



THE STUDY OF THE ASSOCIATION BETWEEN THE JOB
SATISFACTION AND MOTIVATION AMONG THE EMPLOYEES
AT FELDA ENGINEERING SERVICES SDN. BHD.

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LETTER OF TRANSMITTAL

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To:

Professor Madya Rozalli Bin Hashim
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Dear Prof,

RE : SUBMISSION OF APPLIED RESEARCH PROJECT PAPER

Enclosed here is my project paper as *entitled "A study on the association between the job satisfaction and motivation among employees of the FELDA Engineering Services Sdn. Bhd. (FESSB)"*.

With the submission of this project paper, I hope that it will meet the requirement and expectation of the course.

I would like to express my gratitude and thanks for all the guidance and assistance in completing of this project paper.

Wassalam.

Yours faithfully,

KHAIRATUL LIZA BINTI ARSHAD
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Thank you,

Khairatul Liza Binti Arshad

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TABLE OF CONTENTS

LETTER OF TRANSMITTAL	I
ACKNOWLEDGEMENT	II
TABLE OF CONTENTS	III
ABSTRACT	IV
LIST OF TABLES	V

CHAPTER ONE: INTRODUCTION

1.1	Background of Study	1
1.2	Problem Statement	19
1.3	Research Questions	20
1.4	Research Objectives	21
1.5	Limitation of Study	22
1.6	Scope of Study	24
1.7	Significant of Study	25
1.8	Definition of Terms	26

CHAPTER TWO: LITERATURE REVIEW

2.1	What is Motivation?	31
2.2	What is Job Satisfaction?	35
2.3	The Theory and Concept of Motivation and Job Satisfaction?	39
2.4	Research Framework	50
2.5	Hypothesis	61

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1	Research Design
3.2	Data Collection Method
3.3	Data Collection Method
3.4	Sampling Technique

3.5	Survey Instruments	
3.6	Procedures of Analyzing Data	

CHAPTER FOUR:

4.1	Introduction	68
4.2	Data Interpretation	68
4.2.1	Employees' Profile	68
4.2.2	Employees' Intrinsic and Extrinsic Motivation	72
4.2.3	Employees' Job Satisfaction	77
4.3	Cross-tabulation Analysis and Interpretation	89
4.4	Means Analysis and Interpretation	197
4.5	Correlations Analysis and Interpretation	201
4.6	Hypothesis Analysis	

CHAPTER FIVE: ANALYSIS AND INTERPRETATION OF DATA

5.1	Conclusion	211
5.2	Recommendation	212

BIBLIOGRAPHY

APPENDICES:

Feedback Letter from FESSB

Questionnaires Form

Conceptual Model

Frequency Tables

Cross-tabulation Tables

Means Tables

ABSTRACT

The movement of workers to act in a desired manner has always consumed the thoughts of managers. In many ways, this goal has been reached through incentive programs, corporate pep talks, and other types of conditional administrative policy, however, as the workers adjust their behaviour in response to one of the aforementioned stimuli, is job satisfaction actualized? The instilling of satisfaction within workers is a crucial task of management. Satisfaction creates confidence, loyalty and ultimately improved quality in the output of the employed. Satisfaction, though, is not the simple result of an incentive program. Employees will most likely not take any more pride in their work even if they win the weekend getaway for having the highest sales. This paper reviews the literature of motivational theorists and draws from their approaches to job satisfaction and the role of motivation within job satisfaction. The theories of Frederick Herzberg and Edwin Locke are presented chronologically to show how Locke's theory was a response to Herzberg's theory. By understanding these theories, managers can focus on strategies of creating job satisfaction.

LIST OF TABLES

Table 4.2.1	Respondents based on Gender
Table 4.2.2:	Respondents based on race
Table 4.2.3	Respondents based on Age of Group
Table 4.2.4	Respondents based on Marital Status
Table 4.2.5	Respondents based on Level of Education
Table 4.2.6	Respondents based on Duration of Service
Table 4.2.7	Respondents based on Level of Income
Table 4.2.8	Respondents based on Good Salary (Extrinsic)
Table 4.2.9	Respondents based on Job Security (Extrinsic)
Table 4.2.10	Respondents based on Opportunity for Career Growth (Extrinsic)
Table 4.2.11	Respondents based on Satisfying with Working Condition (Extrinsic)
Table 4.2.12	Respondents based on Job Challenges (Intrinsic)
Table 4.2.13	Respondents based on Loyalty (Intrinsic)
Table 4.2.14	Respondents based on Reasonable Discipline (Intrinsic)
Table 4.2.15	Respondents based on Appreciation of Job Done (Intrinsic)
Table 4.2.16	Respondents based on Sympathy Towards Personal Problem (Intrinsic)
Table 4.2.17	Respondents based on Feeling of Involvement in FESSB (Intrinsic)
Table 4.2.18	Respondents based on Question 18: I happy with my current job (Nature of job)
Table 4.2.19	Respondents based on Question 19: I do the job based on the specification (Nature of job)

Table 4.2.20	Respondents based on Question 20: I always have problems when do my job (Nature of job)
Table 4.2.21	Respondents based on Question 21: The FESSB gives me opportunity to develop ideas when doing my job (Nature of job)
Table 4.2.22	Respondents based on Question 22: My salary worthwhile with job (Salary & promotion)
Table 4.2.23	Respondents based on Question 23: The incremental of salary in FESSB following standard procedure (Salary & promotion)
Table 4.2.24	Respondents based on Question 24: I am not satisfied with the way that FESSB used on promotion aspect (Salary & promotion)
Table 4.2.25	Respondents based on Question 25: Satisfy with the development of carrier (salary & promotion)
Table 4.2.26	Respondents based on Question 26: Comfortable with workplace (workplace condition)
Table 4.2.27	Respondents based on Question 27: Equipment in the office (workplace condition)
Table 4.2.28	Respondents based on Question 28: Culture in the office (workplace condition)
Table 4.2.29	Respondents based on Question 29: Visions and objectives unachievable (workplace condition)
Table 4.2.30	Respondents based on Question 30: Confidence with safety & health of workplace (workplace condition)
Table 4.2.31	Respondents based on Question 31: Comfort to work alone (work group)
Table 4.2.32	Respondents based on Question 32: Good results from group (work group)
Table 4.2.33	Respondents based on Question 33: Good cooperation from peers (work group)

Table 4.2.34	Respondents based on Question 34: Ideas & creativities develop more when alone (work group)
Table 4.2.35	Respondents based on Question 35: Not enough support from peers (relationship with peers)
Table 4.2.36	Respondents based on Question 36: High cooperation by peers when working (relationship with peers)
Table 4.2.36	Respondents based on Question 37: Proud to work in group (Relationship with peers)
Table 4.3.1	Gender * Salary (Extrinsic)
Table 4.3.2:	Gender * Job security (Extrinsic)
Table 4.3.3:	Gender * Opportunity for career growth (Extrinsic)
Table 4.3.4:	Gender * Working condition (Extrinsic)
Table 4.3.5:	Gender * Job Challenges (Intrinsic)
Table 4.3.6:	Gender * Loyalty (Intrinsic)
Table 4.3.7:	Gender * Reasonable Discipline (Intrinsic)
Table 4.3.8:	Gender * Appreciation of job done (Intrinsic)
Table 4.3.9:	Gender * Sympathy towards personal problem (Intrinsic)
Table 4.3.10:	Gender * Feeling of involvement in organization (Intrinsic)
Table 4.3.11:	Race * Salary (Extrinsic)
Table 4.3.12:	Race * Job security (Extrinsic)
Table 4.3.13:	Race * Opportunity for career growth (Extrinsic)
Table 4.3.14:	Race * Working condition (Extrinsic)
Table 4.3.15:	Race * Job challenges (Intrinsic)
Table 4.3.16:	Race * Loyalty (Intrinsic)
Table 4.3.17:	Race * Reasonable discipline (Intrinsic)

Table 4.3.18:	Race * Appreciation of job done (Intrinsic)
Table 4.3.19:	Race * Sympathy towards personal problem (Intrinsic)
Table 4.3.20:	Race * Feeling of involvement in organization (Intrinsic)
Table 4.3.21:	Age * Salary (Extrinsic)
Table 4.3.22:	Age * Job security (Extrinsic)
Table 4.3.23:	Age * Opportunity for career growth (Extrinsic)
Table 4.3.24:	Age * Working condition (Extrinsic)
Table 4.3.25:	Age * Job Challenges (Intrinsic)
Table 4.3.26:	Age * Loyalty (Intrinsic)
Table 4.3.27:	Age * Reasonable discipline (Intrinsic)
Table 4.3.28:	Age * Appreciation of job done (Intrinsic)
Table 4.3.29:	Age * Sympathy towards personal problem (Intrinsic)
Table 4.3.30:	Age * Feeling of involvement in organization (Intrinsic)
Table 4.3.31:	Marital status * Salary (Extrinsic)
Table 4.3.32:	Marital status * Job security (Extrinsic)
Table 4.3.33:	Marital status * Opportunity of career growth (Extrinsic)
Table 4.3.34:	Marital status * Working condition (Extrinsic)
Table 4.3.35:	Marital status * Job challenges (Intrinsic)
Table 4.3.36:	Marital status * Loyalty (Intrinsic)
Table 4.3.37:	Marital status * Reasonable discipline (Intrinsic)
Table 4.3.38:	Marital status * Appreciation of job done (Intrinsic)
Table 4.3.39:	Marital status * Sympathy towards personal problem (Intrinsic)
Table 4.3.40:	Marital status * Feeling of involvement in organization (Intrinsic)

Table 4.3.41:	Level of education * Salary (Extrinsic)
Table 4.3.42:	Level of education * Job security (Extrinsic)
Table 4.3.43:	Level of education * Opportunity for career growth (Extrinsic)
Table 4.3.44:	Level of education * Working condition (Extrinsic)
Table 4.3.45:	Level of education * Job Challenges (Intrinsic)
Table 4.3.46:	Level of education * Loyalty (Intrinsic)
Table 4.3.47:	Level of education * Reasonable discipline (Intrinsic)
Table 4.3.48:	Level of education * Appreciation of job done (Intrinsic)
Table 4.3.49:	Level of education * Sympathy towards personal problem (Intrinsic)
Table 4.3.50:	Level of education * Feeling of involvement in organization (Intrinsic)
Table 4.3.51:	Duration * Salary (Extrinsic)
Table 4.3.52:	Duration * Job security (Extrinsic)
Table 4.3.53:	Duration * Opportunity for career growth (Extrinsic)
Table 4.3.54:	Duration * Working condition (Extrinsic)
Table 4.3.55:	Duration * Job challenges (Intrinsic)
Table 4.3.56:	Duration * Loyalty (Intrinsic)
Table 4.3.57:	Duration * Reasonable discipline (Intrinsic)
Table 4.3.58:	Duration * Appreciation of job done (Intrinsic)
Table 4.3.59:	Duration * Sympathy towards personal problem (Intrinsic)
Table 4.3.60:	Duration * Feeling of involvement in organization (Intrinsic)
Table 4.3.61:	Monthly salary * Salary (Extrinsic)
Table 4.3.62:	Monthly salary * Job security (Extrinsic)

Table 4.3.63:	Monthly salary * Opportunity for career growth (Extrinsic)
Table 4.3.64:	Monthly salary * Working condition (Extrinsic)
Table 4.3.65:	Monthly salary * Job challenges (Intrinsic)
Table 4.3.66:	Monthly salary * Loyalty (Intrinsic)
Table 4.3.67:	Monthly salary * Reasonable discipline (Intrinsic)
Table 4.3.68:	Monthly salary * Appreciation of job done (Intrinsic)
Table 4.3.69:	Monthly salary * Sympathy towards personal problem (Intrinsic)
Table 4.3.70:	Monthly salary * Feeling of involvement in organization (Intrinsic)
Table 4.3.71:	Gender * Work happiness (Nature of job)
Table 4.3.72:	Gender * Specification of job (Nature of job)
Table 4.3.73:	Gender * Problems at work (Nature of job)
Table 4.3.74:	Gender * Contribution of ideas (Nature of job)
Table 4.3.75:	Gender * Salary worthwhile with job (Salary & promotion)
Table 4.3.76:	Gender * Incremental of salary (Salary & promotion)
Table 4.3.77:	Gender * Unhappy with promotion (Salary & promotion)
Table 4.3.78:	Gender * Satisfy with the development of career (Salary & promotion)
Table 4.3.79:	Gender * Comfortable with workplace (Working condition)
Table 4.3.80:	Gender * Equipment in the workplace (Working condition)
Table 4.3.81:	Gender * Culture in the office (Working condition)
Table 4.3.82:	Gender * Vision and objective unachievable (Working condition)
Table 4.3.83:	Gender * Confidence on safety and health at workplace (Working condition)
Table 4.3.84:	Gender * Comfort to work alone (Work group)

Table 4.3.85:	Gender * Good result from work group (Work group)
Table 4.3.86:	Gender * Good cooperation from peers (Work group)
Table 4.3.87:	Gender * Ideas and creativities develop more when alone (work group)
Table 4.3.88:	Gender * Not enough support from peers (Relationship with peers)
Table 4.3.89:	Gender * High cooperation from peers when working (Relationship with peers)
Table 4.3.90:	Gender * Proud to work in group (Relationship with peers)
Table 4.3.91:	Race * Work happiness (Nature of job)
Table 4.3.92:	Race * Specification of job (Nature of job)
Table 4.3.93:	Race * Problems at work (Nature of job)
Table 4.3.94:	Race * Contribution of ideas (Nature of job)
Table 4.3.95:	Race * Salary worthwhile with job (Salary & promotion)
Table 4.3.96:	Race * Incremental of salary (Salary & promotion)
Table 4.3.97:	Race * Unhappy with promotion (Salary & promotion)
Table 4.3.98:	Race * Satisfy with the development of career (Salary & promotion)
Table 4.3.99:	Race * Comfortable with workplace (Working condition)
Table 4.3.100:	Race * Equipment in the workplace (Working condition)
Table 4.3.101:	Race * Culture in the office (Working condition)
Table 4.3.102:	Race * Vision and objective unachievable (Working condition)
Table 4.3.103:	Race * Confidence on safety and health at workplace (Working condition)
Table 4.3.104:	Race * Comfort to work alone (Work group)

Table 4.3.105:	Race * Good result from work group (Work group)
Table 4.3.106:	Race * Good cooperation from peers (Work group)
Table 4.3.107: (work group)	Race * Ideas and creativities develop more when alone
Table 4.3.108:	Race * Not enough support from peers (Relationship with peers)
Table 4.3.109:	Race * High cooperation from peers when working (Relationship with peers)
Table 4.3.110:	Race * Proud to work in group (Relationship with peers)
Table 4.3.111:	Age * Work happiness (Nature of job)
Table 4.3.112:	Age * Specification of job (Nature of job)
Table 4.3.113:	Age * Problems at work (Nature of job)
Table 4.3.114:	Age * Contribution of ideas (Nature of job)
Table 4.3.115:	Age * Salary worthwhile with job (Salary & promotion)
Table 4.3.116:	Age * Incremental of salary (Salary & promotion)
Table 4.3.117:	Age * Unhappy with promotion (Salary & promotion)
Table 4.3.118:	Age * Satisfy with the development of career (Salary & promotion)
Table 4.3.119:	Age * Comfortable with workplace (Working condition)
Table 4.3.120:	Age * Equipment in the workplace (Working condition)
Table 4.3.121:	Age * Culture in the office (Working condition)
Table 4.3.122:	Age * Vision and objective unachievable (Working condition)
Table 4.3.123:	Age * Confidence on safety and health at workplace (Working condition)
Table 4.3.124:	Age * Comfort to work alone (Work group)

Table 4.3.125:	Age * Good result from work group (Work group)
Table 4.3.126:	Age * Good cooperation from peers (Work group)
Table 4.3.127:	Age * Ideas and creativities develop more when alone (work group)
Table 4.3.128:	Age * Not enough support from peers (Relationship with peers)
Table 4.3.129:	Age * High cooperation from peers when working (Relationship with peers)
Table 4.3.130:	Age * Proud to work in group (Relationship with peers)
Table 4.3.131:	Marital status * Work happiness (Nature of job)
Table 4.3.132:	Marital status * Specification of work (Nature of job)
Table 4.3.133:	Marital status * Problems at work (Nature of job)
Table 4.3.134:	Marital status * Contribution of ideas (Nature of job)
Table 4.3.135:	Marital status * Salary worthwhile with job (Salary & promotion)
Table 4.3.136:	Marital status * Incremental of salary (Salary & promotion)
Table 4.3.137:	Marital status * Unhappy with promotion (Salary & promotion)
Table 4.3.138:	Marital status * Satisfy with the development of career (Salary & promotion)
Table 4.3.139:	Marital status * Comfortable with workplace (Working condition)
Table 4.3.140:	Marital status * Equipment in the workplace (Working condition)
Table 4.3.141:	Marital status * Culture in the office (Working condition)
Table 4.3.142:	Marital status * Vision and objective unachievable (Working condition)

Table 4.3.143:	Marital status * Confidence on safety and health at workplace (Working condition)
Table 4.3.144:	Marital status * Comfort to work alone (Work group)
Table 4.3.145:	Marital status * Good result from work group (Work group)
Table 4.3.146:	Marital status * Good cooperation from peers (Work group)
Table 4.3.147:	Marital status * Ideas and creativities develop more when alone (work group)
Table 4.3.148:	Marital status * Not enough support from peers (Relationship with peers)
Table 4.3.149:	Marital status * High cooperation from peers when working (Relationship with peers)
Table 4.3.150:	Marital status * Proud to work in group (Relationship with peers)
Table 4.3.151:	Level of education * Work happiness (Nature of job)
Table 4.3.152:	Level of education * Specification of job (Nature of job)
Table 4.3.153:	Level of education * Problems at work (Nature of job)
Table 4.3.154:	Level of education * Contribution of ideas (Nature of job)
Table 4.3.155:	Level of education * Salary worthwhile with job (Salary & promotion)
Table 4.3.156:	Level of education * Incremental of salary (Salary & promotion)
Table 4.3.157:	Level of education * Unhappy with promotion (Salary & promotion)
Table 4.3.158:	Level of education * Satisfy with the development of career (Salary & promotion)
Table 4.3.159:	Level of education * Comfortable with workplace (Working condition)

Table 4.3.160:	Level of education * Equipment in the workplace (Working condition)
Table 4.3.161:	Level of education * Culture in the office (Working condition)
Table 4.3.162:	Level of education * Vision and objective unachievable (Working condition)
Table 4.3.163:	Level of education * Confidence on safety and health at workplace (Working condition)
Table 4.3.164:	Level of education * Comfort to work alone (Work group)
Table 4.3.165:	Level of education * Good result from work group (Work group)
Table 4.3.166:	Level of education * Good cooperation from peers (Work group)
Table 4.3.167:	Level of education * Ideas and creativities develop more when alone (work group)
Table 4.3.168:	Level of education * Not enough support from peers (Relationship with peers)
Table 4.3.169:	Level of education * High cooperation from peers when working (Relationship with peers)
Table 4.3.170:	Level of education * Proud to work in group (Relationship with peers)
Table 4.3.171:	Duration * Work happiness (Nature of job)
Table 4.3.172:	Duration * Specification of Work (Nature of job)
Table 4.3.173:	Duration * Problems at work (Nature of job)
Table 4.3.174:	Duration * Contribution of ideas (Nature of job)
Table 4.3.175:	Duration * Salary worthwhile with job (Salary & promotion)
Table 4.3.176:	Duration * Incremental of salary (Salary & promotion)
Table 4.3.177:	Duration * Unhappy with promotion (Salary & promotion)

Table 4.3.178:	Duration * Satisfy with the development of career (Salary & promotion)
Table 4.3.179:	Duration * Comfortable with workplace (Working condition)
Table 4.3.180:	Duration * Equipment in the workplace (Working condition)
Table 4.3.181:	Duration * Culture in the office (Working condition)
Table 4.3.182:	Duration * Vision and objective unachievable (Working condition)
Table 4.3.183:	Duration * Confidence on safety and health at workplace (Working condition)
Table 4.3.184:	Duration * Comfort to work alone (Work group)
Table 4.3.185:	Duration * Good result from work group (Work group)
Table 4.3.186:	Duration * Good cooperation from peers (Work group)
Table 4.3.187:	Duration * Ideas and creativities develop more when alone (work group)
Table 4.3.188:	Duration * Not enough support from peers (Relationship with peers)
Table 4.3.189:	Duration * High cooperation from peers when working (Relationship with peers)
Table 4.3.190:	Duration * Proud to work in group (Relationship with peers)
Table 4.3.191:	Monthly salary * Work happiness (Nature of job)
Table 4.3.192:	Monthly salary * Specification of job (Nature of job)
Table 4.3.193:	Monthly salary * Problems at work (Nature of job)
Table 4.3.194:	Monthly salary * Contribution of ideas (Nature of job)
Table 4.3.195:	Monthly salary * Salary worthwhile with job (Salary & promotion)

Table 4.3.196:	Monthly salary * Incremental of salary (Salary & promotion)
Table 4.3.197:	Monthly salary * Unhappy with promotion (Salary & promotion)
Table 4.3.198:	Monthly salary * Satisfy with the development of career (Salary & promotion)
Table 4.3.199:	Monthly salary * Comfortable with workplace (Working condition)
Table 4.3.200:	Monthly salary * Equipment in the workplace (Working condition)
Table 4.3.201:	Monthly salary * Culture in the office (Working condition)
Table 4.3.202:	Monthly salary * Vision and objective unachievable (Working condition)
Table 4.3.203:	Monthly salary * Confidence on safety and health at workplace (Working condition)
Table 4.3.204:	Monthly salary * Comfort to work alone (Work group)
Table 4.3.205:	Monthly salary * Good result from work group (Work group)
Table 4.3.206:	Monthly salary * Good cooperation from peers (Work group)
Table 4.3.207:	Monthly salary * Ideas and creativities develop more when alone (work group)
Table 4.3.208:	Monthly salary * Not enough support from peers (Relationship with peers)
Table 4.3.209:	Monthly salary * High cooperation from peers when working (Relationship with peers)
Table 4.3.210:	Monthly salary * Proud to work in group (Relationship with peers)
Table 4.3.211:	Work happiness (Nature of job) * Salary (Extrinsic)
Table 4.3.212:	Work happiness (Nature of job) * Job security (Extrinsic)

Table 4.3.230:	Specification of job (Nature of job) * Feeling of involvement in organization (Intrinsic)
Table 4.3.231:	Problems at work (Nature of job) * Salary (Extrinsic)
Table 4.3.232:	Problems at work (Nature of job) * Job security (Extrinsic)
Table 4.3.233:	Problems at work (Nature of job) * Opportunity for career growth (Extrinsic)
Table 4.3.234:	Problems at work (Nature of job) * Working condition (Extrinsic)
Table 4.3.235:	Problems at work (Nature of job) * Job Challenges (Intrinsic)
Table 4.3.236:	Problems at work (Nature of job) * Loyalty (Intrinsic)
Table 4.3.237:	Problems at work (Nature of job) * Reasonable discipline (Intrinsic)
Table 4.3.238:	Problems at work (Nature of job) * Appreciation of job done (Intrinsic)
Table 4.3.239:	Problems at work (Nature of job) * Sympathy towards personal problems (Intrinsic)
Table 4.3.240:	Problems at work (Nature of job) * Feeling of involvement in organization (Intrinsic)
Table 4.3.241:	Contribution of ideas (Nature of job) * Salary (Extrinsic)
Table 4.3.242:	Contribution of ideas (Nature of job) * Job security (Extrinsic)
Table 4.3.243:	Contribution of ideas (Nature of job) * Opportunity for career growth (Extrinsic)
Table 4.3.244:	Contribution of ideas (Nature of job) * Working condition (Extrinsic)
Table 4.3.245:	Contribution of ideas (Nature of job) * Job challenges (Intrinsic)
Table 4.3.246:	Contribution of ideas (Nature of job) * Loyalty (Intrinsic)

