps you to solve conflicts with superiors and with colleagues	Self-source

Specific Job Satisfaction is Employees' job satisfaction based on specific motivators such as security, pay and fringe benefits, personal growth and development opportunities, fair treatment, support and guidance from my supervisor, etc. The factor of Specific Job Satisfaction is measured by 15 items. 14 of the items were adapted from Hackman and Oldham's (1974) Job Diagnostic Survey. Another one item was adapted from Waskiewicz (1999). Besides, General Job Satisfaction is overall job satisfaction. 10 items are adapted to measure general job satisfaction. See Table 2.

TABLE 2 – TWO DIMENSIONS OF JOB SATISFACTION

Specific Job Satisfaction		Adapted from
1	You're satisfied with the amount of security you have.	Hackman & Oldham (1974)
2	You're satisfied with the amount of pay and fringe benefits I receive.	
3	You're satisfied with the amount of personal growth and development you get in doing my job.	
4	You're satisfied with the people you talk to and work with on your job.	
5	You're satisfied with the degree of respect and fair treatment you receive from your boss.	
6	You're satisfied with the feeling of worthwhile accomplishment you get from doing your job.	
7	You're satisfied with the chance to get to know other people while on the job.	
8	You're satisfied with the amount of support and guidance I receive from your supervisor.	
9	You're satisfied with the degree to which you're fairly paid for what you contribute to this organization.	
10	You're satisfied with the amount of independent thought and action you can exercise in your job.	
11	You're satisfied with how secure things look for you in the future in this organization.	
12	You're satisfied with the chance to help other people while at work.	
13	You're satisfied with the amount of challenge in your job.	
14	You're satisfied with the overall quality of the supervision you receive in your work.	
15	You're satisfied since you receive an equitable salary	Waskiewicz (1999)
General Job Satisfaction		Adapted from
1	You're satisfied when you work for this organization.	Smith et al. (1969); Mowday et al. (1979); Iris & Barrett (1972)
2	You talk about this company as a great organization to work for.	McCook (2002); Mowday et al., (1979)
3	Generally speaking, you're satisfied with your present job.	Bjorklund (2001); Hackman & Oldham (1974); Quinn & Staines (1979); Iris & Barrett (1972)
4	If you can choose other jobs, you still want to choose your present job.	
5	If your close friend wants to work for your organization, you will suggest to him/her.	Quinn & Staines (1979)
6	You're generally satisfied with the kind of work you do in this job.	Hackman & Oldham (1974)
7	You frequently think of quitting this job.	
8	Most people of this job are satisfied with the job.	
9	People on this job often think of quitting.	
10	You're satisfied with your job for the time being.	Munshi (2010)

4. RESEARCH RESULTS

A quantitative empirical study is unfolded in order to test the research hypotheses. A quasi-experimental method was used. The quasi-experimental experiment is an examination which not used pretests, posttests, control groups, and random sampling (Neuman, 2006).

Although the questionnaire for the quantitative study in this present research was very long, the response rate was absolutely high, 100%; and, there is no missing data. The research sample included 500 respondents from 8 different banks in Vietnam. This research treats missing values as follows. If an individual left one or more item(s) unanswered, a "zero" for the answer(s) is input. However, if the number of unanswered items exceeded the 20% threshold of items measuring the same latent variable, that answer sheet will be removed. Within this examination, a questionnaire was developed. Consequently, a questionnaire tool of a total of 77 items in four different categories was constructed.

After reliability tests, the reliable factors include: 1. Factor Advancement Opportunities (6 items); 2. Factor Relationship with Superiors (6 items); 3. Factor Relationship with Colleagues (3 items); 4. Factor Working Conditions (3 items); 5. Factor Salaries (4 items); 6. Factor Work-itself (3 items); 7. Factor Fringe Benefits (3 items); 8. Factor Subsidies (2 items); 9. Factor Securities (5 items); 10. Factor Specific Job Satisfaction (11 items); General Job Satisfaction (6 items). The reliability analysis also showed two new factors, namely Subsidies and Securities. The Cronbach's alpha values of 11 factors are as in Table 3.

