



3rd Global Conference on Business and Social Science-2015, GCBSS-2015, 16-17 December
2015, Kuala Lumpur, Malaysia

Determinants of Job Satisfaction: How Satisfied Are the New Generation Employees in Malaysia?

Normala Daud *

*Centre for Postgraduate and Professional Studies, Faculty of Business and Management,
Universiti Teknologi MARA, 40450 Shah Alam, Selangor, Malaysia*

Abstract

Job hopping and employee turnover are becoming recent phenomena since the new generation of employees enter the workforce. This study aims to explore the level of job satisfaction and also tries to determine the relationship between the individual and work-related factors on the satisfaction level of these new generation employees. A total of 200 questionnaires participated in this survey. The findings revealed there are factors that significantly contribute to job satisfaction. The implication of this study is of great importance for organizations in developing their retention packages and to increase the job satisfaction among the new generation employees.

© 2016 The Authors. Published by Elsevier Ltd. This is an open access article under the CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/4.0/>).

Peer-review under responsibility of the Organizing Committee of the 3rd GCBSS-2015

Keywords: Employee turnover; Job satisfaction; New generation employees; Gen Y

1. Introduction

Job satisfaction is one of the most important and well researched areas of study. In order for organizations to be successful they must continuously ensure the satisfaction of their employees. According to Chang and Chang (2007), job satisfaction comprises the degree of an individual's feelings towards and satisfaction with current job activities, the achievements and responsibilities as well as the degree of an individual's satisfaction with all aspects that directly

* Normala Daud. Tel.: +603-5521-1943; fax: +603-5544-4693.

E-mail address: normala648@salam.uitm.edu.my

or indirectly related to the current job and job content. Prior research have shown that job satisfaction is negatively related to employees' intention to leave the organization (Ali & Baloch, 2010; Medina, 2012; Tian and Foreman, 2009; Yin-Fah, Foon, Leong & Osman, 2010). In other words, more satisfied employees will more likely to remain with the organization. In view of this, understanding the factors associated with job satisfaction is timely and valuable. The objectives of this study are two-fold; to assess the level of job satisfaction among Gen Y employees; and to determine the factors that contribute to job satisfaction among these Gen Y employees.

2. Literature Review

2.1 Job Satisfaction

Many previous researchers have contributed the study of job satisfaction from many perspectives. Wiener (1982) defined job satisfaction as an attitude towards work-related conditions. On the other hand, Feinstein (2000) was of the view that job satisfaction is more of a response to a specific job or various aspects of the job. Other researchers (Al Ajmi, 2001, Scarpello and Campbell, 1983) have found that employee job satisfaction would significantly impact job performance, absenteeism and turnover and employee relations

Most empirical studies suggest that the biggest contributor to one's job satisfaction is the nature of the job itself. The job itself must be meaningful to the individual. Stress level associated with work also seems to be a major factor behind one's job satisfaction level. The stress can originate from the workload, manager's expectation and targets set for the employees to achieve (Shih, 2012). Besides these, salary, benefits, and remuneration package offered by the organization can be important factors that can enhance job satisfaction level (Kim & Yang, 2013). Do Hai (2012) found that another important factor that can contribute to job satisfaction is the opportunity for growth and promotion that the organization can afford to offer. Relationship between managers and employees is another important role in determining the job satisfaction level for individual (Crossman & Abou-Zaki, 2003).

2.2 Characteristics of Gen Y

According to Sujansky (2004), Gen Y has a strong sense of morality, tends to be patriotic, is willing to fight for freedom, sociable, and value home and family since they had seen more hardships and tragedies at an earlier age than the previous generations. One of the best defining characteristics of Gen Y is that they have grown up with Internet and technology (Cennnamo & Gardner, 2008) and they are connected 24 hours a day (Smola & Sutton, 2002). This generation have been raised by Baby Boomers to feel they are wanted, necessary and valued. Crow and Stichnote (2010) further noted that all the way through their childhood, Gen Y parents and teachers have built their self-esteem.

2.3 What are the determinants of Job Satisfaction for Gen Y?

Most of the empirical evidence suggested that Gen Y has to be treated differently and the organization has to prepare themselves with the entrance of Gen Y in the workforce. According to Shaw and Fairhurst (2008), factors that constitute job satisfaction for Gen Y is almost similar to previous generations. Gen Y prefers flexibility in getting the work done. They prefer to have a career they will be challenged and can grow with the challenges. Employers need to provide Gen Y employees clear direction as they demand immediate feedback on performance. Being a techno-savvy, Gen Y expects the organization to be equipped with current technology. Failing to provide the basic needs will result in poor outcome and low productivity. According to Martin (2005), due to advancement in technology and the openness of some of the new and high-tech organizations, Gen Y prefers to work from home and conduct meetings via video conferencing. Apart from the normal remuneration package, Gen Y also prefers other benefits that come along with the job. Since most Gen Y thinks highly of their work/life balance, organizations have started to provide gymnasium and pool facility to promote active and healthy lifestyle.

Figure 1 below depicts the theoretical framework for the study. Maturity level, Relationship status, educational level, years of experience, managerial ranking, organizational size, salary and opportunities for growth act as the independent variables and job satisfaction is the dependent variable for the study.

Download English Version:

<https://daneshyari.com/en/article/1108015>

Download Persian Version:

<https://daneshyari.com/article/1108015>

[Daneshyari.com](https://daneshyari.com)