Table 4.3.247:	Contribution of ideas (Nature of job) * Reasonable discipline (Intrinsic)
Table 4.3.248:	Contribution of ideas (Nature of job) * Appreciation of job done (Intrinsic)
Table 4.3.249:	Contribution of ideas (Nature of job) * Sympathy towards personal problem (Intrinsic)
Table 4.3.250:	Contribution of ideas (Nature of job) * Feeling of involvement in organization (Intrinsic)
Table 4.3.251:	Salary worthwhile with job (Salary & promotion) * Salary (Extrinsic)
Table 4.3.252:	Salary worthwhile with job (Salary & promotion) * Job security (Extrinsic)
Table 4.3.253:	Salary worthwhile with job (Salary & promotion) * Opportunity for career growth (Extrinsic)
Table 4.3.253:	Salary worthwhile with job (Salary & promotion) * Working condition (Extrinsic)
Table 4.3.254:	Salary worthwhile with job (Salary & promotion) * Job challenges (Intrinsic)
Table 4.3.255:	Salary worthwhile with job (Salary & promotion) * Loyalty (Intrinsic)
Table 4.3.256:	Salary worthwhile with job (Salary & promotion) * Reasonable discipline (Intrinsic)
Table 4.3.257:	Salary worthwhile with job (Salary & promotion) * Appreciation of job done (Intrinsic)
Table 4.3.258:	Salary worthwhile with job (Salary & promotion) * Sympathy towards personal problem (Intrinsic)
Table 4.3.259:	Salary worthwhile with job (Salary & promotion) * Feeling of involvement in organization (Intrinsic)
Table 4.3.260:	Incremental of salary (Salary & promotion) * Salary (Extrinsic)

Table 4.3.261:	Incremental of salary (Salary & promotion) * Job security (Extrinsic)
Table 4.3.262:	Incremental of salary (Salary & promotion) * Opportunity for career growth (Extrinsic)
Table 4.3.263:	Incremental of salary (Salary & promotion) * Working condition (Extrinsic)
Table 4.3.264:	Incremental of salary (Salary & promotion) * Job Challenges (Intrinsic)
Table 4.3.265:	Incremental of salary (Salary & promotion) * Loyalty (Extrinsic)
Table 4.3.266:	Incremental of salary (Salary & promotion) * Reasonable discipline (Intrinsic)
Table 4.3.267:	Incremental of salary (Salary & promotion) * Appreciation of job done (Intrinsic)
Table 4.3.268:	Incremental of salary (Salary & promotion) * Sympathy towards personal problems (Intrinsic)
Table 4.3.269:	Incremental of salary (Salary & promotion) * Feeling of Involvement in organization (Intrinsic)
Table 4.3.270:	Unhappy with promotion (Salary & promotion) * Salary (Extrinsic)
Table 4.3.271:	Unhappy with promotion (Salary & promotion) * Job security (Extrinsic)
Table 4.3.272:	Unhappy with promotion (Salary & promotion) * Opportunity for career growth (Extrinsic)
Table 4.3.273:	Unhappy with promotion (Salary & promotion) * Working condition (Extrinsic)
Table 4.3.274:	Unhappy with promotion (Salary & promotion) * Job challenges (Intrinsic)
Table 4.3.274:	Unhappy with promotion (Salary & promotion) * Loyalty (Intrinsic)

Table 4.3.275:	Unhappy with promotion (Salary & promotion) * Reasonable Discipline (Intrinsic)
Table 4.3.276:	Unhappy with promotion (Salary & promotion) * Appreciation of job done (Intrinsic)
Table 4.3.277:	Unhappy with promotion (Salary & promotion) * Sympathy towards personal problems (Intrinsic)
Table 4.3.278:	Unhappy with promotion (Salary & promotion) * Feeling of involvement in organization (Intrinsic)
Table 4.3.279:	Satisfy with the career growth (Salary & promotion) * Salary (Extrinsic)
Table 4.3.280:	Satisfy with the career growth (Salary & promotion) * Job security (Extrinsic)
Table 4.3.281:	Satisfy with the career growth (Salary & promotion) * Opportunity for career growth (Extrinsic)
Table 4.3.282:	Satisfy with the career growth (Salary & promotion) * Working condition (Extrinsic)
Table 4.3.283:	Satisfy with the career growth (Salary & promotion) * Job challenges (Intrinsic)
Table 4.3.284:	Satisfy with the career growth (Salary & promotion) * Loyalty (Intrinsic)
Table 4.3.285:	Satisfy with the career growth (Salary & promotion) * Reasonable discipline (Intrinsic)
Table 4.3.286:	Satisfy with the career growth (Salary & promotion) * Appreciation of job done (Intrinsic)
Table 4.3.287:	Satisfy with the career growth (Salary & promotion) * Sympathy towards personal problem (Intrinsic)
Table 4.3.288:	Satisfy with the career growth (Salary & promotion) * Feeling of involvement in organization (Intrinsic)
Table 4.3.289:	Comfortable with workplace (Workplace condition) * Salary (Extrinsic)

Table 4.3.290:	Comfortable with workplace (Workplace condition) * Job security (Extrinsic)
Table 4.3.291:	Comfortable with workplace (Workplace condition) * Opportunity for career growth (Extrinsic)
Table 4.3.292:	Comfortable with workplace (Workplace condition) * Working condition (Extrinsic)
Table 4.3.293:	Comfortable with workplace (Workplace condition) * Job challenges (Intrinsic)
Table 4.3.294:	Comfortable with workplace (Workplace condition) * Loyalty (Intrinsic)
Table 4.3.295:	Comfortable with workplace (Workplace condition) * Reasonable discipline (Intrinsic)
Table 4.3.296:	Comfortable with workplace (Workplace condition) * Appreciation of job done (Intrinsic)
Table 4.3.297:	Comfortable with workplace (Workplace condition) * Sympathy towards personal problem (Intrinsic)
Table 4.3.298:	Comfortable with workplace (Workplace condition) * Feeling of involvement in organization (Intrinsic)
Table 4.3.299:	Equipment in the office (Workplace condition) * Salary (Extrinsic)
Table 4.3.300:	Equipment in the office (Workplace condition) * Job security (Extrinsic)
Table 4.3.301:	Equipment in the office (Workplace condition) * Opportunity for career growth (Extrinsic)
Table 4.3.302:	Equipment in the office (Workplace condition) * Working condition (Extrinsic)
Table 4.3.303:	Equipment in the office (Workplace condition) * Job challenges (Intrinsic)
Table 4.3.304:	Equipment in the office (Workplace condition) * Loyalty (Intrinsic)

Table 4.3.305:	Equipment in the office (Workplace condition) * Reasonable discipline (Intrinsic)
Table 4.3.306:	Equipment in the office (Workplace condition) * Appreciation of job done (Intrinsic)
Table 4.3.307:	Equipment in the office (Workplace condition) * Sympathy towards personal problem (Intrinsic)
Table 4.3.308:	Equipment in the office (Workplace condition) * Feeling of involvement in organization (Intrinsic)
Table 4.3.309:	Culture in the office (Workplace condition) * Salary (Extrinsic)
Table 4.3.310:	Culture in the office (Workplace condition) * Job security (Extrinsic)
Table 4.3.311:	Culture in the office (Workplace condition) * Opportunity for career growth (Extrinsic)
Table 4.3.312:	Culture in the office (Workplace condition) * Working condition (Extrinsic)
Table 4.3.313:	Culture in the office (Workplace condition) * Job challenges (Intrinsic)
Table 4.3.314:	Culture in the office (Workplace condition) * Loyalty (Intrinsic)
Table 4.3.315:	Culture in the office (Workplace condition) * Reasonable discipline (Intrinsic)
Table 4.3.316:	Culture in the office (Workplace condition) * Appreciation of job done (Intrinsic)
Table 4.3.317:	Culture in the office (Workplace condition) * Sympathy towards personal problem (Intrinsic)
Table 4.3.318:	Culture in the office (Workplace condition) * Feeling of involvement in organization (Intrinsic)
Table 4.3.319:	Visions & objectives unachievable (Workplace condition) * Salary (Extrinsic)

Table 4.3.320:	Visions & objectives unachievable (Workplace condition) * Job security (Extrinsic)
Table 4.3.321:	Visions & objectives unachievable (Workplace condition) * Opportunity for career growth (Extrinsic)
Table 4.3.322:	Visions & objectives unachievable (Workplace condition) * Working condition (Extrinsic)
Table 4.3.323:	Visions & objectives unachievable (Workplace condition) * Job challenges (Intrinsic)
Table 4.3.324:	Visions & objectives unachievable (Workplace condition) * Loyalty (Intrinsic)
Table 4.3.325:	Visions & objectives unachievable (Workplace condition) * Reasonable discipline (Intrinsic)
Table 4.3.326:	Visions & objectives unachievable (Workplace condition) * Appreciation of job done (Intrinsic)
Table 4.3.327:	Visions & objectives unachievable (Workplace condition) * Sympathy towards personal problem (Intrinsic)
Table 4.3.328:	Visions & objectives unachievable (Workplace condition) * Feeling of involvement in organization (Intrinsic)
Table 4.3.329:	Confidence with security & health of workplace (Workplace condition) * Salary (Extrinsic)
Table 4.3.330:	Confidence with security & health of workplace (Workplace condition) * Job security (Extrinsic)
Table 4.3.331:	Confidence with security & health of workplace (Workplace condition) * Opportunity for career growth (Extrinsic)
Table 4.3.332:	Confidence with security & health of workplace (Workplace condition) * Working condition (Extrinsic)
Table 4.3.333:	Confidence with security & health of workplace (Workplace condition) * Job challenges (Intrinsic)
Table 4.3.334:	Confidence with security & health of workplace (Workplace condition) * Loyalty (Intrinsic)

Table 4.3.335:	Confidence with security & health of workplace (Workplace condition) * Reasonable discipline (Intrinsic)
Table 4.3.336:	Confidence with security & health of workplace (Workplace condition) * Appreciation of job done (Intrinsic)
Table 4.3.337:	Confidence with security & health of workplace (Workplace condition) * Sympathy towards personal problem (Intrinsic)
Table 4.3.338:	Confidence with security & health of workplace (Workplace condition) * Feeling of involvement in organization (Intrinsic)
Table 4.3.339:	Comfort to work alone (Work group) * Salary (Extrinsic)
Table 4.3.340:	Comfort to work alone (Work group) * Job security (Extrinsic)
Table 4.3.341:	Comfort to work alone (Work group) * Opportunity for career growth (Extrinsic)
Table 4.3.342:	Comfort to work alone (Work group) * Working condition (Extrinsic)
Table 4.3.343:	Comfort to work alone (Work group) * Job challenges (Intrinsic)
Table 4.3.344:	Comfort to work alone (Work group) * Loyalty (Intrinsic)
Table 4.3.345:	Comfort to work alone (Work group) * Reasonable discipline (Intrinsic)
Table 4.3.346:	Comfort to work alone (Work group) * Appreciation of job done (Intrinsic)
Table 4.3.347:	Comfort to work alone (Work group) * Sympathy towards personal problem (Intrinsic)
Table 4.3.348:	Comfort to work alone (Work group) * Feeling of involvement in organization (Intrinsic)
Table 4.3.349:	Good result from group (Work group) * Salary (Extrinsic)

Table 4.3.350:	Good result from group (Work group) * Job security (Extrinsic)
Table 4.3.351:	Good result from group (Work group) * Opportunity for career growth (Extrinsic)
Table 4.3.352:	Good result from group (Work group) * Working condition (Extrinsic)
Table 4.3.353:	Good result from group (Work group) * Job challenges (Intrinsic)
Table 4.3.354:	Good result from group (Work group) * Loyalty (Intrinsic)
Table 4.3.355:	Good result from group (Work group) * Reasonable discipline (Intrinsic)
Table 4.3.356:	Good result from group (Work group) * Appreciation of job done (Intrinsic)
Table 4.3.357:	Good result from group (Work group) * Sympathy towards personal problem (Intrinsic)
Table 4.3.358:	Good result from group (Work group) * Feeling of involvement in organization (Intrinsic)
Table 4.3.359:	Good cooperation from peers (Work group) * Salary (Extrinsic)
Table 4.3.360:	Good cooperation from peers (Work group) * Job security (Extrinsic)
Table 4.3.361:	Good cooperation from peers (Work group) * Opportunity for career growth (Extrinsic)
Table 4.3.362:	Good cooperation from peers (Work group) * Working condition (Extrinsic)
Table 4.3.363:	Good cooperation from peers (Work group) * Job challenges (Intrinsic)
Table 4.3.364:	Good cooperation from peers (Work group) * Loyalty (Intrinsic)
Table 4.3.365:	Good cooperation from peers (Work group) * Reasonable discipline (Intrinsic)

Table 4.3.366:	Good cooperation from peers (Work group) * Appreciation of job done (Intrinsic)
Table 4.3.367:	Good cooperation from peers (Work group) * Sympathy towards personal problem (Intrinsic)
Table 4.3.368:	Good cooperation from peers (Work group) * Feeling of involvement in organization (Intrinsic)
Table 4.3.369:	Ideas & creativities develop more when alone (Work group) * Salary (Extrinsic)
Table 4.3.370:	Ideas & creativities develop more when alone (Work group) * Job security (Extrinsic)
Table 4.3.371:	Ideas & creativities develop more when alone (Work group) * Opportunity for career growth (Extrinsic)
Table 4.3.372:	Ideas & creativities develop more when alone (Work group) * Working condition (Extrinsic)
Table 4.3.373:	Ideas & creativities develop more when alone (Work group) * Job challenges (Intrinsic)
Table 4.3.374:	Ideas & creativities develop more when alone (Work group) * Loyalty (Intrinsic)
Table 4.3.375:	Ideas & creativities develop more when alone (Work group) * Reasonable discipline (Intrinsic)
Table 4.3.376:	Ideas & creativities develop more when alone (Work group) * Appreciation of job done (Intrinsic)
Table 4.3.377:	Ideas & creativities develop more when alone (Work group) * Sympathy towards personal problem (Intrinsic)
Table 4.3.378:	Ideas & creativities develop more when alone (Work group) * Feeling of involvement in organization (Intrinsic)
Table 4.3.379:	Not enough support from peers (Relationship with peers) * Salary (Extrinsic)
Table 4.3.380:	Not enough support from peers (Relationship with peers) * Job security (Extrinsic)

Table 4.3.381:	Not enough support from peers (Relationship with peers) * Opportunity for career growth (Extrinsic)
Table 4.3.382:	Not enough support from peers (Relationship with peers) * Working condition (Extrinsic)
Table 4.3.383:	Not enough support from peers (Relationship with peers) * Job challenges (Intrinsic)
Table 4.3.384:	Not enough support from peers (Relationship with peers) * Loyalty (Intrinsic)
Table 4.3.385:	Not enough support from peers (Relationship with peers) * Reasonable discipline (Intrinsic)
Table 4.3.386:	Not enough support from peers (Relationship with peers) * Appreciation of job done (Intrinsic)
Table 4.3.387:	Not enough support from peers (Relationship with peers) * Sympathy towards personal problem (Intrinsic)
Table 4.3.388:	Not enough support from peers (Relationship with peers) * Feeling of involvement in organization (Intrinsic)
Table 4.3.389:	High cooperation by peers when working (Relationship with peers) * Salary (Extrinsic)
Table 4.3.390:	High cooperation by peers when working (Relationship with peers) * Job security (Extrinsic)
Table 4.3.391:	High cooperation by peers when working (Relationship with peers) * Opportunity for career growth (Extrinsic)
Table 4.3.392:	High cooperation by peers when working (Relationship with peers) * Working condition (Extrinsic)
Table 4.3.393:	High cooperation by peers when working (Relationship with peers) * Job challenges (Intrinsic)
Table 4.3.394:	High cooperation by peers when working (Relationship with peers) * Loyalty (Intrinsic)
Table 4.3.395:	High cooperation by peers when working (Relationship with peers) * Reasonable discipline (Intrinsic)

A study on the association between the job satisfaction and motivation
among the employees of the FELDA Engineering Services Sdn. Bhd.
(FESSB)

1.0 INTRODUCTION

1.1 Background of the research

The best organization arises from the combined efforts of its members and the creativity in management. The relationship between the organization and its members is governed by what motivates them to work and the satisfaction they derive from them. The manager must have the knowledge, skills and concern how to gain the cooperation of their staff and direct their performance to achieve the goals and objectives of the organization. The manager must know how the best way to motivate members of the organization so that they have willingness to work effectively and efficiently.

Motivation to work is an internal force that accounts for the level, direction and, persistence of effort expended to work. While, job satisfaction is a work attitude that reflects the degree to which people feel positively or negatively about a job and its various facet (James and Richard 1986; Muchinsky and Paul 1990). In other words job satisfaction

refers to an employee's own evaluation which is actually a comparison between the employee's expectations about the job-related factors and his or her actual experiences on the job (William & Kenneth, 1987; Eugene, 2000). Job satisfaction is more of an attitude (Mullins, 1985) and motivation is a process that may lead to job satisfaction (Mullins, 1985). So, we can see that these two important components are more on the subjective aspects such as the people's attitude and mind which difficult to measure by using mathematical formula.

However we can understand that these two have similar aspect that it touch on the internal force within an individual more than the external factors. That is why the intrinsic motivation is the important aspect to increase job satisfaction and must included in my research. The nature of this relationship is not clear. So to reveal the relationship I forwarded this research as a guideline to measure the association between job satisfaction and motivation among employees in Felda Engineering Services Sdn. Bhd (FESSB).

So, why I choose Felda Engineering Services Sdn. Bhd. as my sample in my research? There are some reasons I choose FESSB as the sample in my research. The most important aspect is the background of the FESSB itself, which FESSB is affected by the privatization policies by the government in 1983. Previously, FEESB is known as a Felda

Construction Corporation with a paid-up capital of RM1.5 million which was incorporated in July 1980. With a staff 108 in the first year a company was engaged in Jungle clearing works, heavy machinery operation, quarry operation, technical Services (Palm oil mill), construction of staff quarters & effluent ponds, supply of mill equipment, construction of factory building & warehouse, industrial sales & building materials, road works & jetty, and technical services for refinery & bulking installation. The profit was a modest RM 213 000 for the first 6 months of its existence.

After the Malaysia Government's policies of privatization the Felda Construction Corporations was corporatized as Felda Engineering Services Sdn. Bhd. with effect from 1st September 1994. FESSB.

FESSB involved in business activities outside the country such as provided technical expertise in the establishment of a bulking installation in Port Qasim , Pakistan in 1995 for the import and export of palm oil and molasses. It also provided technical know-how in the establishment of two palm oil refineries in China and in 1997, the company secured for the first time a contract to provide technical services to an Indonesian company for the establishment of a palm oil mill in Jambi, Sumatera. To enhance its service to customers, the company pursued and was accorded the ISO 9002 in 1997.

With this accreditation, it intends to continue the tradition of being a customer driven company. Today, FESSB is able to share its rich experience with customers and provide a service of a standard which is difficult to beat, be it in :-

- Housing Projects and Commercial Center
- Mill upgrading exercise
- Central power supply
- Project management for big scale multipurpose hall & resorts
- Project management and engineering services.
- Supply of industrial equipment and building materials.
- Road construction and maintenance.
- Property management and maintenance.
- Construction of buildings and infrastructure.
- Real estate development

Understanding the relevant dimensions of employees' motivation in workplace is valuable information especially to managers whose primary task in an organization is to motivate people to perform at their highest level of performance and to help organization to accomplish its goals (Steers and Porter, 1987).

working setting”. In the international business perspective, motivation is defined by Griffin (2003) as the overall set of forces that causes people to choose certain behaviors from a set of available behaviors. Yet the factors that influence an individual’s behavior at work differ across cultures. An appreciation of these individuals differences is important step in understanding how managers can better motivate their employees to promote the organization’s goal.

Robbins (1998) motivation can be defined as the willingness to exert high levels of efforts towards organizational goals, conditioned by the ability to satisfy some individual need. He said that, “we’ll define motivation as the process that account for an individual’s intensity, direction, and persistence of effort toward attaining a goal. While general motivation is concerned with effort toward any goal, we’ll narrow the focus to organizational goals in order to reflect our single interest in work-related behavior.” When staffs are motivated he or she will try their best effort to achieve something, either for organizational objective or personal objective.

In summary, motivation can be classified into intrinsic and extrinsic motivations (Hersey and Blancard, 1969; Lee-Ross and Darren , 1995; and Wiley, 1997). Thus it is important to examine the linkages between the two types of motivators with demographic factors and the job

satisfaction and motivation. In practice, Kovach's ten job related factors are used to examine what type of relationship exists between demographic factors with the extrinsic and intrinsic motivation (Hersey and Blanchard, 1969; Lee-Ross and Darren, 1995; and Wiley, 1997).

While job satisfaction is the extent to which an employee feels about his or her job (Odon, 1990). Demir (2002) refers job satisfaction to employees' feel of contentment and discontentment for a job. Cranny (1992) concluded that job satisfaction is a contribution of cognitive and effective reactions to the differential perceptions of what an employee wants to receive compared with what he or she actually receives.

Other than that many definitions related to job satisfaction have been reviewed, some as early as the 30's where Hoppock (1935) observed that job satisfaction is a combination of psychology, physical and environmental circumstances causes a person to say "I am satisfied with my job".

Meanwhile Lawler and Porter (1969) define satisfaction as functions of the correspondence between a reinforced system of the work environment and the individual's needs. Job satisfaction is derived from the inside of the individual, which relates with their work environment, their feelings and needs.

Morf (1986) said that, “work satisfaction or job satisfaction has been defined as a set of attitudes held by workers toward their work. Attitudes are predispositions to evaluate things as good or bad. They can be broad or specific; they may be salient or peripheral to a person; they be associated with action or may be strictly cognitive.” He tells us that the job satisfaction is depending to the perception of individual to evaluate their works. So, there are various of attitudes of the individual towards their job even the situation is same with the other employees.

Muchinsky (1985) concluded a study that related job satisfaction to a combination of cognitive and effective reaction to differences between employees’ perceptions with what they actually received. The Igalens and Roussel (1999) study concluded that under specific stipulations, independent compensation of the exempt employees could be a determinant of work motivation. Also, flexible pay of nonexempt employees neither motivates nor increases job satisfaction. Finally, benefits of exempt employees neither motivate nor increase job satisfaction.