TABLE 3 – RELIABILITY ANALYSIS

Variables	Cronbach's Alpha	N of Items	Cronbach's Alpha (N of items = 35)
Professional Development Opportunities	.827	6	.943
Relationship with Superiors	.801	6	
Relationship with Colleagues	.820	3	
Working Physical Environment	.773	3	
Salaries	.785	4	
Work-itself	.738	3	
Fringe Benefits	.671	3	
Subsidies	.753	2	
Securities	.581	5	
Specific job satisfaction	.962	11	
General job satisfaction	.973	6	
All corrected item-total correlation values are greater than 0.3			

Factor Securities has a poor Cronbach's Alpha value ($\alpha = .581$). Hence, this factor (includes 5 items) is unreliable and can be deleted in further analysis. In the opposite, factor Subsidies has a good Cronbach's Alpha value ($\alpha = .753$). Thus, this factor is reliable and can be used in further analysis.

4.1 EXPLORATORY FACTOR ANALYSIS

For these data, the KMO measurement value is 0.888, which falls into the range of being great, so it should be confident that the sample size is adequate for factor analysis. Bartlett's test is strongly significant at zero. This means factor analysis is suitable. Besides, total variance explanation results indicate that 9 factors of work motivation all have Eigenvalues > 1 . It means there is no component should be deleted. In addition, cumulative value is 61.955% ($> 50\%$). This means that the 9 factors together account for 61.955% of the total variance. Taken together, these tests provide a minimum standard which should be passed before an exploratory factor analysis should be conducted. In addition, Rotated Component Matrix with type suppresses absolute small coefficients that have values below 0.4 showed 35 items in 9 groups. Since this rotation was executed using a Varimax rotation, it can conclude that each of 9 factors is independent of

all the others. In short, the KMO measure and Bartlett's test showed that using a factor analysis is an appropriate way of reducing questions in all of the scales. Furthermore, 35 items of work motivational factors suggested by the developer were confirmed in the research.

Another test is made in order to check if entire of items has the same measurement. Thereafter, one-sample T-test is employed. One-sample statistics is used for testing judgement of all banking employees on all research variables. The result shows values of mean of all variables in Table 4.

TABLE 4 – ONE-SAMPLE STATISTICS

Variables	Mean	Meaning
Advancement Opportunities	3.4323	Agree
Relationship with Superiors	3.5093	Agree
Relationship with Colleagues	3.7520	Agree
Working Conditions	3.8827	Agree
Salaries	3.1780	Fair
Work Itself	3.5720	Agree
Fringe Benefits	3.6513	Agree
Subsidies	3.3840	Fair
Securities	3.4932	Agree
Specific Job Satisfaction	3.6708	Satisfy
General Job Satisfaction	3.8238	Satisfy

The mean values of the research variables showed the employees' positive perceptions about the job related conditions and job satisfaction. In general, the employees have positive attitudes to advancement opportunities, Relationship with Superiors, and Relationship with Colleagues, Working Conditions, and Work Itself, Fringe Benefits, and Securities. However, they have no idea about Salaries and Subsidies. These two factors might not impact to their job satisfaction. But, the employees are satisfied with their job. So, multi-linear regression analysis is applied to determine which factor will influence on job satisfaction.

4.2 MOTIVATORS OF SPECIFIC JOB SATISFACTION, GENERAL JOB SATISFACTION

In the current research, many of indices were included. In order to explore which of the independent variables that impact job satisfaction, an enter-multiple regression was performed. The enter solution starts with calculating the total multiple regression equation, then shows all variables from the equation including the variables that do not contribute significantly to the prediction of the criterion, here job satisfaction and organizational commitment, based on the significance tests of their beta weights. In this procedure, the multiple correlation coefficients are not reduced as no variable is removed.