Two main theories that always been refers in job satisfaction are Maslow’s theory of needs (1970) and Herzberg’s two factor theory (1973) as well as the motivation. Also included Aldefefer’s ERG theory which

modified Maslow's hierarchy of needs by reducing the number of needs categories to only three levels: existence or survival (E), relatedness (R) which deals with social interaction and external facets of esteem and growth (G) which focus on the desire to achieve and develop a person's potential and internal facet of ego fulfillment (success and autonomy). David McClelland's Social Acquired Needs Theory purpose that people are influenced by a need of achievement, power or affiliation and that strength of that particular need will vary according to the situations.

Now, we at the two main theories that always were referred in job satisfaction. Herzberg's theory based on two types of needs: 1) the need for psychological growth or motivating factors and 2) the need to avoid pain or hygiene factor. The motivating factors constitute elements like achievement and advancement. These are positive elements that contribute towards job satisfaction and motivation. Hygiene factors such as company or organizational policies, quality of supervision, working condition, salary, relationship with peers and subordinates, status and security are negative elements that could cause dissatisfaction at work. In Herzberg's theory, job satisfaction and job dissatisfaction are totally separate dimension.

Therefore, improving a hygiene factors such as working conditions will not make people satisfied with their needs, instead it will not

preventing them from being dissatisfied. Generally, Maslow's and Herzberg's theories emphasize the importance of individual in organization to advance. The advancement indirectly will change individual's needs. In consequential, it will help individuals to put extra effort to continuously achieve their needs and satisfaction.

In other words, Herzberg *et al.* (1959) proposed that an employee's motivation to work is best understood when the respective attitude of that employee is understood. That is, the internal concept of attitude, which originates from a state of mind, when probed, should reveal the most pragmatic information for managers with regard to the motivation of workers. In his approach to studying the feelings of people toward their work, or their attitudes, Herzberg *et al.* (1959) set out to answer three questions; How can one specify the attitude of any individual toward his or her job?, What causes these attitudes?, What are the consequences of these attitudes? In short, the importance of attitude as a starting point of the dual-factor theory of Herzberg, and briefly show his approach to experimentation and research.

As a result of his inquiry about the attitudes of employees, Herzberg *et al.* (1959) developed two distinct lists of factors. One set of factors caused happy feelings or a good attitude within the worker, and

these factors, on the whole, were task-related. The other grouping was primarily present when feelings of unhappiness or bad attitude were evident, and these factors, Herzberg claimed, were not directly related to the job itself, but to the conditions that surrounded doing that job. The first group he called motivators (job factors):

- Recognition;
- Achievement;
- Possibility of growth;
- Advancement;
- Responsibility;
- Work itself.

The second group Herzberg named hygiene factors (extra-job factors):

- Salary;
- Interpersonal relations - supervisor;
- Interpersonal relations - subordinates;
- Interpersonal relations - peers;
- Supervision - technical;
- Company policy and administration;
- Working conditions;
- Factors in personal life;
- Status;
- Job security.

Motivators refer to factors intrinsic within the work itself like the recognition of a task completed. Conversely, hygiene tends to include extrinsic entities such as relations with co-workers, which do not pertain to the worker's actual job. According to Herzberg *et al.* (1959), motivators cause positive job attitudes because they satisfy the worker's need for self-actualization (Maslow, 1954), the individual's ultimate goal.

The presence of these motivators has the potential to create great job satisfaction; however, in the absence of motivators, Herzberg says, dissatisfaction does not occur. Likewise, hygiene factors, which simply "move" (cause temporary action), have the potential to cause great dissatisfaction. Similarly, their absence does not provoke a high level of satisfaction. Job satisfaction (House and Wigdor, 1967) contains two separate and independent dimensions. These dimensions are not on differing ends of one continuum; instead they consist of two separate and distinct continua.

Herzberg (1968) also exhibit the opposite of job satisfaction is not dissatisfaction, but rather a simple lack of satisfaction. In the same way, the opposite of job dissatisfaction is not satisfaction, but rather "no dissatisfaction". However Herzberg theory was criticized by Locked,

according to Locke's (1976) first critique, Herzberg's view of man's nature implies a split between the psychological and biological processes of the human make-up. The two are of dual nature and function apart, not related to one another.

On the contrary, Locke proposes that the mind and body are very closely related. It is through the mind that the human discovers the nature of his/her physical and psychological needs and how they may be satisfied. Locke suggests the proof that the basic need for survival, a biological need, is only reached through the use of the mind.

With regard to Herzberg's correlation between hygienes, motivators, physical and psychological needs, it can be inferred that the first set are unidirectional, so too are physical and psychological needs (Locke, 1976). Locke notes there is no justification for this conclusion. Providing the example of the physical need, hunger, he writes that acts like eating can serve not only as aversions of hunger pangs, but also as pleasures for the body.

The third criticism that pertains directly to the previous is simply the lack of a parallel relationship between the two groupings of factors and needs (Locke, 1976). Their relation is hazy and overlapping in several instances. A new company policy (hygiene) may have a significant effect on a worker's interest in the work itself or his/her success with it. The correlation lacks a clear line of distinction.

Locke's critique of Herzberg's classification system (Locke, 1976), common to the preceding criticism, claims that the two-factor theory is, in itself, inconsistent in categorizing factors of satisfaction. The two-factor theory merely splits the spectra of satisfaction into two sections. For example, if an employee is given a new task (which is deemed a motivator) this is considered responsibility. However, if a manager will not delegate the duty, the situation takes the label of supervision-technical. Locke states that the breakup of one element (like responsibility) into two different types of factors results from the confusion between the event and the agent.

The phenomenon of defensiveness (Locke, 1976) is a further criticism of Herzberg's work, whereby the employees interviewed tend to take credit for the satisfying events such as advancement or recognition,

while blaming others such as supervisors, subordinates, peers, and even policy, for dissatisfying situations. Locke does not feel that Herzberg addressed this fallacy sufficiently for the importance it has in assessing validity of his results.

So, the contradiction of job satisfaction is not job dissatisfaction but *no* job satisfaction. Similarly for job dissatisfaction is not job dissatisfaction but *no* job dissatisfaction. We may think that satisfaction and dissatisfaction as opposites for example what is not satisfying must be dissatisfying and vice versa. But when it comes to understanding the behavior of people in their jobs, so it is more than play on words involved. What the differences between job satisfaction and job dissatisfaction? Intrinsic factors are related to job satisfaction, while extrinsic factors are associated with dissatisfaction (Robbins 2001).

The research that I will make is specifically on the job satisfaction and not to discuss the detail about the job dissatisfaction. However, it is not mean I leave the discussion on the job dissatisfaction. This is because the research will not complete if the job dissatisfaction leave without answer. Other than that, both have strong relationship and must be taken into account like what were done by the researchers before.

The Job Characteristics Model (Hackman and Oldham, 1976, 1980), suggests that high levels of performance and satisfaction should result from a match between the growth needs of an individual and the motivating characteristics of the job being performed. Thus, high levels of performance and satisfaction are predicted for high growth need strength individuals in high scope jobs and low growth need individuals in low scope jobs. The JCM has received some research support (Graen, Scandura, and Graen, 1986; Fried and Ferris, 1987).

The purpose of the Venkatesh and Speier (1999) study was to determine how a person's state of mind during technology training affected motivation, intentions, and the usage of the new technology. The researchers also examined if these feelings about technology training disappear or if they are held over time. The effect of mood on employee motivation and intentions when employing a specific computer technology was tested at two different periods of time: immediately after the training and 6 weeks after the training, using a repeated-measures field study.

As a result of many decades of effort by social scientists, there appears to be a high level of agreement among them on the meaning of the construct of job satisfaction. Typically, job satisfaction is conceptualized as a general attitude toward an object, the job. For example, the

definitions given by Lofquist and Dawis (1969, p. 53), Porter (1975, pp. 53-4), Locke and Henne (1986, p. 21) are a few illustrations of several others that are consistent with the general construct stated above.

The definitions given by these authors are similar to the one offered by Locke (1976, p. 1300) who defined job satisfaction as "a pleasurable or positive emotional state, resulting from the appraisal of one's job experiences". There are, of course, a few but largely unimportant differences to the general construct. These variations were discussed by Wanous and Lawler (1972, pp. 95-105).

In general, therefore, job satisfaction refers to an individual's positive emotional reactions to a particular job. It is an affective reaction to a job that results from the person's comparison of actual outcomes with those that are desired, anticipated or deserved. An understanding of the factors involved in job satisfaction is relevant to improving the well being of a significant number of people. While the pursuit of the improvement of satisfaction is of humanitarian value, Smith and others stated, "trite as it may seem, satisfaction is a legitimate goal in itself" (Smith, 1969, p. 3).

The topic of job satisfaction is also important because of its implications for job related behaviors such as productivity, absenteeism or turnover. Therefore, apart from its humanitarian utility, it appears to make economic sense to consider whether and how job satisfaction can be improved. Job satisfaction is a heavily researched area of inquiry. Locke estimated that, as of 1976, about 3,350 articles or dissertations had been written on the topic. Cranny (1992) suggested that more than 5,000 studies of job satisfaction had been published. In a more recent estimate, Oshagbemi (1996) suggested that if a count of relevant articles and dissertations were made, Locke's estimate, made only 20 years earlier, would probably be doubled.

Wanous (1997) presented a study in which single-item measures of overall job satisfaction are correlated with scales measuring overall job satisfaction. Their finding appears to bolster their argument that a single-item measure of overall job satisfaction is acceptable. The authors suggested that the measurement of change in overall job satisfaction is one example of a research question suggesting the use of single-item measure. Nevertheless, the authors argue that there are still good reasons for preferring scales to single items and that the appropriateness of either single or multiple-item measures of job satisfaction for a particular piece of research should always be evaluated. Job satisfaction has been denned

as "an affective response to one's job as a whole or to particular facets of it" (Cooley & Yovanoff, 1996, p. 341). Individuals who have a favorable attitude toward their job are more highly motivated to remain in and perform their job (Katzell & Thompson, 1990).

The proposed study is to acquire knowledge and to make recommendation to the management on the job satisfaction and motivation among staff at Felda Engineering Services Sdn. Bhd. as to improve the performance of the employees toward their job.

1.2 Problem statement

The most critical issue recently is to achieve the successful organization through the effective management of members in the organization. It is a matter of concern because the management pays a heavy price when employees have motivation problem. While, job satisfaction affects the attitude toward work and people behavior. Both elements are important because it help fill the need for the personal growth, self-interest and self-esteem. When workers feel better about themselves, the productivity will increase as does to the quality of works. Thus, it easier for the organization to achieve short term and long term goals for expanding or improving their activities.

1.3 Research Questions

- 1.3.1 Do demographic factors (age, gender and education level) influence extrinsic and intrinsic job-related motivational factors?
- 1.3.2 Does the nature of job bring effect to employees' job satisfaction?
- 1.3.3 Do employees perceived working conditions as tool in determining degree of job satisfaction?
- 1.3.4 Do salary and promotion have contribution towards job satisfaction among employees?
- 1.3.5 Does the work group bring effect to employees' job satisfaction?
- 1.3.6 Do the relationship with peers as tool in determining level of job satisfaction?
- 1.3.7 Do the motivational factors influence on job satisfaction among employees?

1.4 Research objectives

- 1.4.1 To investigate the influence extrinsic and intrinsic job-related motivational factors of on demographic factors among employees.
- 1.4.2 To identify employees' nature of job bring influence to employees' job satisfaction.
- 1.4.3 To examine whether working conditions is an important facts in determining degree of job satisfaction.
- 1.4.4 To study whether salary and promotion have contribution towards job satisfaction among employees.
- 1.4.5 To investigate whether work group bring effect to employees' job satisfaction.
- 1.4.6 To verify whether the relationship with peers as tool in determining level of job satisfaction.
- 1.4.7 To ensure whether the motivational factors influence on job satisfaction among employees.
- 1.4.8 To make a recommendations and suggestions as what can be done to enhance motivation and job satisfaction at Felda Engineering Services Sdn. Bhd.

1.5 Limitations of study

1.5.1 The researcher is full-time study in Universiti Teknologi Mara (UiTM), which the concentration on research and the researcher's study has to be carefully distributed.

1.5.2 Far from the researcher's study
Felda Engineering Services Sdn. Bhd. located in Jalan Gurney Kuala Lumpur, while the researcher's study take place in Malacca, which is far from the place of the researcher's study. So, the researcher needs to have a systematic schedule to ensure the process of collecting the data or survey is enough to produce a good result.

1.5.3 Limited time frame
The researcher have only 4 months in completing the study including gathering, compiling and analyzing the data.

1.5.4 Questionnaire and face to face interview
The questionnaire and face-to-face interview may not enough to analyze the job satisfaction and motivation since it is an attitude of a person and very subjective to determine the others people behavior in the short-term process. Other than that it's also

difficult to gain the good information if the respondent fail to fill the questionnaire as sincere it could be.

1.5.5 Budget constraint

The cost of making the research is very high including the transportation cost, paperwork, data gathering cost and others.

1.5.6 Accuracy of the secondary data

The secondary data must be filtered as to ensure that the data is accurate and exhibit the true research and information especially the source that come from the internet.

1.5.7 Accuracy of the result from the respondent

There is also a concern on the sensitivity of the result on the differences response among positively minded and negatively minded among staffs toward the subject. Other than that the respondent may also have to save certain important information, which they assume it is confidential to be known by the outsiders.

1.6 Scope of study

- A. Object : The association between job satisfaction and motivation.
- B. Subject : Permanent staffs in the Felda Engineering Services Sdn. Bhd.

1.6.1 Coverage

The coverage of this study will include the permanent employees whether in professional or nonprofessional position at Felda Engineering Services Sdn.Bhd.

- a. Located in Felda Engineering Services Sdn. Bhd., 6th Floor Balai Felda, Jalan Gurney Satu, 54 000 Kuala Lumpur.
- b. Composed of staffs from all level of management viz. professional and nonprofessional.
- c. Enrolled the Felda Engineering Services Sdn. Bhd. as permanent employees. The total numbers of workers are 422 people.
- d. Included in this research, male and female employees.

1.6.2 Time frame

The research will take almost 4 months with combining all the process of gathering compiling and analyzing the data.

1.7 Significance of study

By preparing and providing the study it is hope that it's can gives benefit to the following:-

1.7.1 To the researcher

This research would give the picture of how the information is gathered and analyzed. It also brings a great exposure towards certain issue that need to take in consideration. Thus, it will serves a basic foundation to gain experience before entering into the real working environment or when to make own research.

1.7.2 To the Management of Felda Engineering Services Sdn. Bhd.

The study will give the management insight on the employees' perspectives and expectations toward their job and the organization. It also considers being a mirror for the management of Felda Engineering Services Sdn. Bhd. in improving the employees' motivation as well as the productivity.

1.7.3 To Employees of Felda Engineering Services. Sdn. Bhd.

The study will give several of benefits if it is practicable by the management of Felda Engineering Services Sdn. Bhd. in terms of the recommendations of the study. Specifically, upon the motivation and job satisfaction aspects to make the work environment and job itself more efficiently and effectively.

1.8 Definition of Terms

1.8.1 Motivation

Definition 1

Motivation is the force that drives people to do things. People are usually motivated to satisfy needs. Needs can be :

- Low level – food, clothing, housing;
- Middle level – a secure job, reasonable working conditions
reasonable pay;
- High level – the need to belong, to be in control, self-fulfillment,
pride etc.

Definition 2

The process that account for an individual's intensity, direction, and persistence of effort toward attaining a goal. While general motivation is concerned with effort toward any goal, we'll narrow

the focus to organizational goals in order to reflect our single interest in work-related behavior.

Definition 3

Motivation refers to forces within an individual that account for the level, direction and persistence of effort expended at work.

1.8.2 Job satisfaction

Definition 1

The pleasure derived from a job well done, from knowing that what you do is appreciated and valuable for someone.

Definition 2

The difference between the amount of rewards workers receive and the amount they believe they should receive.

Definition 3

The job satisfaction can be defined as the degree of positive feeling one has about one's work situation.

Definition 4

A pleasurable or positive emotional state, resulting from the appraisal of one's job experiences.

1.8.3 Job

Definition 1

A group of tasks that must be performed if an organization is to achieve its goals.

Definition 2

A job is not entity but a complex interrelationship of tasks, responsibilities, interactions, incentives and rewards.

1.8.4 Intrinsic Motivation – The self-generated factors which influence people to behave in a particular way or to move in particular direction. These factors include responsibilities, freedom to act, scope to use and develop skills and abilities, interesting and challenging work and, opportunities for advancement.

1.8.5 Extrinsic Motivation – What is done or for people to motivate them. This includes rewards, such as increased pay, praise or promotion, and punishments, such as disciplinary action, withholding-pay, or criticism.

1.8.6 Organization – A consciously coordinated social unit, composed of two or more people that function on a relatively continuous basis to achieve a common goal or set of goals.

1.8.7 Productivity – A performance measure that includes effectiveness and efficiency.

1.8.8 Turnover – The voluntary and involuntary permanent withdrawal from an organization.

1.8.9 Absenteeism – The failure to report to work.

1.8.10 Employee - An employee is anyone who has agreed to be employed, under a contract of service, to work for some form of payment. This can include wages, salary, commission and piece rates.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

Accurately assessing what motivates employees to work and work hard is one of the primary challenges of administrators (Steers & Porter, 1987; Cherniss & Kane, 1987), and one at which they generally do not intuitively excel (Medcof & Hausdorf, 1995; Tulgan, 1995; Kovach, 1995; Creech, 1995; Lovio-George, 1992; Emmert & Taher, 1992). While the importance of mastering this skill or knowledge has been widely discussed, the salience of this factor of personnel administration within the public sector has only been recently confirmed (Jurkiewicz & Massey, 1997; Jurkiewicz, C. L., Massey, T K., Jr. & Brown, R.G., 1998).

Comparisons between the public and private sectors have indicated dramatic differences in employee motivation in areas not predicted by stereotypes (Jurkiewicz, et al., 1998), and within the public sector substantially greater significant differences between hierarchical levels have been found (Jurkiewicz & Massey, 1997). The supposition that motivational differences exist between the generations is another foundation upon which many beliefs exist. Examining the validity of these beliefs is an important area of inquiry for administrators in general, and for public sector personnel specialists in particular.

2.1 WHAT IS MOTIVATION?

Many contemporary authors have also defined the concept of motivation. Motivation has been defined as: *the psychological process that gives behavior purpose and direction* (Kreitner, 1995); *a predisposition to behave in a purposive manner to achieve specific, unmet needs* (Buford, Bedeian, & Lindner, 1995); *an internal drive to satisfy an unsatisfied need* (Higgins, 1994); *work motivation as conditions which influence the arousal, direction and maintenance of behaviors relevant in working setting* (Steers & porter 1975); and *the will to achieve* (Bedeian, 1993).

While, Robbins (2001) said “we’ll define motivation as the process that account for an individual’s intensity, direction, and persistence of effort toward attaining a goal. While general motivation is concerned with effort toward any goal, we’ll narrow the focus to organizational goals in order to reflect our single interest in work-related behavior.” For this paper, motivation is operationally defined as the inner force that drives individuals to accomplish personal and organizational goals.

2.1.1 THE ROLE OF MOTIVATION

Why do we need motivated employees? The answer is survival (Smith, 1994). Motivated employees are needed in our rapidly changing workplaces. Motivated employees help organizations survive. Motivated employees are more productive. To be effective, managers need to

understand what motivates employees within the context of the roles they perform. Of all the functions a manager performs, motivating employees is arguably the most complex. This is due, in part, to the fact that what motivates employees changes constantly (Bowen & Radhakrishna, 1991). For example, research suggests that as employees' income increases, money becomes less of a motivator (Kovach, 1987). Also, as employees get older, interesting work becomes more of a motivator.

2.1.2 EMPLOYEES' MOTIVATION

According to Stoner and Freeman (1987), generally motivation involved three key components there are; what energizes human behavior, what directs or channels such behavior, and finally how this behavior is maintained and sustained are factors that explain the human behavior at workplace. The first components posits the conceptualization forces within the individuals that behave in certain ways to environmental forces that trigger these drives which finds its roots from the content theories of work motivation as emphasized by human needs and dominant motive structure.

These dominant and motive structure are developed from favorable life experience; consistently influence human work behavior, potential job satisfaction, and motivation. All these needs and expectations are then

directed on the needs factors that finally translated into internal drives that motivate specific behaviors in their pursuance of fulfilling of their needs.

2.1.3 MOTIVATING PERFORMANCE

According to Allan John (1996) “strong motivational tools available to a manager include goal setting, incentives, training, ie coaching / mentoring, and appraisals. These work as motivators through satisfying higher-level needs for self-fulfillment and pride....employees will only be motivated where they can see that the end product will be something that is to their own benefit.”

2.1.4 WORK MOTIVATION

Steers & porter (1975) identified 3 major components of motivation. “The first is energizing – a force within people that arouses behavior. The second involves direction: people may direct their efforts to certain situation and not others. A good motivation theory should explain why these choices are made. Finally motivation involves maintenance. People will persevere in some tasks and end others quit quickly...”

2.1.5 MOTIVATION IN INTERNATIONAL BUSINESS

According to Griffin and Pustay (2003), Motivation is the overall set of forces that causes people to choose certain behaviors from a set of available behaviors. Yet the factors that influence an individual’s behavior

at work differ across cultures. An appreciation of these individuals' differences is an important step in understanding how managers can better motivate their employees to promote the organization's goal.

2.1.6 ARE WE MOTIVATED?

According to Allan John (1975) "... here a some signs that would make me think that an organization was motivated:

- Employees are happy in their work.
- Employees cooperate rather than compete.
- Employees take responsibility for their work.
- There is a low level of absence from work.
- Performance is high.

Here some signs that would make me think that an organization had problem with motivation:

- Employees appearing unhappy and complaining about unimportant matters.
- Employees refusing to cooperative and being obstructive.
- Employees blaming others for their mistakes.
- A high level of absence from work due to illness.
- Poor timekeeping.
- Output falling below set quality and quantity standards.
- Jobs not being done on time."

2.2 WHAT IS JOB SATISFACTION?

Job satisfaction is a heavily researched area of inquiry. Locke estimated that, as of 1976, about 3,350 articles or dissertations had been written on the topic. Cranny (1992) suggested that more than 5,000 studies of job satisfaction had been published. In a more recent estimate, Oshagbemi (1996) suggested that if a count of relevant articles and dissertations were made, Locke's estimate, made only 20 years earlier, would probably be doubled.

Generally, job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job or job experiences (Locke, 1976). This positive feeling results from the perception of one's job as fulfilling or allowing the fulfillment of one's important job values, provided these values are compatible with one's needs (Locke, 1976). Given that values refer to what one desires or seeks to attain (Locke, 1976), job satisfaction can be considered as reflecting a person's value judgment regarding work-related rewards. Locke and Henne (1986) defined job satisfaction as the pleasurable emotional state resulting from the achievement of one's job values in the work situation. According to Mottaz (1987), satisfaction with one's job reflects a person's affective response resulting from an evaluation of the total job situation. In sum, the job satisfaction construct can be considered to be a function of work-related rewards and values.

Work rewards reflect the intrinsic and extrinsic benefits that workers receive from their jobs (Kalleberg, 1977). Two important groups of work rewards that have been identified include task, and organizational rewards. Task rewards refer to those intrinsic rewards directly associated with doing the job (Katz & Van Maanan, 1977; Mottaz, 1988). They include such factors as interesting and challenging work, self-direction, and responsibility, variety and opportunities to use one's skills and abilities. Organizational rewards, on the other hand, refer to the extrinsic rewards provided by the organization for the purpose of facilitating or motivating task performance and maintaining membership (Katz & Van Maanan, 1977; Mottaz, 1988). They represent tangible rewards that are visible to others and include such factors like pay, promotions, fringe benefits, security, and comfortable working conditions.

To quote (Lawler, 1994), Satisfaction is assigned a role in drive theory and in some of need theories. In drive theory, satisfaction is treated as a concept that helps explain why something, such as eating leads to a change in behavior such as reductions in food seeking behavior. Satisfaction is not treated as a variable worth measuring and studying.

“Work satisfaction or job satisfaction has been defined as a setoff attitudes held by workers toward their work. Attitudes are predispositions to evaluate things as good or bad. They can be broad or specific; they may be salient or peripheral to a person; they be associated with action or may be strictly cognitive.” Morf (1986)

“ ...we define simply, at this point, as the difference between the amount of rewards workers receive and the amount they believe they should receive. Unlike the four variables, job satisfaction represents an attitude rather than behavior....the beliefs that satisfied employees has been a basic tenet among managers for years” by Robbins (2001).

Meanwhile, Griffin and Pustay (2003) emphasized that; the most important attitude in most organizations is job satisfaction. Job satisfaction or dissatisfaction is an attitude that reflects the extent to which individuals gratified by or fulfilled in their work. Extensive research has indicated that personal factors such as individual's needs and aspirations determined job satisfaction, along with group and organizational factors such as relationship with coworkers and supervisors and working conditions, work policies and compensation.

According to Rodgers (1987), Probably the greatest prize a person can get from his or her employment is a job satisfaction. There are 3 perspectives of the job satisfaction:

1. People work better when they believe they're doing something important.
2. People work better when they can show off their talent, education, and skills.
3. The best producers respond to reasonable challenge.

2.2.1 THE CONCEPT OF JOB SATISFACTION

“Like any feeling of satisfaction, job satisfaction is an emotional, affective response. Affect refers to feelings of like and dislike. Therefore, job satisfaction is the extent to which a person derives pleasure from a job.... Unlike morale, which is a group response, job satisfaction is strictly an individual response. The morale of a group could be high, but a person in the group could be dissatisfied. The converse could also be true... psychologists realized that people can feel differently about various aspects of a job. Because these feeling could be masked by assessing only global satisfaction, psychologists began examining job-facet satisfaction.”
(Muchinsky, 1990)

2.2.2 JOB SATISFACTION: AN IMPORTANT ATTITUDE?

“Job satisfaction is defined as the degree of positive feeling one has about one’s work situation. This definition clearly identifies the concepts as an attitude. Many people many people assume that the more satisfied workers are, the more productive they are.... The relationship between job satisfaction and job performance is simply too weak to allow prediction. Other factors, including the quality of equipment used and the ability of the worker, have much greater impact on performance than does job satisfaction. This is not to say that job satisfaction is not important. It is, because it clearly relates to absenteeism and job turnover.” (Callahan and Fleenor, 1988)

2.2.3 JOB SATISFACTION AND WELL-BEING

If people claim to be satisfied with their jobs what do they mean? It is more than a simple pleasure – displeasure response (Warr, 1998) and seeing it as a more complex process enhances the sophistication and quality of research.

Daniels (1997) identify five affective factors of **job satisfaction**; anxiety – comfort, depression – pleasure, positive affect, kindness and anger, which they claim can capture better the subtleties of emotional experience at work.

2.2.4 HIGH JOB SATISFACTION IS NECESSARY FOR MOTIVATION

According to Quick (1985) “The role of job satisfaction continues to be the subject of an intense and interesting debate. Asking employees how they feel about what they are doing can produce a wealth of data, but how to interpret the data is open to question. Frederick Herzberg equates ‘satisfiers’ with motivators. The relationship between the two terms is not settled.”

2.3 THEORY AND CONCEPT OF MOTIVATION AND JOB SATISFACTION

There are endless theories about motivation. The best theory of motivation is Maslow’s Hierarchy of Needs Theory developed by Abraham Maslow. He viewed that within every human being there exists a hierarchy of needs, which are

psychological, safety, social esteem and self-actualization and motivation arise from fulfilling successively higher level or unsatisfied needs.

Alderfer's ERG Theory modified Maslow's hierarchy of needs by reducing the number of needs categories to only three level: existence or survival (E), relatedness ® which deals with social interaction and external facets of esteem (recognition and status from other) and growth (G) which focus on the desire to achieve and develop a person's potential and internal facets of ego fulfillment (success) and autonomy). David McClelland's Social Acquired Needs Theory proposed that people are influenced by a need for achievement, power or affiliation and that strength of that particular need will vary according to the situation.

2.3.1 CONTENT THEORIES

Maslow (1954) outlined the most influential of content theories. He suggested a *hierarchy of needs* up which progress. Once individuals have satisfied one need in the hierarchy, it ceases to motivate their behaviour and they are motivated by the need at the next level up the hierarchy.

1. Physiological needs such as hunger and thirst are the first level on the hierarchy.
2. Security needs such as shelter and protection are the next level.

2. *Relatedness needs*, which are met through relationships with family and friends and at work with colleagues.
3. *Growth needs*, which reflect a desire for personal psychological developments.

Alderfer's theory differs from Maslow in a number of important respects. Alderfer argued that it was better to think in terms of a continuum rather than a hierarchy; from concrete existence needs to least concrete growth needs and argued that you could move along this in either direction. Maslow argued that when satisfied a need becomes less important to an individual, but Alderfer argues that relatedness or growth needs become more important when satisfied. This means that team - working arrangements can continue to motivate employees and are not necessarily superseded by growth needs.

Mumford (1976) argues that workers have:

1. *Knowledge needs*, work that utilizes their knowledge and skills.
2. *Psychological needs*, such as recognition, responsibility, status and advancement.
3. *Task needs*, which include the need for meaningful work and some degree of autonomy.
4. *Moral needs*, to be treated in the way that employers would themselves wish to be treated. Mumford's assumption was that employees did not

simply see their job as a means to an end by had needs that related to the nature of their work.

Hertzberg (1959) Compared to other motivation theories such as Maslow's Hierarchy of Needs, McGregor Theory X and Theory Y and McClelland's Theory of Needs and Equity Theory, Herzberg's Two Factor Theory has a clear division of intrinsic and extrinsic factors of job satisfaction. Intrinsic factors, such as advancement, recognition, responsibility, achievement and work itself seem to be related to job satisfaction. On other hand, dissatisfied respondents tended to cite extrinsic factors such as supervision, salary, interpersonal relations, working conditions and company employment policy. As such, this theory is used in developing the study framework.

MOTIVATORS	HYGIENE ISSUES (DISSATISFACTION)
Work itself	Company and administrative policy
Achievement	Salary
Recognition	Supervision
Responsibility	Interpersonal relations
Advancement	Working condition

(Sources : Adapted from Robbins Stephen. P., Essential of Organizational behavior, Prentice Hall International Inc., 2000.

As shown in the table above, the first dimension of Herzberg's theory, which called "motivators" and are those intrinsic (internal) to the five elements. The second dimension deals with "hygienes" which are also extrinsic (external) that consists of five elements. The second dimension deals with "hygienes" as they are important in creating employee satisfaction and motivation. Although, hygiene issues are not the sources of satisfaction, these issues must be dealt first to create an environment to satisfy and motivate employees (Robbin, 2000).

A study, published in 1999 by Kenneth Kovach of George Mason University, compared associates' ranking of what they wanted from their jobs with what their bosses thought was important to the associates. The results of the study were somewhat surprising. At the top of the associates' list was *interesting work*, followed by *appreciation of work*, *a feeling of being "in on things"*, *job security*, and *good wages*. Employers thought *good wages*, *job security*, *promotion/growth*, *good working conditions*, and *interesting work* were most important to their staff.

Motivating people can be challenging because associates are individuals, meaning what works for one, may not work for another. Managers must be able to communicate with associates. According to Kenneth Kovach (1999), managers sometimes disregard the most

important motivational techniques when dealing with associates. Managers often think monetary incentives are the best way to motivate associates, but more often than not non-monetary incentives are best. Kovach's survey provides good ideas for motivational opportunities.

Two key managerial points emerge from Kovach's work: what associates most want from their jobs can be easily be addressed by their supervisors and are relatively inexpensive to implement. This is in sharp contrast to wages, job security, and promotion which are usually under the control of top-level managers. It is also a good idea to consider career development and where people are in their careers when thinking about rewards and recognition. Incentives can be both monetary and non-monetary. For example, pay incentives might be appealing to young workers, professional development opportunities might interest mid-career associates and being part of policy and strategic planning might interest long-term associates.

According to Kovac (1999), managers should ask themselves the following 10 questions when attempting to provide a more positive motivational climate for associates:

1. Do you personally thank staff for a job well done?
2. Is feedback timely and specific?
3. Do you make time to meet with and listen to staff on a regular basis?
4. Is your workplace open, trusting, and fun?
5. Do you encourage and reward initiative and new ideas?
6. Do you share information about your organization with staff on a regular basis?
7. Do you involve staff in decisions, especially those that will affect them?
8. Do you provide staff with a sense of ownership of their jobs and the unit as a whole?
9. Do you give associates the chance to succeed?
10. Do you reward staff based on their performance?

In summary, motivation can be classified into the extrinsic and intrinsic motivations (Hersey and Blanchard, 1969). Thus it is important to examine the linkage between the two types of motivators with demographic factors, and the job satisfaction and motivation

2.3.2 PROCESS THEORIES

What all process theories have in common is an emphasis on the cognitive processes in determining his or her level of motivation. *Equity theory* assumes that one important cognitive process involves people

looking around and observing what effort other people are putting into their work and what rewards follow them. This social comparison process is driven by our concern for fairness and equity.

Research by **Adams** (1965) and others confirms equity theory as one of the most useful frameworks for understanding work motivation. *Valence, instrumentality and expectancy (VIE) theory* had resulted from Vroom's (1964) work into motivation. His argument was that crucial to motivation at work was the perception of a link between effort and reward. Perceiving this link could be thought of as a process in which individuals calculated first whether there was a connection between effort and reward and then the probability (valences) would follow from high performance (instrumentality.) The motivational force of a job can therefore be calculated if the expectancy, instrumentality and valence values are known. The individual's abilities, traits, role perceptions and opportunities attenuate the motivational force.

The main contribution of both types of process theory has been to highlight the effects of Cognitive and perceptual processes on objective work conditions. It suggests that managers need to pay attention to four main aspects of their subordinate's perceptions:

1. Focus on the crucial expectancy values (the link between effort and their performance).
2. Managers should determine what outcome employee values.
3. They need to link the reward that subordinates value to their performance.
4. Managers need to ensure that wage rates are not perceived as inequitable

2.3.3 KNOWLEDGE OF RESULT AND GOAL-SETTING

Despite a wealth of research highlighting the positive motivational benefits of knowledge of results many organizations still provide employees with little or no information about their performance. Although feedback can have considerable impact on both motivation and learning, implementing feedback systems can have wider implications. Feedback can affect the relationship between employees and managers by disrupting existing authority structures.

Guirdham (1995) suggests for feedback to be effective it needs to be:

1. *Generally positive* – reward is more effective than punishment.
2. *Well timed* – as soon as possible.
3. *Control* – the feedback should be about behavior the individual has control over.
4. *Specific* feedback and not general.

5. *Publicly observed* and not based on revelations or secrets.
6. *Sensitive* so that it does not trigger the individuals defense mechanisms.

Hackman and Oldham (1975) suggested that jobs differ in the extent to which they involve five core dimensions:

1. *Skill variety.*
2. *Task identity.*
3. *Task significance.*
4. *Autonomy.*
5. *Task feedback.*

They suggest that if jobs are designed in a way that increases the presence of these core characteristics three critical psychological states can occur in employees:

1. *Experienced meaningfulness of work.*
2. *Experienced responsibility for work outcomes.*
3. *Knowledge of results of work activities.*

2.4 RESEARCH FRAMEWORK

The basic structure that formed the conceptual model for this study is based on the model that employs motivation as a mediating variable between the independent variables (organizational factors and demographic variables) and the dependent variable, namely job satisfaction.

2.4.1 ORGANIZATIONAL FACTORS AS INDEPENDENT VARIABLE

The following are some of the organizational factors that might consider in attempts to establish the causes of job satisfaction (Hodgetts, 1991):

- *Pay and benefits.* The importance of equitable reward is a factor to consider here. One could add fair promotion policies and practices to fair pay (Witt & Nye, 1992).
- *Promotion.* The level of satisfaction will depend on the acceptability of the systems in operation, be it a system based of the merit, or seniority, or whatever combination of the two.
- *Job.* This would embrace (a) skills variety-the extent to which the job allows a worker to use a number of different skills and abilities in executing his or her duties (Glisson & Durick, 1988); (b) interest and challenge derived from the job, in particular moderate challenge (Katzell, Thompson, & Guzzo, 1992); and (c) lack of

role ambiguity-how clearly the individuals understands the job (Glisson & Durick, 1988).

- *Leadership*. There has been endorsement of people-centred or participative leadership as a determinant of job satisfaction(Miller & Monge, 1986)
- *Work group*. It would appear that good intra-group working and supportive colleagues have value in not permitting job dissatisfaction to surface, rather than in promoting job satisfaction.
- *Working conditions*. Where working conditions are good, comfortable, and safe the setting appears to be appropriate for reasonable job satisfaction, though not necessarily high job satisfaction. The situation with respect to job satisfaction would be bleaker if working conditions were poor.

To these factors can be added personality-job fit as a factor influencing job satisfaction. This arises when there are congruence between personality type an the demands of the job. Initially this could be expressed as successful job performance, eventually leading to high job satisfaction (Feldman & Arnold, 1985).

2.4.2 DEMOGRAPHIC FACTORS AS INDEPENDENT VARIABLE

Many researchers have identified demographic variables as determinants of job satisfaction. Based on the work of Kovach

(1980;1987), which demonstrated the relationship between performance factors and job satisfaction. The conceptual model assumed a linear relationship between motivation and job satisfaction. The model also assumed the same relationship between demographic construct and the ten job ten job-motivation related motivational factors, which would provide with indexes to measure employees' level of motivation and job satisfaction (Kovach, 1987).

On the other hand, the demographic and socio-cultural constructs of the employees will act as predictor variables for both motivation and job satisfaction. The decision to include the demographic construct is based on the contention that it is intact at the time the employees are hired. Demographic influences are based on the employees' initial perception and changes that took place over years of services.

2.4.3 MOTIVATIONAL FACTORS

Maslow's need-hierarchy theory provides some interesting insight into employee motivation. The number one ranked motivator, interesting work, is a self-actualizing factor. The number two ranked motivator, good wages, is a physiological factor. The number three ranked motivator, full appreciation of work done, is an esteem factor. The number four ranked motivator, job security, is a safety factor.

Therefore, according to Maslow (1943), if managers wish to address the most important motivational factor of Centers' employees, interesting work, physiological, safety, social, and esteem factors must first be satisfied. If managers wished to address the second most important motivational factor of centers' employees, good pay, increased pay would suffice. Contrary to what Maslow's theory suggests, the range of motivational factors are mixed in this study. Maslow's conclusions that lower level motivational factors must be met before ascending to the next level were not confirmed by this study.

The following example compares the highest ranked motivational factor (interesting work) to Vroom's expectancy theory. Assume that a Centers employee just attended a staff meeting where he/she learned a major emphasis would be placed on seeking additional external program funds. Additionally, employees who are successful in securing funds will be given more opportunities to explore their own research and extension interests (interesting work). Employees who do not secure additional funds will be required to work on research and extension programs identified by the director. The employee realizes that the more research he/she does regarding funding sources and the more proposals he/she writes, the greater the likelihood he/she will receive external funding.

Because the state legislature has not increased appropriations to the centers for the next two years (funds for independent research and extension projects will be scaled back), the employee sees a direct relationship between performance (obtaining external funds) and rewards (independent research and Extension projects). Further, the employee went to work for the centers, in part, because of the opportunity to conduct independent research and extension projects. The employee will be motivated if he/she is successful in obtaining external funds and given the opportunity to conduct independent research and extension projects. On the other hand, motivation will be diminished if the employee is successful in obtaining external funds and the director denies the request to conduct independent research and Extension projects.

The following example compares the third highest ranked motivational factor (full appreciation of work done) to Adams's equity theory. If an employee at the centers feels that there is a lack of appreciation for work done, as being too low relative to another employee, an inequity may exist and the employee will be dis-motivated. Further, if all the employees at the centers feel that there is a lack of appreciation for work done, inequity may exist. Adams (1965) stated employees will attempt to restore equity through various means, some of which may be counter-productive to organizational goals and objectives. For instance, employees who feel

their work is not being appreciated may work less or undervalue the work of other employees.

This final example compares the two highest motivational factors to Herzberg's two-factor theory. The highest ranked motivator, interesting work, is a motivator factor. The second ranked motivator, good wages is a hygiene factor. Herzberg, Mausner, & Snyderman (1959) stated that to the degree that motivators are present in a job, motivation will occur. The absence of motivators does not lead to dissatisfaction. Further, they stated that to the degree that hygienes are absent from a job, dissatisfaction will occur. When present, hygienes prevent dissatisfaction, but do not lead to satisfaction. In our example, the lack of interesting work (motivator) for the centers' employees would not lead to dissatisfaction. Paying centers' employees lower wages (hygiene) than what they believe to be fair may lead to job dissatisfaction. Conversely, employees will be motivated when they are doing interesting work and but will not necessarily be motivated by higher pay.

The discussion above, about the ranked importance of motivational factors as related to motivational theory, is only part of the picture. The other part is how these rankings compare with related research. A study of industrial

employees, conducted by Kovach (1987), yielded the following ranked order of motivational factors: (a) interesting work, (b) full appreciation of work done, and (c) feeling of being in on things. Another study of employees, conducted by Harpaz (1990), yielded the following ranked order of motivational factors: (a) interesting work, (b) good wages, and (c) job security.

In this study and the two cited above, interesting work ranked as the most important motivational factor. Pay was not ranked as one of the most important motivational factors by Kovach (1987), but was ranked second in this research and by Harpaz (1990). Full appreciation of work done was not ranked as one of the most important motivational factors by Harpaz (1990), but was ranked second in this research and by Kovach (1987). The discrepancies in these research findings supports the idea that what motivates employees differs given the context in which the employee works. What is clear, however, is that employees rank interesting work as the most important motivational factor.

2.4.4 JOB SATISFACTION AS DEPENDENT VARIABLE

Job satisfaction has been studied extensively (Herzberg, 1959; Locke, 1976; Lee & Wilbur, 1985; Kacmar & Ferris, 1989). However, along with the concept of job satisfaction, employee motivation among of

main factor that influence employee satisfaction. Motivation is the internal force that drives behavior. These concepts often interact with each other where employee motivation influences job satisfaction while job satisfaction may influence motivation. For those frontline employees who provide the first impression of the campus environment, job satisfaction is a critical component in making that first impression. Many studies have revealed positive relationship between job satisfaction and productivity (Allen, 1996; Bassi & Van Buren, 1997; Church, 1995; Laabs, 1998; Sauter, Hurrell, & Cooper, 1989; Savery, 1996).

Locke (1976) identified the following working conditions associated with job satisfaction: mentally challenging, work with which one can successfully cope, personal interest in the work itself, work that is not too physically tiring, rewards for performance, good working conditions, high self-esteem, and attainment of interesting work, pay, promotions, and help in minimizing role conflict and ambiguity.

The literature is mixed as far as studies on job satisfaction for support staff in higher education. Ford (1992) reported at Mid-Plains Community College employees which included classified staff reported being the least satisfied with rewards which included salary and benefits. However, a survey by the University of Delaware (1996) reported that 48 percent of the salaried staff was very satisfied with their salary and 93 percent agreed

that university benefits were excellent. Overall, 71 percent of the salaried staff indicated they were satisfied with their jobs.

However, high pay and benefits alone are not the only components of job satisfaction. Leavitt (1996) found that career development needs are an important component of job satisfaction. Laabs (1998) added another dimension to job satisfaction by stating that managers need to show employees they are needed, valued, and appreciated. This recognition does not have to be financial; it can simply be recognizing a deserving employee as an employee of the month or giving that employee a plaque.

Higher education can offer support staff continued growth through academic and continuing education classes. Support staff could pursue a bachelor's degree while receiving a tuition discount or a waiver. Staff members who perceive growth opportunities are more satisfied and gain increased self-esteem and empowerment (Howard & Frink, 1996).

Even if the salary, benefits and the opportunities for growth are at an acceptable level, one's perception of the work situation may affect the perceived level of job satisfaction. An individual's perception of the work environment may be affected by interpersonal relationships with coworkers, perceptions of campus multiculturalism, internal motivation, involvement in decision-making, and perceptions of the physical work

perceived as fair and just will give employees a feeling that there are being paid equitably as compared to co-workers. Supportive working conditions go along way in reassuring employees their organization will marshal help to their side when the need arises. Supervisors and co-workers play a vital role in job satisfaction. The workplace is a social network of colleagues pulling together to accomplish a job. A praised-oriented setting respecting the employee will garner high marks for job satisfaction.

2.6 HYPOTHESES

H1: There is significant relationship between demographic factors of the employees with extrinsic and intrinsic job-related factors.

H2: There is a positive relationship between job satisfaction with the nature of job.

H3: There is a positive influence between job satisfaction with employees' perceived working conditions.

H4: There is a positive relationship between job satisfaction with the salary and promotion.

H5: There is be a positive relationship between job satisfaction with the work group

H6: There is a positive relationship between job satisfaction with the relationship with peers.

H7: There is contingent between job satisfaction of the employees with extrinsic and intrinsic motivational factors.

CHAPTER THREE

RESEARCH METHODOLOGY AND DESIGN

3.0 RESEARCH DESIGN

It can be defined as a framework or blueprint for conducting the research paper project. It specifies the details of the procedures necessary for obtaining the information needed, the structure and solve the research problems. (Malhotra. N.K 1999).

Research design can be classified into two types such as exploratory or conclusive research. So, for this study, exploratory research has been chosen because it can define the problem more precisely, and give an understanding to the researcher.

3.1 THE DATA COLLECTION

The researcher used two types approaches in order to collect data. Both primary and secondary data can help the researcher gain the information. All the sources either primary or secondary data might be help the researcher in order to complete this research.

3.1.1 Primary Data:

Primary data can be defined as a data originated by the researcher for the specific purposes of addressing the research problem (Malhotra. N.K 1999). Primary data can be categorizes into two such as qualitative and quantitative. The primary data might be obtained through personal interview and survey. This study is carried out based on primary data which will be collected from a 37 sets of questionnaires which will be distributed randomly to employees of Felda Engineering Services Sdn. Bhd. Primary data can be classified into two, both qualitative and quantitative research is closely parallels. For my research, primary data might be obtain through certain ways:

a) An Interview

In order to obtain the information, the researcher had conducted personnel interview with the representative of Felda Engineering Services Sdn. Bhd., En. Samsudin Bin Harun from Human Resource Unit.

b) Survey

A total of 80 sets of questionnaires were distributed but only 50 sets of questionnaires were answered and returned back to the researcher. The questionnaire is in Bahasa Malaysia, the national language. The Likert Scales is used, it is one of the most common types of items used to collect quantitative data which also something

referred to as an “Ordered Response Scale” . The respondent is asked to circle a number between 1 and 5, say, that corresponds with answers ranging from highly strongly disagree and strongly disagree. An alternative rating scale is called the “aggregate score”, made up of a number job facet. This is considered a more refined technique. It identifies key elements in the job and invites employees to express their feelings in numerical form about each element.