A simple regression analysis is conducted with work motivational factors (X) predicting Specific Job Satisfaction (Y1). At another side, another simple regression analysis is conducted with work motivational factors (X) predicting General Job Satisfaction (Y2). The result of the regression is as follow:

$$Y1 = 3.671 + .097X1 + .076X2 + .182X4 - .184X6$$

$$Y2 = 3.824 + .130X1 + .142X2 + .201X4 - .137X6$$

Where:

Y1: Specific Job Satisfaction level of all employees

Y2: General Job Satisfaction level of all employees

X₁: Advancement Opportunities

X₂: Relationship with Superiors

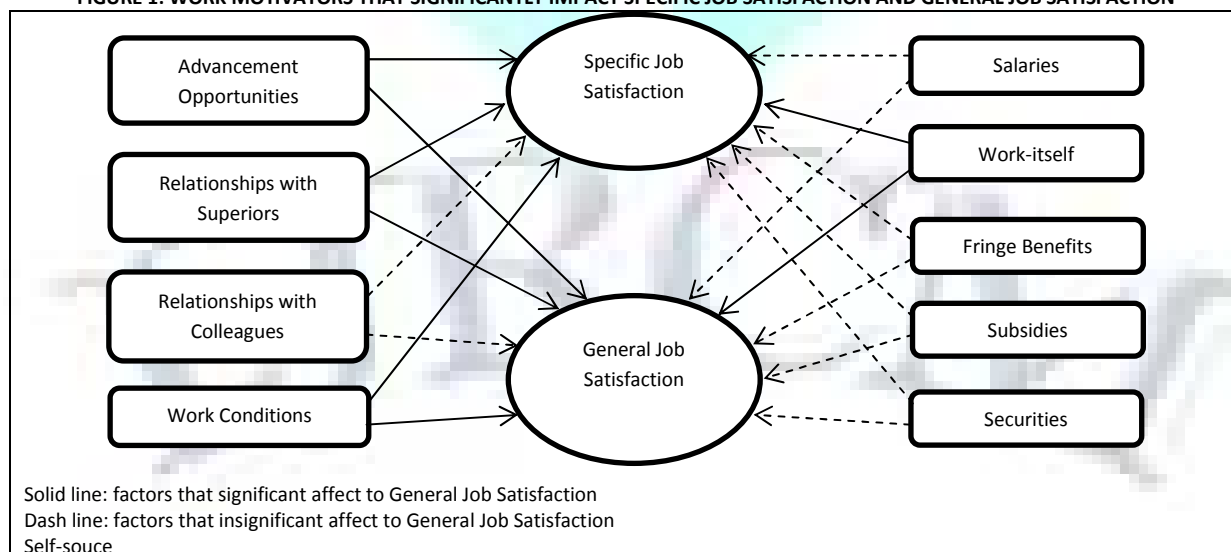
X₄: Work Conditions

X₆: Work-itself

The empirical results revealed that the factor Salaries did not significant impact to job satisfaction in this research. It is possible since money is not always the best motivation factor as the employees still have their social needs (Mayo, 1923; Munshi, 2010). Therefore, the factors of Advancement Opportunities, Relationship with Superior, Work Conditions, and Work-itself were the factors that strongest contributed to Specific Job Satisfaction and General Job Satisfaction. Moreover, unlikely to previous studies, the factors of Relationships with colleagues, Fringe benefits, Subsidies, and Securities did not affect to job satisfaction.

In short, the hypotheses H1, H2, H3, and H7 were supported. See Figure 1.

FIGURE 1: WORK MOTIVATORS THAT SIGNIFICANTLY IMPACT SPECIFIC JOB SATISFACTION AND GENERAL JOB SATISFACTION



CONCLUSION

Job satisfaction is the sense when the employees feel satisfy with their job. Various factors influence job satisfaction. The analysis results indicated that Advancement Opportunities, Work Itself, Work Conditions, and Relationship with Superiors, directly impacted job satisfaction including specific job satisfaction and general job satisfaction.

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