3.1.2 Secondary Data:

Secondary data can be defined as a data collection for some purpose other than the problem at in hand (Malhotra. N.K 1999). Secondary data for this study are gathered through sources:

a) Internal secondary data

FESSB’s Annual Report

b) External secondary data

Data were obtained from magazines, newspaper articles, radio

IKIM.fm 10.00am – 11.00am and through surfing the Internet of

Felda Engineering Services Sdn. Bhd. homepages in

<http://www.felda.net.my/fessb/tprofile.html> and journals.

3.2 SAMPLING TECHNIQUES

Sampling techniques can be broadly classified as non-probability and probability sampling techniques. As a requirement, the researcher is using random-sampling techniques because the respondents were selected in the right place at the right time. Moreover, the survey was conducted at Felda Engineering Services Sdn. Bhd.

For this research, the population is all-individual employees, under the administration of Human Resource Unit in Felda Engineering Services Sdn. Bhd. Sampling size is about 50 respondents and the sampling frames employees of the service from 9th July until 8th September 2003.

3.4 SURVEY INSTRUMENTS:

For this research, the researcher chooses two types of survey instruments as main sources of information. The survey instruments used were through questionnaire and personal interview.

3.4.1 Questionnaire

The researcher used a questionnaire form to distribute to the potential respondents to gather all the information. The questions are formed of structured questions, which had decided by researcher. This is because this

type of questions might lead the respondents to give the answer on the spot. There are 3 main sections to be emphasized by the researcher which include:

- a) Demography
- b) Motivation
- c) Job satisfaction

A set of 80 questionnaires was distributed to the respondents that consists of 37 questions and divided into 3 sections but only 50 sets of questionnaires were returned back. The first section is about the demography or profile of the respondents. The main purpose is to know the employees' background which to identify the main causes of the problem. The questionnaire form is consists of 7 questions. Second section is about to clarify the main attributes that distributed to the motivation. The research in this section will be divided into two section that are; intrinsic factors and extrinsic factors.

Under these questions, there are 4 questions represent by extrinsic factors and 6 questions represent the intrinsic factors. And the third section is about the employees' job satisfaction level towards their duty in Felda Engineering Services Sdn. Bhd. This section is specially designed to obtain and measure the level of satisfaction from a five-point Likert

Scaling. Therefore, the respondents must answer all 20 questions that represent 5 chosen attributes by the researcher, that are; nature of job, salary and promotion, workplace condition, workgroup and relationship with peers.

3.4.2 Personal Interview

Before this research has been done, researcher had interviewed En Samsudin Bin Harun to get brief information about Felda Engineering Services Sdn. Bhd. and to determine the problems that occur in the organizations.

3.5 PROCEDURES FOR ANALYSIS OF DATA:

All primary data are processed and analyzed by using the Statistical Packages For Social Science (SPSS). The results were in form of frequency, cross-tabulation, correlation and means test. The outputs were elaborate in deep explanation in '*Data Analysis and Interpretation*' that content in chapter four.

CHAPTER FOUR

ANALYSIS AND INTERPRETATION

4.1 INTRODUCTION

A total of 80 sets of questionnaires have being distributed to the employees of FELDA Engineering Services Sdn. Bhd. Only 50 sets of questionnaires were answered and returned back to the researcher because it was distributed to the Human Resource Manager and not personally by resercher. It was taken two days starting 1st September until 2nd September 2003.

4.2 DATA INTERPRETATION

The analysis of the data is based on the three section of questionnaires from consisting of:

4.2.1. Employees' profile (Demographic)

4.2.2. Employees' motivation

4.2.3. Employees' job satisfaction

4.2.1 Analysis is based on employees' profile. Below are the analysis based on the questionnaires that were asked in the questionnaires from researcher to the respondents.

a) Question 1: Gender

Chart 4.2.1 below indicates that number of male respondents is larger than female, comprising of 54% of respondents. This probably because male respondents more suitable with job prepared in FESSB compare to the female respondents.

Table 4.2.1		Frequency	Percent
Valid	Male	27	54.0
	Female	23	46.0
	Total	50	100.0

b) Question 2: Race

From Chart 4.2.2 below, it shows that most of respondents were Malays which are 98% of respondents, while Chinese is 2% only. We can see that the FESSB is prefer to take indigenous as their employees.

Table 4.2.2		Frequency	Percent
Valid	Malay	49	98.0
	Chinese	1	2.0
	Total	50	100.0

c) Question 3: Age of Group

The majority of respondents are between the age of group of 31 to 35 years old, which represents 48% or 24 of respondents, followed by 32% of respondents, where their age of group is between 36 to 40 years old. While respondents age of group 26 to 30 years old are the minority group, which, comprise of 20% or 10 respondents only. These outcomes show respondents at the age group of 31 to

35 years old is the valuable asset at FESSB which also tell us that the maturity in this age of group is important to FESSB.

Table 4.2.3		Frequency	Percent
Valid	26 - 30 years old	10	20.0
	31 - 35 years old	24	48.0
	36 - 40 years old	16	32.0
	Total	50	100.0

d) Question 4: Marital Status

From Chart 4.2.4 below, it exhibit that most of the respondents were married, which is 72% of respondents and the balance of 28% still single. We can conclude that most of respondents that married have burden with responsibilities towards their own family as well as their job as employees in FESSB.

Table 4.2.4		Frequency	Percent
Valid	Single	14	28.0
	Married	36	72.0
	Total	50	100.0

e) Question 5: Level of Education

From chart 4.2.5 , we can see that, half of total respondent's level of education is based on Diploma or Certificate holder which represents 50% of respondents, followed by SPM/MCE which is 24 of respondents or 48%. There is only one of the respondents out of 50 is SRP/PMR/LCE which represent 2% only. It shows us that the FESSB is emphasizing the educational level among employees to hold the duty in FESSB.

Table 4.2.5		Frequency	Percent
Valid	SRP/PMR/LCE	1	2.0
	SPM/MCE	24	48.0
	Diploma/certificate	25	50.0
	Total	50	100.0

f) Question 6: Duration of Service

Respondents selected come from six types of duration of services that are less than 5 years, 5 to 9 years, 10 to 14 years, 15 to 19 years, 20 to 25 years and the services which more than 25 years. From the total of 50 respondents, 70% of respondents have gave service from 5 to 9 years, 18% of respondents are less than 5 years and 6 from 50 respondents have gave service for 10 to 14 years which is 12%.

Table 4.2.6		Frequency	Percent
Valid	Less than 5 years	9	18.0
	5 - 9 years	35	70.0
	10 - 14 years	6	12.0
	Total	50	100.0

g) Question 7: Level of Income

From chart 4.2.7, the highest percentage of respondent's level of income is between RM 1000 to RM 1999, which are represent 80% of respondents. Meanwhile, the lowest percentage of respondent's level of income is less than RM 1000, which is, 6%. And the balance of 14% of respondents has level of income between RM 2000 to RM 2999.

Table 4.2.7		Frequency	Percent
Valid	Less than RM 1000	3	6.0
	RM 1000 - RM 1999	40	80.0
	RM 2000 - RM 2999	7	14.0
	Total	50	100.0

4.2.2 Employees' intrinsic and extrinsic motivational factors are based on the Kovach's (1987) opinion that, managers should ask themselves the 10 questions when attempting to provide a more positive motivational climate. Below is the analysis of ten questions of Kovach that covered good salary, job security, job opportunity, working condition, loyalty, reasonable discipline, appreciation of work done, sympathy towards the personal problem and feeling involvement in organization.

a) Question 8: Good Salary (Extrinsic)

From the 50 respondents, it shows that 50% of the respondents said salary is the most important aspect to determine the motivational factors among employees. This is followed by 42% of respondents that view the salary as important. And only one from respondents told that the salary is less important to determine the motivational factors.

Table 4.2.8		Frequency	Percent
Valid	Less important	1	2.0
	Fair	3	6.0
	Important	21	42.0
	The most important	25	50.0
	Total	50	100.0

b) Question 9: Job Security (Extrinsic)

Chart 4.2.9 shows that, the highest percentage of respondents viewed the job security as the most important aspect which determine the motivational factors and the lowest percentage of respondents which are 6% or 3 respondents from 50 were said that the job security is less important to determine the motivation among employees.

Table 4.2.9		Frequency	Percent
Valid	Less important	3	6.0
	Fair	12	24.0
	Important	11	22.0
	The most important	24	48.0
	Total	50	100.0

c) Question 10: Opportunity for Career Growth (Extrinsic)

From this question, 58% choose the opportunity of career growth is the most important to determine the motivational factors among employees. 26% of the respondent shows that the opportunity of career growth is important and only 4% of respondents told that this aspect is less important.

Table 4.2.10		Frequency	Percent
Valid	Less important	2	4.0
	Fair	6	12.0
	Important	13	26.0
	The most important	29	58.0
	Total	50	100.0

d) **Question 11: Satisfying with Working Condition (Extrinsic)**

The outcomes of the analysis in chart 4.2.11 below, found out that 82% of the respondents said that the working condition is the most important factors to influence the motivation among employees. The balances of 18% of respondents choose that the working condition is important aspect.

Table 4.2.11		Frequency	Percent
Valid	Important	9	18.0
	The most important	41	82.0
	Total	50	100.0

e) **Question 12: Job Challenges (Intrinsic)**

From the data, 34% out of 50 respondents said that challenges job is important. While, 22% of them have fair decision and the lowest percent, which is 12% of the respondents, represent that the challenges job is not important at all.

Table 4.2.12		Frequency	Percent
Valid	Not important at all	6	12.0
	Less important	9	18.0
	Fair	11	22.0
	Important	17	34.0
	The most important	7	14.0
	Total	50	100.0

f) **Question 13: Loyalty (Intrinsic)**

The results of the analysis in chart 4.2.13 below, found out 46% of the respondents said that the loyalty of the organization to its employees is important, 32% of the respondents said it is the most important and a few of them which represent 2% said that the loyalty of the organization is less important.

Table 4.2.13		Frequency	Percent
Valid	Less important	1	2.0
	Fair	10	20.0
	Important	23	46.0
	The most important	16	32.0
	Total	50	100.0

g) **Question 14: Reasonable Discipline (Intrinsic)**

It shows that 34% of respondents said that it is important to have reasonable discipline, followed by 26% of respondents said that it is the most important aspect to have reasonable discipline in the organization. Meanwhile, there is 20% of respondent have fair decision about it and only 4% out of 50 respondents said that the reasonable discipline is not important at all.

Table 4.2.14		Frequency	Percent
Valid	Not important at all	2	4.0
	Less important	8	16.0
	Fair	10	20.0
	Important	17	34.0
	The most important	13	26.0
	Total	50	100.0

h) Question 15: Appreciation of Job Done (Intrinsic)

Many of the respondents said that it is important for the organization to appreciate the job done by its employees which is represent 64% out of 50 respondents followed by 26% of respondents said that it is the most important and only 1 respondent out of 50 said that it is less important.

Table 4.2.15		Frequency	Percent
Valid	Less important	1	2.0
	Fair	4	8.0
	Important	32	64.0
	The most important	13	26.0
	Total	50	100.0

j) Question 16: Sympathy Towards Personal Problem (Intrinsic)

Table 4.2.16 shows, the attribute on motivation such as sympathy towards the personal problem have the same result by 34% of the respondents have fair decision and 34% out of 50 also said it is important to have sympathize by the organization on their personal problem, but one of the respondent have different opinion which said that the sympathize from the organization is not important at all.

Table 4.2.16		Frequency	Percent
Valid	Not important at all	1	2.0
	Less important	11	22.0
	Fair	17	34.0
	Important	17	34.0
	The most important	4	8.0
	Total	50	100.0

k) Question 17: Feeling of Involvement in FESSB (Intrinsic)

The outcomes of the analysis below, majority 56% of the respondents are agree that feeling of involvement in FESSB is the most important factor to increase their motivation meanwhile 32% of the respondents said it is important. Besides that, only one respondents or represent 2% out of 50 respondents it is less important.

Table 4.2.17		Frequency	Percent
Valid	Less important	1	2.0
	Fair	5	10.0
	Important	16	32.0
	The most important	28	56.0
	Total	50	100.0

4.2.3 This section was developed to find out employees' job satisfaction level among employees in FEESB. The analysis concentrated on the nature of job, salary and promotion, workplace condition, work group and relationship among peers.

a) Question 18: I happy with my current job (Nature of job)

From the table 4.2.18, it shows that majority of the respondents which indicates 56% agree that they are happy with their current job. It is followed by 18% which said that they are strongly agree and the lowest percentage of 14% said they are disagree with current job.

38% said they are disagree with the question. The lowest percentage is 6%, which they are, have no decision on the subject.

Table 4.2.20		Frequency	Percent
Valid	Strongly disagree	4	8.0
	Disagree	19	38.0
	No decision	3	6.0
	Agree	22	44.0
	Strongly agree	2	4.0
	Total	50	100.0

d) Question 21: The FESSB gives me opportunity to develop ideas when doing my job (Nature of job)

Based on this question, majority of the respondents disagree that the FESSB give them opportunity to develop ideas when doing their job which shows 46% out of 50 respondents. It is followed by 28% of the respondents agree and 18% of them have no decision on the matter. Besides that, both strongly agree and strongly disagree have a same percentage which represent 4% of the respondents.

Table 4.2.21		Frequency	Percent
Valid	Strongly disagree	2	4.0
	Disagree	23	46.0
	No decision	9	18.0
	Agree	14	28.0
	Strongly agree	2	4.0
	Total	50	100.0

e) **Question 22: My salary worthwhile with job (Salary & promotion)**

Majority of the respondents agree that their salary is worthwhile with their job, which resulted 82% of respondents. The table 4.2.22 also shows that the lowest percentage is 2% which have the same decision on disagree and strongly agree on the question.

Table 4.2.22		Frequency	Percent
Valid	Disagree	1	2.0
	No decision	7	14.0
	Agree	41	82.0
	Strongly agree	1	2.0
	Total	50	100.0

f) **Question 23: The incremental of salary in FESSB following standard procedure (Salary & promotion)**

Table 4.2.23 indicates that 52% strongly agree that the FESSB following the standard procedure on the incremental of salary among the employees. 46% agree on the matter and only 2% of the respondents have no decision about it.

Table 4.2.23		Frequency	Percent
Valid	No decision	1	2.0
	Agree	23	46.0
	Strongly agree	26	52.0
	Total	50	100.0

g) Question 24: I am not satisfied with the way that FESSB used on promotion aspect (Salary & promotion)

From the survey also, the employees in the FESSSB is satisfied with the way of FESSB used on promotion aspect which 52% disagree with the question, 38% strongly disagree and only 2% strongly agree that they are not satisfied with the promotion system done by the FESSB.

Table 4.2.24		Frequency	Percent
Valid	Strongly disagree	19	38.0
	Disagree	26	52.0
	No decision	4	8.0
	Strongly agree	1	2.0
	Total	50	100.0

h) Question 25: Satisfy with the development of carrier (salary & promotion)

Based on this question, 34% of the respondents said that they are agree, followed by 26% of them that they are strongly disagree and only 10% out of 50 respondents that they are disagree on their career growth.

no decision on it. And only 2% of the respondents are strongly agree that the objectives and visions in FESSB are unachievable.

Table 4.2.29		Frequency	Percent
Valid	Strongly disagree	9	18.0
	Disagree	21	42.0
	No decision	9	18.0
	Agree	10	20.0
	Strongly agree	1	2.0
	Total	50	100.0

**m) Question 30: Confidence with safety & health of workplace
(workplace condition)**

I also emphasized on the safety and health of workplace among employees and the result shows that 58% of the respondents are agree with the question, followed by 34% out of 50 respondents are strongly agree and both strongly agree and agree have the same percentage by 2% which also the lowest percentage on this matter.

Table 4.2.30		Frequency	Percent
Valid	Strongly disagree	1	2.0
	Disagree	1	2.0
	No decision	2	4.0
	Agree	29	58.0
	Strongly agree	17	34.0
	Total	50	100.0

n) **Question 31: Comfort to work alone (work group)**

The table 4.2.31 indicates that the respondents in FESSB are strongly agree that working alone is more comfortable which represent 30% and followed by 24% which strongly disagree on this matter.

Table 4.2.31		Frequency	Percent
Valid	Strongly disagree	12	24.0
	Disagree	8	16.0
	No decision	6	12.0
	Agree	9	18.0
	Strongly agree	15	30.0
	Total	50	100.0

o) **Question 32: Good results from group (work group)**

Based on the Table 4.2.32, 28% of the respondents are strongly agree that it is better result from work in group than alone. It is followed by 24% said that they are strongly agree meanwhile 20% of them have no decision on this matter. Strongly agree and disagree have gain the same result by 14% of the respondents.

Table 4.2.32		Frequency	Percent
Valid	Strongly disagree	7	14.0
	Disagree	7	14.0
	No decision	10	20.0
	Agree	14	28.0
	Strongly agree	12	24.0
	Total	50	100.0

p) Question 33: Good cooperation from peers (work group)

For the question on the cooperation from peers, there are same result on both agree and strongly agree which represent 32% of the respondents. 22% from the respondents are disagree and the lowest percentage is 14% which the respondents have no decision on this matter.

Table 4.2.33		Frequency	Percent
Valid	Disagree	11	22.0
	No decision	7	14.0
	Agree	16	32.0
	Strongly agree	16	32.0
	Total	50	100.0

q) Question 34: Ideas & creativities develop more when alone (work group)

The highest percentage on this question is at agree level which is 32% of the respondents, both disagree and no decision level are represent 24% of the respondents and the lowest percentage is 4% which indicates strongly disagree on this matter by the respondents.

Table 4.2.34		Frequency	Percent
Valid	Strongly disagree	2	4.0
	Disagree	12	24.0
	No decision	12	24.0
	Agree	16	32.0
	Strongly agree	8	16.0
	Total	50	100.0

r) **Question 35: Not enough support from peers (relationship with peers)**

From table 4.2.35, the lowest rank is the agree level which represent 18% of the respondents. The majority of the respondents strongly disagree on this question which indicates 30% and followed by 28% of the respondents that have no decision about not enough support from peers.

Table 4.2.35		Frequency	Percent
Valid	Strongly disagree	15	30.0
	Disagree	12	24.0
	No decision	14	28.0
	Agree	9	18.0
	Total	50	100.0

s) **Question 36: High cooperation by peers when working (relationship with peers)**

For the high cooperation by peers when working, the result is shows in the table 4.2.36 which indicates that, half of the respondents are agree that they got high cooperation from peers, and only 2% or one respondent that strongly disagree about the matter.

Table 4.2.36		Frequency	Percent
Valid	Strongly disagree	1	2.0
	Disagree	3	6.0
	No decision	13	26.0
	Agree	25	50.0
	Strongly agree	8	16.0
	Total	50	100.0

t) **Question 37: Proud to work in group (Relationship with peers)**

Table 4.2.37, shows that 56% out of 50 respondents are agree that they are proud to work in group, 20% no decision and 18% of the respondents are strongly agree. Meanwhile only 6% of them are disagree with the question.

Table 4.2.37		Frequency	Percent
Valid	Disagree	3	6.0
	No decision	10	20.0
	Agree	28	56.0
	Strongly agree	9	18.0
	Total	50	100.0

4.3 CROSS-TABULATION ANALYSIS AND INTERPRETATION

Cross-tabulation is used to analyze the question, which has relation that can be combining together to produce relevant and significant outcomes.

- a) The relationship between demographic attributes and motivation attributes among employees in FESSB.

One of the purposes of this study is to determine the relationship between demographic factors and motivational factors. This study is also to test the hypothesis one of this study. In order to meet this objective, cross tabulation is once again used. The significance of the relationship has been determined based on the correlation tests.

Table 4.3.1: Gender * Salary (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.170	.684
N		50	

Table 4.3.2: Gender * Job security (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.189	.606
N		50	

Table 4.3.3: Gender * Opportunity for career growth (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.090	.938
N		50	

Table 4.3.4: Gender * Working condition (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.015	.918
N		50	

Table 4.3.5: Gender * Job Challenges (Intrinsic)

Symmetric Measures		r	P
Nominal by Nominal	Contingency Coefficient	.391	.060
N		50	

Based on the table 4.3.1 to 4.3.5, the tests for association between motivational factors such as salary, job security, opportunity for career growth, working condition and job challenges with gender are based on contingency coefficients for nominal-to-nominal variables. Almost all this motivational factors constructs are insignificantly correlated with gender and at $P < 0.01$. So the result above can be presumed that female and male will not bring any influence on salary, job security, opportunity for career growth, working condition and job challenges.

Table 4.3.6: Gender * Loyalty (Intrinsic)

Symmetric Measures		r	P
Nominal by Nominal	Contingency Coefficient	.390	.030
N		50	

Table 4.3.7: Gender * Reasonable Discipline (Intrinsic)

Symmetric Measures		r	P
Nominal by Nominal	Contingency Coefficient	.226	.609
N		50	

Table 4.3.8: Gender * Appreciation of job done (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.340	.088
N		50	

Table 4.3.9: Gender * Sympathy towards personal problem (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.258	.466
N		50	

Table 4.3.10: Gender * Feeling of involvement in organization (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.182	.634
N		50	

From the table 4.3.6 to 4.3.10, the tests for association between motivational factors such as loyalty, reasonable discipline, appreciation of job done, sympathy towards personal problems and Feeling of involvement in the organization with gender are based on contingency coefficients for nominal-to-nominal variables. Almost all this motivational factors constructs are insignificantly correlated with gender and at $P > 0.1$. However, the intrinsic factor, namely loyalty is significantly correlated with the variable gender ($r = .390$ at $P < 0.05$). From the above result, it can be presumed that female and male may have different level of motivation on the company loyalty variable. Perhaps, male and female employees emphasize that the loyalty of the company to its employees will increase their motivation as well as their performance.

Table 4.3.11: Race * Salary (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.166	.703
N		50	

Table 4.3.12: Race * Job security (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.147	.776
N		50	

Table 4.3.13: Race * Opportunity for career growth (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.234	.407
N		50	

Table 4.3.14: Race * Working condition (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.067	.636
N		50	

Table 4.3.15: Race * Job challenges (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.334	.180
N		50	

Table 4.3.16: Race * Loyalty (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.204	.538
N		50	

Table 4.3.17: Race * Reasonable discipline (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.195	.739
N		50	

Table 4.3.18: Race * Appreciation of job done (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.234	.407
N		50	

Table 4.3.19: Race * Sympathy towards personal problem (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.195	.739
N		50	

Table 4.3.20: Race * Feeling of involvement in organization (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.204	.538
N		50	

The survey for association between Kovach's Ten Job-related motivational factors and the race variable are based on contingency coefficient for nominal-to-nominal variables. Race variable are insignificantly correlated with Kovach's Ten Job-related motivational factors which is $P > 0.1$. So either the employee is Chinese, Malay, Indian or others will not have any influence on the level of motivation towards the Kovach's Ten Job-related motivational factors.

Table 4.3.21: Age * Salary (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.420	.097
N		50	

Table 4.3.22: Age * Job security (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.333	.398
N		50	

Table 4.3.23: Age * Opportunity for career growth (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.288	.606
N		50	

Table 4.3.24: Age * Working condition (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.211	.313
N		50	

Table 4.3.25: Age * Job Challenges (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.416	.233
N		50	

Table 4.3.26: Age * Loyalty (Intrinsic)

Symmetric Measures		r	P
Nominal by Nominal	Contingency Coefficient	.306	.524
N		50	

Table 4.3.27: Age * Reasonable discipline (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.465	.086
N		50	

Table 4.3.28: Age * Appreciation of job done (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.337	.380
N		50	

Table 4.3.29: Age * Sympathy towards personal problem (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.335	.612
N		50	

Table 4.3.30: Age * Feeling of involvement in organization (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.293	.583
N		50	

For the test on the age variable with Kovach's Ten Job-related motivational factors, there are also seems to be insignificantly correlated on each of variables in motivational factors. So, the result prove that younger or older of that employees will not influence the level of motivation in the FESSB.

Table 4.3.31: Marital status * Salary (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.358	.062
N		50	

Table 4.3.32: Marital status * Job security (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.304	.165
N		50	

Table 4.3.33: Marital status * Opportunity of career growth (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.258	.311
N		50	

Table 4.3.34: Marital status * Working condition (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.169	.225
N		50	

Table 4.3.35: Marital status * Job challenges (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.173	.819
N		50	

Table 4.3.36: Marital status * Loyalty (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.340	.088
N		50	

Table 4.3.37: Marital status * Reasonable discipline (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.217	.649
N		50	

Table 4.3.38: Marital status * Appreciation of job done (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.347	.077
N		50	

Table 4.3.39: Marital status * Sympathy towards personal problem (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.303	.283
N		50	

Table 4.3.40: Marital status * Feeling of involvement in organization (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.260	.307
N		50	

As for the marital status variables and Kovach's Ten Job-related motivational factors in Tables 4.3.31 to 4.3.40, was found that race was insignificantly correlated with motivational factors at $P > 0.05$. So single or married status will also not affected the motivation level among employees in FESSB.

Table 4.3.41: Level of education * Salary (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.289	.604
N		50	

Table 4.3.42: Level of education * Job security (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.318	.465
N		50	

Table 4.3.43: Level of education * Opportunity for career growth (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.256	.744
N		50	

Table 4.3.44: Level of education * Working condition (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.351	.030
N		50	

Table 4.3.45: Level of education * Job Challenges (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.440	.151
N		50	

Table 4.3.46: Level of education * Loyalty (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.710	.000
N		50	

Table 4.3.47: Level of education * Reasonable discipline (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.413	.244
N		50	

Table 4.3.48: Level of education * Appreciation of job done (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.311	.497
N		50	

Table 4.3.49: Level of education * Sympathy towards personal problem (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.353	.525
N		50	

Table 4.3.50: Level of education * Feeling of involvement in organization (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.198	.916
N		50	

The test for the association between level of education and Kovach's Ten Job-related motivational factors in Tables 4.3.41 to 4.3.50, was found that almost all the motivational factors are insignificantly correlated at $P > 0.05$. Only two motivational factors seem to be significantly correlated with working condition and loyalty respectively. The extrinsic factor namely, working condition is significantly correlated with the variable level of education ($r = 0.351$ at $P <$

0.05). The second motivational factor is intrinsic, loyalty which is highly significant associated with level of education ($r = 0.710$ at $P = 0.000$). From the above result, we can see that the loyalty of the company is depend on the level of education among its employees. The higher level of the education of the employees the higher level of the loyalty of the company. Good working condition also associated wit the level of education. The working condition will also different to the level of ability and expertise of their employees. The employees who have high education will be placed at better workplace condition or otherwise.

Table 4.3.51: Duration * Salary (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.227	.844
N		50	

Table 4.3.52: Duration * Job security (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.266	.704
N		50	

Table 4.3.53: Duration * Opportunity for career growth (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.334	.391
N		50	

Table 4.3.54: Duration * Working condition (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.088	.822
N		50	

Table 4.3.55: Duration * Job challenges (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.501	.033
N		50	

Table 4.3.56: Duration * Loyalty (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.363	.270
N		50	

Table 4.3.57: Duration * Reasonable discipline (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.317	.694
N		50	

Table 4.3.58: Duration * Appreciation of job done (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.373	.424
N		50	

Table 4.3.59: Duration * Sympathy towards personal problem (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.373	.424
N		50	

Table 4.3.60: Duration * Feeling of involvement in organization (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.273	.675
N		50	

The result that shows from tables 4.3.51 to 4.3.60, were to find out the relationship between duration of service with the Kovach's Ten Job-related motivational factors. It seems that the duration of service and Kovach's Ten Job-related motivational factors were almost all insignificantly correlated with duration of service which represent as $P > 0.1$. However, there is only one motivational factor, which is job challenges variable that have significant correlation with the duration of service ($r = 0.501$ at $P < 0.05$). we can assume that the employees who have long duration of service will increase the motivation level if the job given by FESSB is interesting and more challenges. This is because of their maturity and expertise in managing the task given for a long time, make them to find the new variation of job to avoid bored and repetitive task especially for the educated one.

Table 4.3.61: Monthly salary * Salary (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.197	.917
N		50	

Table 4.3.62: Monthly salary * Job security (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.296	.571
N		50	

Table 4.3.63: Monthly salary * Opportunity for career growth (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.142	.984
N		50	

Table 4.3.64: Monthly salary * Working condition (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.228	.254
N		50	

Table 4.3.65: Monthly salary * Job challenges (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.566	.003
N		50	

Table 4.3.66: Monthly salary * Loyalty (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient ¹⁰⁴	.275	.663
N		50	

Table 4.3.67: Monthly salary * Reasonable discipline (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.329	.638
N		50	

Table 4.3.68: Monthly salary * Appreciation of job done (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.319	.460
N		50	

Table 4.3.69: Monthly salary * Sympathy towards personal problem (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.299	.768
N		50	

Table 4.3.70: Monthly salary * Feeling of involvement in organization (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.195	.922
N		50	

As for the tables 4.3.61 to 4.3.70 above, we can see the association of monthly salary and Kovach's Ten Job-related motivational factors were highly insignificant correlated which is $P > 0.1$. However only one motivational factor that is intrinsic namely job challenges variable which is significant with $r = 0.556$ at $P < 0.05$. Therefore, it can be presumed the contribution of salary have strong relationship with challenging and interesting work among employees. More challenge the job the more employees expected the salary given by FESSB to them.

- b) The relationship between demographic attributes and Job satisfaction facets among employees in FESSB

Table 4.3.71: Gender * Work happiness (Nature of job)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.382	.036
N		50	

Table 4.3.72: Gender * Specification of job (Nature of job)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.274	.132
N		50	

Table 4.3.73: Gender * Problems at work (Nature of job)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.115	.955
N		50	

Table 4.3.74: Gender * Contribution of ideas (Nature of job)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.287	.343
N		50	

Table 4.3.75: Gender * Salary worthwhile with job (Salary & promotion)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.238	.390
N		50	

Table 4.3.76: Gender * Incremental of salary (Salary & promotion)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.193	.380
N		50	

Table 4.3.77: Gender * Unhappy with promotion (Salary & promotion)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.202	.546
N		50	

Table 4.3.78: Gender * Satisfy with the development of career (Salary & promotion)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.392	.059
N		50	

Table 4.3.79: Gender * Comfortable with workplace (Working condition)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.248	.350
N		50	

Table 4.3.80: Gender * Equipment in the workplace (Working condition)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.194	.584
N		50	

Table 4.3.81: Gender * Culture in the office (Working condition)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.309	.260
N		50	

Table 4.3.82: Gender * Vision and objective unachievable (Working condition)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.396	.054
N		50	

Table 4.3.83: Gender * Confidence on safety and health at workplace (Working condition)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.304	.277
N		50	

Table 4.3.84: Gender * Comfort to work alone (Work group)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.153	.878
N		50	

Table 4.3.85: Gender * Good result from work group (Work group)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.203	.710
N		50	

Table 4.3.86: Gender * Good cooperation from peers (Work group)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.133	.826
N		50	

Table 4.3.87: Gender * Ideas and creativities develop more when alone (work group)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.316	.235
N		50	

Table 4.3.88: Gender * Not enough support from peers (Relationship with peers)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.216	.487
N		50	

Table 4.3.89: Gender * High cooperation from peers when working (Relationship with peers)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.187	.780
N		50	

Table 4.3.90: Gender * Proud to work in group (Relationship with peers)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.354	.068
N		50	

From the tables 4.3.71 to 4.3.90 above, the tests for the association between job satisfaction attributes and the gender are based on contingency coefficient for nominal-to-nominal variables. Almost all these job satisfaction attributes are insignificantly correlated with gender which is $P > 0.1$. Only one of the job satisfaction attributes namely, work happiness is significantly correlated with the variable gender ($r = 0.382$ at $P < 0.05$). Perhaps it happened because male and female have different view on work happiness, which also depends on their ability as male and

female workers either mentally or physically. Female may happy if they work in the good workplace condition and not in heavy duty. Meanwhile for male they may happy if the organization give them the opportunity to work in challenging task.

Table 4.3.91: Race * Work happiness (Nature of job)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.334	.099
N		50	

Table 4.3.92: Race * Specification of job (Nature of job)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.147	.575
N		50	

Table 4.3.93: Race * Problems at work (Nature of job)

Symmetric Measures		r	P
Nominal by Nominal	Contingency Coefficient	.159	.862
N		50	

Table 4.3.94: Race * Contribution of ideas (Nature of job)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.573	.000
N		50	

Table 4.3.95: Race * Salary worthwhile with job (Salary & promotion)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.707	.000
N		50	

Table 4.3.96: Race * Incremental of salary (Salary & promotion)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.153	.549
N		50	

Table 4.3.97: Race * Unhappy with promotion (Salary & promotion)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.180	.645
N		50	

Table 4.3.98: Race * Satisfy with the development of career (Salary & promotion)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.334	.180
N		50	

Table 4.3.99: Race * Comfortable with workplace (Working condition)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.492	.001
N		50	

Table 4.3.100: Race * Equipment in the workplace (Working condition)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.153	.754
N		50	

Table 4.3.101: Race * Culture in the office (Working condition)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.311	.253
N		50	

Table 4.3.102: Race * Vision and objective unachievable (Working condition)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.275	.395
N		50	

Table 4.3.103: Race * Confidence on safety and health at workplace (Working condition)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.573	.000
N		50	

Table 4.3.104: Race * Comfort to work alone (Work group)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.292	.325
N		50	

Table 4.3.105: Race * Good result from work group (Work group)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.334	.180
N		50	

Table 4.3.106: Race * Good cooperation from peers (Work group)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.204	.538
N		50	

Table 4.3.107: Race * Ideas and creativities develop more when alone (work group)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.204	.705
N		50	

Table 4.3.108: Race * Not enough support from peers (Relationship with peers)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.292	.199
N		50	

Table 4.3.109: Race * High cooperation from peers when working (Relationship with peers)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.234	.574
N		50	

Table 4.3.110: Race * Proud to work in group (Relationship with peers)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.275	.253
N		50	

The survey for association between job satisfaction facets and the race variable are based on contingency coefficient for nominal-to-nominal variables. Most of the Race variable are insignificantly correlated with job satisfaction facets which is $P > 0.1$. There are only 4 variables of job satisfaction that have significant level with Race, which are contribution of ideas ($r = 0.573$ at $P = 0.000$), salary worthwhile with job ($r = 0.707$ at $P = 0.000$), comfortable workplace ($r = 0.492$ at $P = 0.001$) and confidence on safety and health at workplace ($r = 0.573$ at $P = 0.000$). Perhaps, it is influence by the fairness of the organization among its employees with to concern also on their race, as well as their effort and ability as individual towards their job. There are also strong relationship between race and the comfortable workplace, it can be presumed that every employees will satisfied if their environment based on their own tradition and favorable. Therefore it is difficult to fulfill all the employees' satisfaction on this matter so the FESSB should standardize their workplace, which everyone can accept. The satisfaction

also can be developed from the confidence on the safety and health in the workplace, which will increase the performance among employees.

Table 4.3.111: Age * Work happiness (Nature of job)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.415	.108
N		50	

Table 4.3.112: Age * Specification of job (Nature of job)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.297	.306
N		50	

Table 4.3.113: Age * Problems at work (Nature of job)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.407	.269
N		50	

Table 4.3.114: Age * Contribution of ideas (Nature of job)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.339	.592
N		50	

Table 4.3.115: Age * Salary worthwhile with job (Salary & promotion)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.349	.328
N		50	

Table 4.3.116: Age * Incremental of salary (Salary & promotion)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.386	.067
N		50	

Table 4.3.117: Age * Unhappy with promotion (Salary & promotion)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.358	.290
N		50	

Table 4.3.118: Age * Satisfy with the development of career (Salary & promotion)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.463	.091
N		50	

Table 4.3.119: Age * Comfortable with workplace (Working condition)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.349	.329
N		50	

Table 4.3.120: Age * Equipment in the workplace (Working condition)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.383	.198
N		50	

Table 4.3.121: Age * Culture in the office (Working condition)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.332	.626
N		50	

Table 4.3.122: Age * Vision and objective unachievable (Working condition)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.388	.356
N		50	

Table 4.3.123: Age * Confidence on safety and health at workplace (Working condition)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.485	.052
N		50	

Table 4.3.124: Age * Comfort to work alone (Work group)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.403	.288
N		50	

Table 4.3.125: Age * Good result from work group (Work group)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.341	.584
N		50	

Table 4.3.126: Age * Good cooperation from peers (Work group)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.303	.536
N		50	

Table 4.3.127: Age * Ideas and creativities develop more when alone (work group)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.395	.322
N		50	

Table 4.3.128: Age * Not enough support from peers (Relationship with peers)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.262	.721
N		50	

Table 4.3.129: Age * High cooperation from peers when working (Relationship with peers)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.354	.517
N		50	

Table 4.3.130: Age * Proud to work in group (Relationship with peers)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.355	.304
N		50	

For the test on the age variable with Job satisfaction facets, there are also seems to be insignificantly correlated on each of variables in motivational factors which is $P > 0.05$ and $P > 0.1$. So, the result prove that younger or older of that employees will not influence the level of job satisfaction facets.

Table 4.3.131: Marital status * Work happiness (Nature of job)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.465	.003
N		50	

Table 4.3.132: Marital status * Specification of work (Nature of job)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.314	.066
N		50	

Table 4.3.133: Marital status * Problems at work (Nature of job)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.193	.746
N		50	

Table 4.3.134: Marital status * Contribution of ideas (Nature of job)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.338	.169
N		50	

Table 4.3.135: Marital status * Salary worthwhile with job (Salary & promotion)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.272	.262
N		50	

Table 4.3.136: Marital status * Incremental of salary (Salary & promotion)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.236	.229
N		50	

Table 4.3.137: Marital status * Unhappy with promotion (Salary & promotion)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.405	.020
N		50	

Table 4.3.138: Marital status * Satisfy with the development of career (Salary & promotion)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.381	.076
N		50	

Table 4.3.139: Marital status * Comfortable with workplace (Working condition)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.434	.009
N		50	

Table 4.3.140: Marital status * Equipment in the workplace (Working condition)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.377	.041
N		50	

Table 4.3.141: Marital status * Culture in the office (Working condition)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.271	.409
N		50	

Table 4.3.142: Marital status * Vision and objective unachievable (Working condition)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.365	.103
N		50	

Table 4.3.143: Marital status * Confidence on safety and health at workplace (Working condition)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.371	.092
N		50	

Table 4.3.144: Marital status * Comfort to work alone (Work group)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.355	.124
N		50	

Table 4.3.145: Marital status * Good result from work group (Work group)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.149	.888
N		50	

Table 4.3.146: Marital status * Good cooperation from peers (Work group)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.243	.371
N		50	

Table 4.3.147: Marital status * Ideas and creativities develop more when alone (work group)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.351	.135
N		50	

Table 4.3.148: Marital status * Not enough support from peers (Relationship with peers)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.381	.037
N		50	

Table 4.3.149: Marital status * High cooperation from peers when working (Relationship with peers)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.319	.225
N		50	

Table 4.3.150: Marital status * Proud to work in group (Relationship with peers)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.142	.794
N		50	

As for the marital status variables and Job satisfaction facets in Tables 4.3.131 to 4.3.150, was found that most of correlation between race and job satisfaction facets were insignificantly correlated at $P > 0.05$ and $P > 0.1$. There are 5 correlation that significant which are; work happiness ($r = 0.465$ at $P < 0.01$), unhappy with promotion ($r = 0.405$ at $P < 0.05$), comfortable workplace ($r = 0.434$ at $P < 0.01$), equipment in the workplace ($r = 0.377$ at $P < 0.05$), and not enough support from peers ($r = 0.381$ at $P < 0.05$).

Table 4.3.151: Level of education * Work happiness (Nature of job)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.429	.079
N		50	

Table 4.3.152: Level of education * Specification of job (Nature of job)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.269	.419
N		50	

Table 4.3.153: Level of education * Problems at work (Nature of job)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.333	.619
N		50	

Table 4.3.154: Level of education * Contribution of ideas (Nature of job)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.317	.694
N		50	

Table 4.3.155: Level of education * Salary worthwhile with job (Salary & promotion)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.218	.869
N		50	

Table 4.3.156: Level of education * Incremental of salary (Salary & promotion)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.197	.731
N		50	

Table 4.3.157: Level of education * Unhappy with promotion (Salary & promotion)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.266	.703
N		50	

Table 4.3.158: Level of education * Satisfy with the development of career (Salary & promotion)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.417	.231
N		50	

Table 4.3.159: Level of education * Comfortable with workplace (Working condition)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.528	.004
N		50	

Table 4.3.160: Level of education * Equipment in the workplace (Working condition)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.285	.621
N		50	

Table 4.3.161: Level of education * Culture in the office (Working condition)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.715	.000
N		50	

Table 4.3.162: Level of education * Vision and objective unachievable (Working condition)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.385	.369
N		50	

Table 4.3.163: Level of education * Confidence on safety and health at workplace (Working condition)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.268	.869
N		50	

Table 4.3.164: Level of education * Comfort to work alone (Work group)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.405	.278
N		50	

Table 4.3.165: Level of education * Good result from work group (Work group)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.346	.558
N		50	

Table 4.3.166: Level of education * Good cooperation from peers (Work group)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.449	.049
N		50	

Table 4.3.167: Level of education * Ideas and creativities develop more when alone (work group)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.348	.550
N		50	

Table 4.3.168: Level of education * Not enough support from peers (Relationship with peers)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.282	.635
N		50	

Table 4.3.169: Level of education * High cooperation from peers when working (Relationship with peers)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.525	.015
N		50	

Table 4.3.170: Level of education * Proud to work in group (Relationship with peers)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.180	.947
N		50	

The test for the association between level of education and Job satisfaction facets in Tables 4.3.151 to 4.3.170, was found that almost all the motivational factors are insignificantly correlated at $P > 0.05$ and $P > 0.1$. Only 4 job satisfaction facets seem to be significantly correlated with level of education, which are comfortable

workplace ($r = 0.528$ at $P > 0.01$), culture in the office ($r = 0.715$ at $P = 0.000$), good cooperation from peers (workgroup) ($r = 0.449$ at $P < 0.05$) and high cooperation from peers when working (relationship with peers) ($r = 0.525$ at $P < 0.05$).

Table 4.3.171: Duration * Work happiness (Nature of job)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.196	.921
N		50	

Table 4.3.172: Duration * Specification of Work (Nature of job)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.147	.893
N		50	

Table 4.3.173: Duration * Problems at work (Nature of job)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.412	.248
N		50	

Table 4.3.174: Duration * Contribution of ideas (Nature of job)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.341	.582
N		50	

Table 4.3.175: Duration * Salary worthwhile with job (Salary & promotion)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.463	.034
N		50	

Table 4.3.176: Duration * Incremental of salary (Salary & promotion)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.297	.303
N		50	

Table 4.3.177: Duration * Unhappy with promotion (Salary & promotion)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.252	.759
N		50	

Table 4.3.178: Duration * Satisfy with the development of career (Salary & promotion)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.377	.407
N		50	

Table 4.3.179: Duration * Comfortable with workplace (Working condition)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.361	.276
N		50	

Table 4.3.180: Duration * Equipment in the workplace (Working condition)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.285	.621
N		50	

Table 4.3.181: Duration * Culture in the office (Working condition)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.303	.752
N		50	

Table 4.3.182: Duration * Vision and objective unachievable (Working condition)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.372	.430
N		50	

Table 4.3.183: Duration * Confidence on safety and health at workplace (Working condition)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.390	.344
N		50	

Table 4.3.184: Duration * Comfort to work alone (Work group)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.330	.634
N		50	

Table 4.3.185: Duration * Good result from work group (Work group)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.225	.954
N		50	

Table 4.3.186: Duration * Good cooperation from peers (Work group)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.252	.759
N		50	

Table 4.3.187: Duration * Ideas and creativities develop more when alone (work group)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.340	.586
N		50	

Table 4.3.188: Duration * Not enough support from peers (Relationship with peers)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.253	.757
N		50	

Table 4.3.189: Duration * High cooperation from peers when working (Relationship with peers)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.190	.985
N		50	

Table 4.3.190: Duration * Proud to work in group (Relationship with peers)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.188	.935
N		50	

The result that shows from tables 4.3.171 to 4.3.190, were to find out the relationship between duration of service with the job satisfaction facets. It seems that the duration of service and the job satisfaction facets were almost all

insignificantly correlated which represent as $P > 0.1$. However, there is only one job satisfaction facet, namely; salary worthwhile with job variable that have significant correlation with the duration of service ($r = 0.463$ at $P < 0.05$). we can assume that the employees who have long duration of service will satisfied if the salary contributed by FESSB is always worthwhile with their job. And the difficulties of task must in line with salary and also the duration of service. So FESSB should provide more benefits to the employees who success to finish their task as well as their duration of service in the FESSB.

Table 4.3.191: Monthly salary * Work happiness (Nature of job)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.309	.511
N		50	

Table 4.3.192: Monthly salary * Specification of job (Nature of job)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.376	.084
N		50	

Table 4.3.193: Monthly salary * Problems at work (Nature of job)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.346	.557
N		50	

Table 4.3.194: Monthly salary * Contribution of ideas (Nature of job)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.440	.152
N		50	

Table 4.3.195: Monthly salary * Salary worthwhile with job (Salary & promotion)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.629	.000
N		50	

Table 4.3.196: Monthly salary * Incremental of salary (Salary & promotion)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.184	.782
N		50	

Table 4.3.197: Monthly salary * Unhappy with promotion (Salary & promotion)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.197	.918
N		50	

Table 4.3.198: Monthly salary * Satisfy with the development of career (Salary & promotion)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.416	.233
N		50	

Table 4.3.199: Monthly salary * Comfortable with workplace (Working condition)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.351	.318
N		50	

Table 4.3.200: Monthly salary * Equipment in the workplace (Working condition)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.306	.524
N		50	

Table 4.3.201: Monthly salary * Culture in the office (Working condition)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.244	.923
N		50	

Table 4.3.202: Monthly salary * Vision and objective unachievable (Working condition)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.341	.583
N		50	

Table 4.3.203: Monthly salary * Confidence on safety and health at workplace (Working condition)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.430	.184
N		50	

Table 4.3.204: Monthly salary * Comfort to work alone (Work group)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.306	.740
N		50	

Table 4.3.205: Monthly salary * Good result from work group (Work group)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.251	.910
N		50	

Table 4.3.206: Monthly salary * Good cooperation from peers (Work group)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.376	.223
N		50	

Table 4.3.207: Monthly salary * Ideas and creativities develop more when alone (work group)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.413	.244
N		50	

Table 4.3.208: Monthly salary * Not enough support from peers (Relationship with peers)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.324	.438
N		50	

Table 4.3.209: Monthly salary * High cooperation from peers when working (Relationship with peers)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.421	.216
N		50	

Table 4.3.210: Monthly salary * Proud to work in group (Relationship with peers)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.359	.286
N		50	

As for the tables 4.3.191 to 4.3.210 above, we can see the association of monthly salary and job satisfaction facets were highly insignificant correlated which is $P > 0.1$. However, only one variable of job satisfaction namely salary worthwhile with job variable which is highly significant with $r = 0.629$ at $P = 0.000$. Therefore, it can be presumed the contribution of salary have strong relationship with the burden of task given by FESSB among employees.

- c) The relationship between job satisfaction attributes and motivation among employees in FESSB

Table 4.3.211: Work happiness (Nature of job) * Salary (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.375	.515
N		50	

Table 4.3.212: Work happiness (Nature of job) * Job security (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.245	.956
N		50	

Table 4.3.213: Work happiness (Nature of job) * Opportunity for career growth (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.335	.706
N		50	

Table 4.3.214: Work happiness (Nature of job) * Working condition (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.338	.092
N		50	

Table 4.3.215: Work happiness (Nature of job) * Job challenges (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.368	.799
N		50	

Table 4.3.216: Work happiness (Nature of job) * Loyalty (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.427	.268
N		50	

Table 4.3.217: Work happiness (Nature of job) * Reasonable discipline (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.521	.097
N		50	

Table 4.3.218: Work happiness (Nature of job) * Appreciation of job done (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.403	.377
N		50	

Table 4.3.219: Work happiness (Nature of job) * Sympathy towards personal problem (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.338	.893
N		50	

Table 4.3.220: Work happiness (Nature of job) * Feeling of involvement in the organization (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.391	.434
N		50	

From the table 4.3.211 to table 4.3.220 above, the data revealed that there were highly insignificant relationship between work happiness variable and motivational factors which $P > 0.1$ and $P > 0.05$.

Table 4.3.221: Specification of job (Nature of job) * Salary (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.234	.820
N		50	

Table 4.3.222: Specification of job (Nature of job) * Job security (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.285	.619
N		50	

Table 4.3.223: Specification of job (Nature of job) * Opportunity for career growth (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.422	.094
N		50	

Table 4.3.224: Specification of job (Nature of job) * Working condition (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.194	.376
N		50	

Table 4.3.225: Specification of job (Nature of job) * Job challenges (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.368	.451
N		50	

Table 4.3.226: Specification of job (Nature of job) * Loyalty (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.263	.716
N		50	

Table 4.3.227: Specification of job (Nature of job) * Reasonable discipline (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.255	.902
N		50	

Table 4.3.228: Specification of job (Nature of job) * Appreciation of job done (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.307	.518
N		50	

Table 4.3.229: Specification of job (Nature of job) * Sympathy towards personal problem (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.361	.484
N		50	

Table 4.3.230: Specification of job (Nature of job) * Feeling of involvement in organization (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.205	.901
N		50	

Based on the table 4.3.221 to 4.3.230, the tests for association between specifications of job variable with Kovach's Ten Job-related motivational factors are based on contingency coefficients for nominal-to-nominal variables. All the motivational factors constructs are insignificantly correlated with specification of job $P > 0.1$. So the result above can be presumed that specification of job will not bring any influence motivation among employees.

Table 4.3.231: Problems at work (Nature of job) * Salary (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.591	.008
N		50	

Table 4.3.232: Problems at work (Nature of job) * Job security (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.309	.948
N		50	

Table 4.3.233: Problems at work (Nature of job) * Opportunity for career growth (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.336	.896
N		50	

Table 4.3.234: Problems at work (Nature of job) * Working condition (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.162	.853
N		50	

Table 4.3.235: Problems at work (Nature of job) * Job Challenges (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.437	.756
N		50	

Table 4.3.236: Problems at work (Nature of job) * Loyalty (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.326	.918
N		50	

Table 4.3.237: Problems at work (Nature of job) * Reasonable discipline (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.536	.214
N		50	

Table 4.3.238: Problems at work (Nature of job) * Appreciation of job done (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.619	.002
N		50	

Table 4.3.239: Problems at work (Nature of job) * Sympathy towards personal problems (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.430	.787
N		50	

Table 4.3.240: Problems at work (Nature of job) * Feeling of involvement in organization (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.337	.763
N		50	

From the table 4.3.231 to 4.3.240, the tests for association between problems at work with ten job-related motivational factors are based on contingency coefficients for nominal-to-nominal variables. Almost all this motivational factors constructs are insignificantly correlated with problems at work variable at $P > 0.1$. However, the intrinsic factor, namely appreciation of job done is highly significant correlated with the variable problems at work ($r = .619$ at $P < 0.01$). Meanwhile, the extrinsic factor such as good salary indicates significant correlation with the problems at work variable ($r = .591$ at $P < 0.05$).

Table 4.3.241: Contribution of ideas (Nature of job) * Salary (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.402	.648
N		50	

Table 4.3.242: Contribution of ideas (Nature of job) * Job security (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.318	.934
N		50	

Table 4.3.243: Contribution of ideas (Nature of job) * Opportunity for career growth (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.314	.940
N		50	

Table 4.3.244: Contribution of ideas (Nature of job) * Working condition (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.261	.456
N		50	

Table 4.3.245: Contribution of ideas (Nature of job) * Job challenges (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.472	.573
N		50	

Table 4.3.246: Contribution of ideas (Nature of job) * Loyalty (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.425	.524
N		50	

Table 4.3.247: Contribution of ideas (Nature of job) * Reasonable discipline (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.381	.934
N		50	

Table 4.3.248: Contribution of ideas (Nature of job) * Appreciation of job done (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.450	.390
N		50	

Table 4.3.249: Contribution of ideas (Nature of job) * Sympathy towards personal problem (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.415	.843
N		50	

Table 4.3.250: Contribution of ideas (Nature of job) * Feeling of involvement in organization (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.425	.524
N		50	

The result that shows from tables 4.3.241 to 4.3.250, were to find out the relationship between contributions of ideas variable with the Kovach's Ten Job-related motivational factors. It seems that the contribution of ideas variable and Kovach's Ten Job-related motivational factors were all insignificantly correlated which represent as $P > 0.1$. it can be presumed that the contribution of ideas among employees towards their job not bring any effect to their motivation.

Table 4.3.251: Salary worthwhile with job (Salary & promotion) * Salary (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.245	.956
N		50	

Table 4.3.252: Salary worthwhile with job (Salary & promotion) * Job security (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.323	.759
N		50	

Table 4.3.253: Salary worthwhile with job (Salary & promotion) * Opportunity for career growth (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.329	.731
N		50	

Table 4.3.253: Salary worthwhile with job (Salary & promotion) * Working condition (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.104	.906
N		50	

Table 4.3.254: Salary worthwhile with job (Salary & promotion) * Job challenges (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.502	.157
N		50	

Table 4.3.255: Salary worthwhile with job (Salary & promotion) * Loyalty (Intrinsic)

Symmetric Measures		r	P
Nominal by Nominal	Contingency Coefficient	.335	.706
N		50	

Table 4.3.256: Salary worthwhile with job (Salary & promotion) * Reasonable discipline (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.374	.775
N		50	

Table 4.3.257: Salary worthwhile with job (Salary & promotion) * Appreciation of job done (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.451	.172
N		50	

Table 4.3.258: Salary worthwhile with job (Salary & promotion) * Sympathy towards personal problem (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.348	.866
N		50	

Table 4.3.259: Salary worthwhile with job (Salary & promotion) * Feeling of involvement in organization (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.452	.169
N		50	

The test for association between salary worthwhile with current job variable and the Kovach's Ten Job-Related Factors are also based on contingency coefficients for nominal-to-nominal variables. From the table 4.3.259 to 4.3.251 above, it seems that all ten motivational factors have highly insignificant correlated with salary worthwhile with job variable which $P > 0.1$. We can conclude that there are no influences on motivation among employees in FESSB for the salary that worthwhile with job.

Table 4.3.260: Incremental of salary (Salary & promotion) * Salary (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.325	.436
N		50	

Table 4.3.261: Incremental of salary (Salary & promotion) * Job security (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.542	.002
N		50	

**Table 4.3.262: Incremental of salary (Salary & promotion) *
Opportunity for career growth (Extrinsic)**

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.585	.000
N		50	

**Table 4.3.263: Incremental of salary (Salary & promotion) *
Working condition (Extrinsic)**

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.315	.064
N		50	

**Table 4.3.264: Incremental of salary (Salary & promotion) *
Job Challenges (Intrinsic)**

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.420	.218
N		50	

**Table 4.3.265: Incremental of salary (Salary & promotion) *
Loyalty (Extrinsic)**

Symmetric Measures		R	p
Nominal by Nominal	Contingency Coefficient	.206	.898
N		50	

Table 4.3.266: Incremental of salary (Salary & promotion) * Reasonable discipline (Intrinsic)

Symmetric Measures		R	p
Nominal by Nominal	Contingency Coefficient	.406	.276
N		50	

Table 4.3.267: Incremental of salary (Salary & promotion) * Appreciation of job done (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.244	.788
N		50	

Table 4.3.268: Incremental of salary (Salary & promotion) * Sympathy towards personal problems (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.399	.594
N		50	

Table 4.3.269: Incremental of salary (Salary & promotion) * Feeling of Involvement in organization (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.713	.000
N		50	

The result that shows from tables 4.3.260 to 4.3.269, were to find out the relationship between incremental of salary and ten motivational factors. It seems that the incremental of salary and the ten motivational factors were almost all

insignificantly correlated which represent as $P > 0.1$. However, there is three motivational factors, namely; job security ($r = 0.542$ at $P < 0.05$), opportunity for career growth ($r = 0.585$ at $P = 0.000$) and feeling of involvement in organization ($r = 0.713$ at $P = 0.000$). we can assume that the incremental of salary will influence the employees motivation on job security, opportunity for career growth and feeling of involvement in the FESSB.

**Table 4.3.270: Unhappy with promotion (Salary & promotion)
* Salary (Extrinsic)**

Symmetric Measures		r	P
Nominal by Nominal	Contingency Coefficient	.377	.507
N		50	

**Table 4.3.271: Unhappy with promotion (Salary & promotion)
* Job security (Extrinsic)**

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.364	.571
N		50	

**Table 4.3.272: Unhappy with promotion (Salary & promotion)
* Opportunity for career growth (Extrinsic) ____**

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.354	.621
N		50	

Table 4.3.273: Unhappy with promotion (Salary & promotion)
*** Working condition (Extrinsic)**

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.094	.931
N		50	

Table 4.3.274: Unhappy with promotion (Salary & promotion)
*** Job challenges (Intrinsic)**

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.437	.461
N		50	

Table 4.3.274: Unhappy with promotion (Salary & promotion)
*** Loyalty (Intrinsic)**

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.312	.800
N		50	

Table 4.3.275: Unhappy with promotion (Salary & promotion)
*** Reasonable Discipline (Intrinsic)**

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.434	.478
N		50	

Table 4.3.276: Unhappy with promotion (Salary & promotion)
*** Appreciation of job done (Intrinsic)**

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.713	.000
N		50	

Table 4.3.277: Unhappy with promotion (Salary & promotion)
*** Sympathy towards personal problems (Intrinsic)**

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.350	.860
N		50	

Table 4.3.278: Unhappy with promotion (Salary & promotion)
*** Feeling of involvement in organization (Intrinsic)**

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.436	.230
N		50	

Based on the table 4.3.270 to 4.3.278, the tests for association between Unhappy with promotion variable with Kovach's Ten Job-related motivational factors are based on contingency coefficients for nominal-to-nominal variables. Almost all the motivational factors constructs are insignificantly correlated which $P > 0.1$. However, there is only one motivational factors namely, appreciation of job done that bring highly significant correlated that is $r = 0.713$ at $P = 0.000$. Perhaps, even though FESSB give promotion to its employees it will not be valued or mean

anything by employees in FESSB if FESSB not bring the worthwhile appreciation on what have done by employees toward their job.

Table 4.3.279: Satisfy with the career growth (Salary & promotion) * Salary (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.421	.548
N		50	

Table 4.3.280: Satisfy with the career growth (Salary & promotion) * Job security (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.506	.142
N		50	

Table 4.3.281: Satisfy with the career growth (Salary & promotion) * Opportunity for career growth (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.486	.219
N		50	

Table 4.3.282: Satisfy with the career growth (Salary & promotion) * Working condition (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.225	.613
N		50	

Table 4.3.283: Satisfy with the career growth (Salary & promotion) * Job challenges (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.554	.138
N		50	

Table 4.3.284: Satisfy with the career growth (Salary & promotion) * Loyalty (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.464	.321
N		50	

Table 4.3.285: Satisfy with the career growth (Salary & promotion) * Reasonable discipline (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.487	.483
N		50	

Table 4.3.286: Satisfy with the career growth (Salary & promotion) * Appreciation of job done (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.520	.101
N		50	

Table 4.3.287: Satisfy with the career growth (Salary & promotion) * Sympathy towards personal problem (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.463	.628
N		50	

Table 4.3.288: Satisfy with the career growth (Salary & promotion) * Feeling of involvement in organization (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.353	.851
N		50	

From the table 4.3.279 4.3.288, the association between Satisfy with the career growth and ten motivational factors are seem highly insignificant correlated with $P > 0.1$. So, the satisfaction on the career growth will not bring any affect on the employees motivation.

Table 4.3.289: Comfortable with workplace (Workplace condition) * Salary (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.360	.593
N		50	

Table 4.3.290: Comfortable with workplace (Workplace condition) * Job security (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.434	.236
N		50	

Table 4.3.291: Comfortable with workplace (Workplace condition) * Opportunity for career growth (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.483	.084
N		50	

Table 4.3.292: Comfortable with workplace (Workplace condition) * Working condition (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.124	.854
N		50	

Table 4.3.293: Comfortable with workplace (Workplace condition) * Job challenges (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.483	.228
N		50	

Table 4.3.294: Comfortable with workplace (Workplace condition) * Loyalty (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.528	.022
N		50	

Table 4.3.295: Comfortable with workplace (Workplace condition) * Reasonable discipline (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.393	.690
N		50	

Table 4.3.296: Comfortable with workplace (Workplace condition) * Appreciation of job done (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.470	.116
N		50	

Table 4.3.297: Comfortable with workplace (Workplace condition) * Sympathy towards personal problem (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.420	.556
N		50	

Table 4.3.298: Comfortable with workplace (Workplace condition) * Feeling of involvement in organization (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.279	.896
N		50	

As the result from the contingency coefficients for nominal-to-nominal variables from table 4.3.289 to table 4.3.298 above, there is also insignificantly correlated between comfortable with workplace and ten motivational factors.

Table 4.3.299: Equipment in the office (Workplace condition) * Salary (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.329	.734
N		50	

Table 4.3.300: Equipment in the office (Workplace condition) * Job security (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.527	.023
N		50	

Table 4.3.301: Equipment in the office (Workplace condition) * Opportunity for career growth (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.465	.129
N		50	

**Table 4.3.302: Equipment in the office (Workplace condition) *
Working condition (Extrinsic)**

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.336	.096
N		50	

**Table 4.3.303: Equipment in the office (Workplace condition) *
Job challenges (Intrinsic)**

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.378	.760
N		50	

**Table 4.3.304: Equipment in the office (Workplace condition) *
Loyalty (Intrinsic)**

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.413	.328
N		50	

**Table 4.3.305: Equipment in the office (Workplace condition) *
Reasonable discipline (Intrinsic)**

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.429	.508
N		50	

**Table 4.3.306: Equipment in the office (Workplace condition) *
Appreciation of job done (Intrinsic)**

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.610	.001
N		50	

**Table 4.3.307: Equipment in the office (Workplace condition) *
Sympathy towards personal problem (Intrinsic)**

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.329	.913
N		50	

**Table 4.3.308: Equipment in the office (Workplace condition) *
Feeling of involvement in organization (Intrinsic)**

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.632	.000
N		50	

The survey for association between job satisfaction facets and the race variable are based on contingency coefficient for nominal-to-nominal variables. Most of the equipment in the office variable are insignificantly correlated with job satisfaction facets which is $P > 0.1$. There are only three variables motivational factors that have significant level with equipment in the office variable, which are job security ($r = 0.527$ at $P < 0.05$), Appreciation of job done ($r = 0.610$ at $P = 0.001$) and Feeling of involvement in organization ($r = 0.632$ at $P = 0.000$). All the these motivational factors that connected with the equipment in the office are

the intrinsic factors for the employees. So the complete, modern and comfortable equipment will influence the intrinsic motivational factors among employees in FESSB.

**Table 4.3.309: Culture in the office (Workplace condition) *
Salary (Extrinsic)**

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.398	.668
N		50	

**Table 4.3.310: Culture in the office (Workplace condition) *
Job security (Extrinsic)**

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.441	.440
N		50	

**Table 4.3.311: Culture in the office (Workplace condition) *
Opportunity for career growth (Extrinsic)**

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.433	.484
N		50	

**Table 4.3.312: Culture in the office (Workplace condition) *
Working condition (Extrinsic)**

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.314	.241
N		50	

**Table 4.3.313: Culture in the office (Workplace condition) *
Job challenges (Intrinsic)**

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.516	.318
N		50	

**Table 4.3.314: Culture in the office (Workplace condition) *
Loyalty (Intrinsic)**

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.737	.000
N		50	

**Table 4.3.315: Culture in the office (Workplace condition) *
Reasonable discipline (Intrinsic)**

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.445	.722
N		50	

**Table 4.3.316: Culture in the office (Workplace condition) *
Appreciation of job done (Intrinsic)**

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.431	.494
N		50	

**Table 4.3.317: Culture in the office (Workplace condition) *
Sympathy towards personal problem (Intrinsic)**

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.557	.129
N		50	

**Table 4.3.318: Culture in the office (Workplace condition) *
Feeling of involvement in organization (Intrinsic)**

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.402	.649
N		50	

By analyzing the above data (Table 4.3.309 to 4.3.318), it shows that the culture in the office variable can only bring highly significant correlation to FESSB's loyalty which is $r = 0.737$ at $P = 0.000$. Culture in the office variable will not influence the motivation level among employees at other motivational factors such as good salary, job security, workplace condition and others. Perhaps it happen because the culture in the office such as the way of the FESSB manage their communication, promotion, benefits given, meeting, information and relationship among members in FESSB will shows the loyalty of FESSB to its employees.

Table 4.3.319: Visions & objectives unachievable (Workplace condition) * Salary (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.306	.952
N		50	

Table 4.3.320: Visions & objectives unachievable (Workplace condition) * Job security (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.431	.493
N		50	

Table 4.3.321: Visions & objectives unachievable (Workplace condition) * Opportunity for career growth (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.502	.155
N		50	

Table 4.3.322: Visions & objectives unachievable (Workplace condition) * Working condition (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.215	.656
N		50	

Table 4.3.323: Visions & objectives unachievable (Workplace condition) * Job challenges (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.546	.169
N		50	

Table 4.3.324: Visions & objectives unachievable (Workplace condition) * Loyalty (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.505	.144
N		50	

Table 4.3.325: Visions & objectives unachievable (Workplace condition) * Reasonable discipline (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.496	.430
N		50	

Table 4.3.326: Visions & objectives unachievable (Workplace condition) * Appreciation of job done (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.488	.207
N		50	

Table 4.3.327: Visions & objectives unachievable (Workplace condition) * Sympathy towards personal problem (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.518	.306
N		50	

Table 4.3.328: Visions & objectives unachievable (Workplace condition) * Feeling of involvement in organization (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.447	.406
N		50	

From the table 4.3.319 to table 4.3.328 above, the data revealed that there were highly insignificant relationship between visions & objectives unachievable variable and motivational factors which $P > 0.1$. So, there is no relationship between visions & objectives unachievable variable with the motivation among employees in FESSB.

Table 4.3.329: Confidence with security & health of workplace (Workplace condition) * Salary (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.348	.865
N		50	

Table 4.3.330: Confidence with security & health of workplace (Workplace condition) * Job security (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.409	.612
N		50	

Table 4.3.331: Confidence with security & health of workplace (Workplace condition) * Opportunity for career growth (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.289	.971
N		50	

Table 4.3.332: Confidence with security & health of workplace (Workplace condition) * Working condition (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.364	.105
N		50	

Table 4.3.333: Confidence with security & health of workplace (Workplace condition) * Job challenges (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.453	.678
N		50	

Table 4.3.334: Confidence with security & health of workplace (Workplace condition) * Loyalty (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.376	.766
N		50	

Table 4.3.335: Confidence with security & health of workplace (Workplace condition) * Reasonable discipline (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.487	.487
N		50	

Table 4.3.336: Confidence with security & health of workplace (Workplace condition) * Appreciation of job done (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.726	.000
N		50	

Table 4.3.337: Confidence with security & health of workplace (Workplace condition) * Sympathy towards personal problem (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.431	.782
N		50	

Table 4.3.338: Confidence with security & health of workplace (Workplace condition) * Feeling of involvement in organization (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.501	.158
N		50	

By analyzing the above data; Table 4.3.329 to 4.3.338, it shows that the confidence with security & health of workplace variable can only bring highly significant correlation to FESSB's appreciation of job done which is $r = 0.726$ at $P = 0.000$. Confidence with security & health of workplace variable will not influence the motivation level among employees at other motivational factors such as good salary, job security, workplace condition and others. Perhaps it happen because the confidence with security & health of workplace variable such as the way of the FESSB prepare the rules of safety and health at workplace, medical incentives, and others shows that FESSB is appreciate the job done by its employees.

Table 4.3.339: Comfort to work alone (Work group) * Salary (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.368	.799
N		50	

Table 4.3.340: Comfort to work alone (Work group) * Job security (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.342	.883
N		50	

Table 4.3.341: Comfort to work alone (Work group) * Opportunity for career growth (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.444	.425
N		50	

Table 4.3.342: Comfort to work alone (Work group) * Working condition (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.265	.437
N		50	

Table 4.3.343: Comfort to work alone (Work group) * Job challenges (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.531	.237
N		50	

Table 4.3.344: Comfort to work alone (Work group) * Loyalty (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.482	.235
N		50	

Table 4.3.345: Comfort to work alone (Work group) * Reasonable discipline (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.389	.916
N		50	

Table 4.3.346: Comfort to work alone (Work group) * Appreciation of job done (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.380	.751
N		50	

Table 4.3.347: Comfort to work alone (Work group) * Sympathy towards personal problem (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.548	.163
N		50	

Table 4.3.348: Comfort to work alone (Work group) * Feeling of involvement in organization (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.460	.337
N		50	

The table 3.4.339 to table 4.3.348 it shows that there were highly insignificant relationship between comfort to work alone variable and motivational factors which $P > 0.1$. So, there is no relationship between comfort to work alone variable with the motivation among employees in FESSB.

Table 4.3.349: Good result from group (Work group) * Salary (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.452	.382
N		50	

Table 4.3.350: Good result from group (Work group) * Job security (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.358	.833
N		50	

Table 4.3.351: Good result from group (Work group) * Opportunity for career growth (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.483	.229
N		50	

Table 4.3.352: Good result from group (Work group) * Working condition (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.467	.007
N		50	

Table 4.3.353: Good result from group (Work group) * Job challenges (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.421	.822
N		50	

Table 4.3.354: Good result from group (Work group) * Loyalty (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.407	.623
N		50	

Table 4.3.355: Good result from group (Work group) * Reasonable discipline (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.544	.180
N		50	

Table 4.3.356: Good result from group (Work group) * Appreciation of job done (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.327	.917
N		50	

Table 4.3.357: Good result from group (Work group) * Sympathy towards personal problem (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.589	.047
N		50	

Table 4.3.358: Good result from group (Work group) * Feeling of involvement in organization (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.367	.802
N		50	

As for the tables 4.3.349 to 4.3.358 above, we can see the association of good result from group variable and motivational factors were highly insignificant correlated which is $P > 0.1$. However, only one variable of motivational factors

namely working condition with good result from group variable which is significant with $r = 0.467$ at $P < 0.05$. Therefore, it can be presumed the contribution of good working condition will influence good result from group.

Table 4.3.359: Good cooperation from peers (Work group) * Salary (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.487	.076
N		50	

Table 4.3.360: Good cooperation from peers (Work group) * Job security (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.202	.989
N		50	

Table 4.3.361: Good cooperation from peers (Work group) * Opportunity for career growth (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.319	.772
N		50	

Table 4.3.362: Good cooperation from peers (Work group) * Working condition (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.135	.819
N		50	

**Table 4.3.363: Good cooperation from peers (Work group) *
Job challenges (Intrinsic)**

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.326	.918
N		50	

**Table 4.3.364: Good cooperation from peers (Work group) *
Loyalty (Intrinsic)**

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.401	.386
N		50	

**Table 4.3.365: Good cooperation from peers (Work group) *
Reasonable discipline (Intrinsic)**

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.421	.551
N		50	

**Table 4.3.366: Good cooperation from peers (Work group) *
Appreciation of job done (Intrinsic)**

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.420	.294
N		50	

Table 4.3.367: Good cooperation from peers (Work group) * Sympathy towards personal problem (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.455	.367
N		50	

Table 4.3.368: Good cooperation from peers (Work group) * Feeling of involvement in organization (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.420	.297
N		50	

Table 4.3.369: Ideas & creativities develop more when alone (Work group) * Salary (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.454	.370
N		50	

Table 4.3.370: Ideas & creativities develop more when alone (Work group) * Job security (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.467	.305
N		50	

**Table 4.3.371: Ideas & creativities develop more when alone
(Work group) * Opportunity for career growth (Extrinsic)**

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.424	.529
N		50	

**Table 4.3.372: Ideas & creativities develop more when alone
(Work group) * Working condition (Extrinsic)**

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.297	.305
N		50	

**Table 4.3.373: Ideas & creativities develop more when alone
(Work group) * Job challenges (Intrinsic)**

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.380	.934
N		50	

**Table 4.3.374: Ideas & creativities develop more when alone
(Work group) * Loyalty (Intrinsic)**

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.441	.442
N		50	

Table 4.3.375: Ideas & creativities develop more when alone (Work group) * Reasonable discipline (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.495	.439
N		50	

Table 4.3.376: Ideas & creativities develop more when alone (Work group) * Appreciation of job done (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.418	.564
N		50	

Table 4.3.377: Ideas & creativities develop more when alone (Work group) * Sympathy towards personal problem (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.522	.283
N		50	

Table 4.3.378: Ideas & creativities develop more when alone (Work group) * Feeling of involvement in organization (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.454	.372
N		50	

From the table 4.3.359 to table 4.3.378 above, it consist of two elements namely good cooperation from peers and, ideas & creativities develop more when alone variables to analyzing the work group in job satisfaction

facets. The data revealed that there were highly insignificant relationship between these two variables of job satisfaction facet with and motivational factors which $P > 0.1$. So, there is no influence between good cooperation from peers and, ideas & creativities develop more when alone variable with the motivation among employees in FESSB.

Table 4.3.379: Not enough support from peers (Relationship with peers) * Salary (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.479	.095
N		50	

Table 4.3.380: Not enough support from peers (Relationship with peers) * Job security (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.391	.434
N		50	

Table 4.3.381: Not enough support from peers (Relationship with peers) * Opportunity for career growth (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.340	.686
N		50	

Table 4.3.382: Not enough support from peers (Relationship with peers) * Working condition (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.251	.339
N		50	

Table 4.3.383: Not enough support from peers (Relationship with peers) * Job challenges (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.408	.615
N		50	

Table 4.3.384: Not enough support from peers (Relationship with peers) * Loyalty (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.444	.198
N		50	

Table 4.3.385: Not enough support from peers (Relationship with peers) * Reasonable discipline (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.503	.153
N		50	

Table 4.3.386: Not enough support from peers (Relationship with peers) * Appreciation of job done (Intrinsic)

Symmetric Measures		R	p
Nominal by Nominal	Contingency Coefficient	.450	.178
N		50	

Table 4.3.387: Not enough support from peers (Relationship with peers) * Sympathy towards personal problem (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.437	.459
N		50	

Table 4.3.388: Not enough support from peers (Relationship with peers) * Feeling of involvement in organization (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.364	.570
N		50	

As the result from the contingency coefficients for nominal-to-nominal variables from table 4.3.379 to table 4.3.388 above, there is also insignificantly correlated between not enough support from peers variable and ten motivational factors.

Table 4.3.389: High cooperation by peers when working (Relationship with peers) * Salary (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.445	.367
N		50	

Table 4.3.390: High cooperation by peers when working (Relationship with peers) * Job security (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.338	.891
N		50	

Table 4.3.391: High cooperation by peers when working (Relationship with peers) * Opportunity for career growth (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.333	.904
N		50	

Table 4.3.392: High cooperation by peers when working (Relationship with peers) * Working condition (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.195	.747

Table 4.3.393: High cooperation by peers when working (Relationship with peers) * Job challenges (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.526	.260
N		50	

Table 4.3.394: High cooperation by peers when working (Relationship with peers) * Loyalty (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.592	.008
N		50	

Table 4.3.395: High cooperation by peers when working (Relationship with peers) * Reasonable discipline (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.446	.713
N		50	

Table 4.3.396: High cooperation by peers when working (Relationship with peers) * Appreciation of job done (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.733	.000
N		50	

Table 4.3.397: High cooperation by peers when working (Relationship with peers) * Sympathy towards personal problem (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.386	.923
N		50	

Table 4.3.398: High cooperation by peers when working (Relationship with peers) * Feeling of involvement in organization (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.506	.143
N		50	

From the table 4.3.231 to 4.3.240, the tests for association between high cooperation by peers when working with ten job-related motivational factors are based on contingency coefficients for nominal-to-nominal variables. Almost all this motivational factors constructs are insignificantly correlated with high cooperation by peers when working variable at $P > 0.1$. However, the intrinsic factor, namely appreciation of job done is highly significant correlated with the variable problems at work ($r = 0.733$ at $P < 0.01$). Meanwhile, the other intrinsic factor such as company's loyalty indicates significant correlation with the problems at work variable ($r = 0.592$ at $P < 0.05$).

Table 4.3.399: Proud to work in the group (Relationship with peers) * Salary (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.424	.281
N		50	

Table 4.3.400: Proud to work in the group (Relationship with peers) * Job security (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.321	.767
N		50	

Table 4.3.401: Proud to work in the group (Relationship with peers) * Opportunity for career growth (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.356	.610
N		50	

Table 4.3.402: Proud to work in the group (Relationship with peers) * Working condition (Extrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.223	.456
N		50	

Table 4.3.403: Proud to work in the group (Relationship with peers) * Job challenges (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.427	.514
N		50	

Table 4.3.404: Proud to work in the group (Relationship with peers) * Loyalty (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.326	.746
N		50	

Table 4.3.405: Proud to work in the group (Relationship with peers) * Reasonable discipline (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.394	.689
N		50	

Table 4.3.406: Proud to work in the group (Relationship with peers) * Appreciation of job done (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.338	.693
N		50	

Table 4.3.407: Proud to work in the group (Relationship with peers) * Sympathy towards personal problem (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.536	.065
N		50	

Table 4.3.408: Proud to work in the group (Relationship with peers) * Feeling of involvement in organization (Intrinsic)

Symmetric Measures		r	p
Nominal by Nominal	Contingency Coefficient	.442	.207
N		50	

The table 3.4.399 to table 4.3.408 it shows that there were highly insignificant relationship between proud to work in the group variable and motivational factors which $P > 0.1$ and $P > 0.05$. So, there is no relationship between proud to work in the group variable with the motivation among employees in FESSB.

4.4 MEANS ANALYSIS AND INTERPRETATION

4.4.1 MOTIVATION

Descriptive Statistics

TABLE 4.4.1	N	MEAN	STD. DEVIATION	RANKING
Good Salary (Extrinsic)	50	4.4000	.6999	3
Job security (Extrinsic)	50	4.1200	.9823	6
Opportunity for career growth (Extrinsic)	50	4.3800	.8545	4
Good Working condition (Extrinsic)	50	4.8200	.3881	1
Job challenges (Intrinsic)	50	3.2000	1.2454	10
Loyalty (Intrinsic)	50	4.0800	.7783	7
Reasonable discipline (intrinsic)	50	3.6200	1.1586	8
Full appreciation of job done (Intrinsic)	50	4.1400	.6392	5
Welfare; sympathy towards personal problem (Intrinsic)	50	3.2400	.9596	9
Cooperation; feeling of being involved in organization (Intrinsic)	50	4.4200	.7584	2
Valid N (list wise)	50			

From table 4.4.1 above showed that the working condition registered as a highest rank by mean test of 4.8200, second rank is feeling of being involved in the organization with mean 4.4200. Meanwhile good salary is placed at third rank with 4.4000, opportunity for career growth in the organization was placed at fourth rank and job challenges was placed last where only 3.2000.

It also showed that employees prefer extrinsic factors. However, this result contradicts the findings of Herzberg (1987). He indicated that 80% of the factors satisfying job opportunities of US employees were intrinsic elements of the job. It also contradicted the study done by Holt (1993). The 10 job-related motivational factors can be divided into four discrete group. The first group of satisfiers consists of extrinsic motivators (good salary and job security). The second group is associated with the administration of the management (company loyalty to employees, good working condition and opportunity for career growth in the organization and reasonable discipline). The third is associated with immediate supervision (interesting work, full appreciation of work done and feeling of being involved). The fourth is sympathetic help with personal problem. Therefore, hypothesis that states there is a difference in rank of importance of the perception of the 10 job-related motivational factors posited by Kovach among employees at FESSB can be accepted.

4.4.2 -- JOB SATISFACTION

Descriptive Statistics

TABLE 4.4.2	N	MEAN	STD. DEVIATION	RANKING
Work happiness (Nature of job)	50	3.7800	.9100	8
Specification of work (Nature of job)	50	4.3600	.6312	3
Problems at work (Nature of job)	50	2.9800	1.1516	16
Contribution of ideas (Nature of job)	50	2.8200	1.0240	17
Salary worthwhile with job (Salary & promotion)	50	3.8400	.4677	7

Incremental of salary (Salary & promotion)	50	4.5000	.5440	1
Unhappy with promotion (Salary & promotion)	50	1.7600	.7709	20
Satisfy with the development of carrier (Salary & promotion)	50	3.4800	1.3589	12
Comfortable with workplace (Workplace condition)	50	3.9600	.7273	5
Equipment in the office (Workplace condition)	50	4.4000	.6701	2
Culture in the office (Workplace condition)	50	3.7800	1.1657	9
Visions and objectives unachievable (Workplace condition)	50	2.4600	1.0730	18
Confidence with security & health of workplace (Workplace condition)	50	4.2000	.7825	4
Comfort to work in alone (Work group)	50	3.1400	1.5909	15
Good results from group (Work group)	50	3.3400	1.3644	13
Good cooperation from peers (Work group)	50	3.7400	1.1395	10
Ideas & creativities develop more when alone (Work group)	50	3.3200	1.1328	14
Not enough support from peers (Relationship with peers)	50	2.3400	1.0994	19
High cooperation by peers when working (Relationship with peers)	50	3.7200	.8816	11
Proud to work in group (Relationship with peers)	50	3.8600	.7827	6
Valid N (list wise)	50			

The table 4.4.2 above indicates that the mean test of respondents of job satisfaction facets. Twenty selection variables are ranked from the most important to least important, based on the mean. The highest possible mean was 4.500 (Incremental of salary), and the lowest possible mean was 1.7600 (Unhappy with promotion). Only 5 items obtained means below 2.5, whereas the rest recorded above average ratings. The three highly

rated job satisfaction facets are incremental of salary, comfortable with workplace and Specification of work. Therefore, it is important for FESSB to emphasizing on the incremental of salary procedure in FESSB.

4.5 CORRELATION AND INTERPRETATION

4.5.1 PEARSON CORRELATION

Table 4.5.1	Opportunity for career growth (Extrinsic)	Working condition (Extrinsic)	Appreciation of job done (Intrinsic)	Loyalty (Intrinsic)	Reasonable Discipline (Intrinsic)
Job security (Extrinsic)	0.479**	0.379**	0.298*	-	-
Job Challenges (Intrinsic)	-	-	-	0.341*	-
Loyalty (Intrinsic)	-	-	-	-	0.283*

** Correlation is significant at the 0.01 level (2-tailed)

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

4.5.2 SPEARMAN'S RHO

Table 4.5.2	Salary (Extrinsic)	Opportunity for career growth (Extrinsic)	Working condition (Extrinsic)	Appreciation of job done (Intrinsic)	Loyalty (Intrinsic)
Salary (Extrinsic)	-0.288*	-	-	-	-
Job Security (Extrinsic)	-	0.371**	0.332*	0.348*	-
Job Challenges (Intrinsic)	-	-	-	-	0.283*
Reasonable Discipline (Intrinsic)	-	-	-	-	0.331*

** Correlation is significant at the 0.01 level (2-tailed)

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

Correlation among Kovach's Ten Job-related motivational factors is shown in table 4.5.1 and 4.5.2 using the Pearson and Spearman correlation. The values of Person Correlation (r) between motivational factors such as Appreciation of job done - Job security, Loyalty - Job Challenges and Reasonable Discipline – Loyalty showed a significant correlation at the 0.05 level. with one another. The lowest value and the highest level of Pearson correlation were 0.283* and 0.341* respectively. Meanwhile, Opportunity for career growth - Job security and Working condition - Job security, indicates a significant correlation at the 0.01 level.

So, from the data we can presumed that the opportunity for career growth have strong relationship with job security as well as the relationship between job security with working condition which consist in the ten motivational factors.

In terms of Spearman RHO, the data above shown that Job Security – Salary, Working condition - Job Security, Appreciation of job done - Job Security, Loyalty - Job Challenges and Loyalty - Reasonable Discipline represent a significant correlation at the 0.05 level. The lowest value and the highest level of Spearman RHO were -0.288* and 0.348* respectively. Meanwhile, only Opportunity for career growth - Job security indicates a significant correlation at the 0.01 level with value 0.371**.

From the result of Spearman RHO, we can concluded that among all the ten motivational factors the most significant level that influence in motivation among employees in FESSB is the Opportunity for career growth with Job security.

4.6 HYPOTHESIS ANALYSIS

4.6.1 Hypothesis one

There is significant relationship between demographic factors of the employees with extrinsic and intrinsic job-related factors.

H1: There is significant relationship between certain demographic factors of the employees with extrinsic and intrinsic job-related factors.

Findings:

The Cross-tabulation data shown that:

Demographic data such as gender, level of education and year of service will bring influences to the motivational level among employees.

Meanwhile, age, monthly salary, race and marital status not bring any effect to the motivational level.

We also can see that the extrinsic factor namely, working condition have significant correlated level of education which $P < 0.05$. Meanwhile, the intrinsic factor such as loyalty have highly significant correlation with educational level at $P = 0.000$. Nevertheless the job challenges also have relationship with year of service variable with result of $P < 0.05$.

4.6.2 Hypothesis two

There is a positive relationship between job satisfaction with the nature of job.

H1: There is a positive relationship between job satisfaction with the nature of job.

Findings:

Refer to frequency; almost all the elements in job satisfaction gain a positive sign (majority vote on job satisfaction level) with the nature of job.

Work happiness (Agree 56%, Strongly Agree 18%)

Specification of job (Agree 48%, Strongly Agree 44%)

Problems doing job (Agree 44%, Disagree 38%)

Opportunities to develop ideas (Disagree 46%, Strongly Agree 28%)

We can presumed that the nature of job is in the moderate level, FESSB should encourage the employees to develop employees ideas and involved them in the decision making.

Mean Test: Highest value in the nature of job is ranked 3 (4.4)

4.6.3 Hypothesis three

There is a positive influence between job satisfaction with employees' perceived working conditions.

H1: There is a positive influence between job satisfaction with employees' perceived working conditions.

Findings:

Refer to frequency; almost all the elements in job satisfaction gain a positive sign (majority vote on job satisfaction level) with the working conditions variables.

Comfortable working condition (Agree 66%, Strongly agree 18%)

Equipment in the office (Agree 48%, Disagree 46%)

Culture in the office (Agree 26%, Strongly agree 46%, No decision 20%)

Vision and objective unachievable (Strongly Agree 18%, Disagree 20%)

Confidence with safety & Health (Agree 58%, Strongly Disagree 34%)

Mean test: Highest value in the is working conditions ranked 5 (3.96)

4.6.4 Hypothesis four

There is a positive relationship between job satisfaction with the salary and promotion.

H1: There is a positive relationship between job satisfaction with the salary and promotion.

Findings:

Refer to frequency; all the elements in job satisfaction gain a positive sign (majority vote on job satisfaction level) with the salary and promotion.

Equitable salary (Agree 82%)

Incremental of salary procedure (Agree 46%, Strongly Agree 52%)

Not satisfy with the promotion (Disagree 52%, Strongly Disagree 38%)

Career development (Agree 34%, Strongly Agree 26%)

Mean test: Highest value in the is salary and promotion ranked 1 (4.5)

4.6.5 Hypothesis five

There is be a positive relationship between job satisfaction with the work group

H1: There is being a positive relationship between job satisfaction with the work group.

Findings:

Refer to frequency; there is least elements in job satisfaction gain a positive sign (majority vote on job satisfaction level) with the work group.

Refer to frequency; all the elements in job satisfaction gain a positive sign (majority vote on job satisfaction level) with the work group.

Comfort to work alone (Agree 82%)

Good result from work group (Agree 28%, Strongly Agree 24%)

Good cooperation from peers when working (Agree 32%, Strongly agree 32%)

Ideas & creativity develop more when alone (Agree 32%, Disagree 24%, No Decision 24%)

Mean test: Highest value in the work group is ranked 10 (3.74)

4.6.6 Hypothesis six

There is a positive relationship between job satisfaction with the relationship with peers.

H1: There is a positive relationship between job satisfaction with the relationship with peers.

Findings:

Refer to frequency; only certain elements in job satisfaction gain a positive sign (majority vote on job satisfaction level) with the relationship with peers.

Not enough support from peers (Strongly Agree 30%, No decision 28%)

High cooperation from peers (Agree 50%, Strongly agree 16%, No Decision 26%)

Proud to working with peers alone (Agree 56%, Disagree 18%, No Decision 20%)

Mean test: Highest value in the relationship with peers is ranked 6 (3.86)

4.6.7 Hypothesis seven

There is contingent between job satisfaction of the employees with extrinsic and intrinsic motivational factors.

H1: There is contingent between job satisfaction of the employees with extrinsic and intrinsic motivational factors.

Findings:

The Cross-tabulation data shown that:

Motivational factors such as good salary, appreciation of job done, job security, Opportunity for career growth, feeling of involvement, loyalty, and sympathy towards personal problem have significance relationship with job satisfaction. Meanwhile, working condition, job challenges and tactful discipline were insignificant to the job satisfaction level in FESSB.

We also can see that the extrinsic factor namely, Opportunity for career growth have highly significant correlated with level of job satisfaction which $P = 0.000$. Meanwhile, the intrinsic factor such as loyalty, feeling of involvement and appreciation of job done have highly significant correlation with job satisfaction level at $P = 0.000$.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1 CONCLUSION

Based on the finding and interpretation, I found that there is no doubt that the FESSB is have good perception among its employees in terms of salary, promotion, and working condition. However to enhance the best performance the FESSB should consider in revising several aspects such as work group, the nature of job, relationship among peers and the nature of job given to its employees.

This is because all the elements that I said above are to determine the satisfaction level among employees. The greatest prize from employment is job satisfaction (Rodgers, 1987). The motivated employees help organization survive (Bower & Radhakrishna, 1999) especially in era of globalization and speed technological changes.

There is also contingency between motivation and job satisfaction in term of problems in doing work with the good salary and appreciation of job done, Equitable salary with job security, career development and Feeling of involvement, comfortable working condition with loyalty, equipment with job security, appreciation of job done, and feeling of involvement and others that have discuss in the chapter four before. Heweever there is the less contingency between

job satisfaction and motivation in terms of relationship with peers and work group in FESSB. Therefore not all the job satisfaction facets will affect the motivational level among employees in the FESSB.

The findings show that for employees in FESSB the extrinsic work values took precedent over intrinsic values where out of ten Kovach's Job- related motivational factors; Good Working Condition (Ranked first), Feeling of being involved in organization (Ranked second), Good Salary (Ranked third), Opportunity for career growth (Ranked fourth), Full appreciation of job done (Ranked fifth), Job security (Ranked sixth), Loyalty (Ranked eight), Sympathy towards personal problem (Ranked ninth) and Job challenges (Ranked tenth) respectively. The mean test score for the extrinsic job related motivational factors at 4.12.

5.2 RECOMMENDATIONS

Previous researchers have listed numerous suggestions and Recommendations to tackle the issue of job satisfaction such as increase level of compensation for all hospitality employees, encouraging them to be proactive in planning their careers, encouraging the employees' participation in volunteer work and professional, organizational to increase their sense of accomplishment, carried out timely and detailed evaluation of employees to increase their perception of job securities, and create work environment in which the employees feel valued.

These recommendations are based on the answers given by most of the respondents and findings of this research. The following recommendations were intend to improve or modify FESSB's strategies in upgrade the performance, beside to bring new ideas in improving the motivation and job satisfaction among employees in Felda Engineering Services Sdn. Bhd:-

5.2.1 Improve communication

Motivating people can be challenging work because associates are individuals. I means that what work for one, may not work for others. Managers must be able to communicate with associates. According to Muchinsky (1990), job satisfaction is more to the individual response, so how the managers can manage their employees, if they failed to have sent the message as the employees can accept? And how they can manage the organization if the organization failed to identify the problem occurs in the organization that spread out like virus in the company? Therefore, the researcher has found out that to the best way to handle the problem successfully is to have two-way discussion between management and the employees. Nevertheless, the feedback system must be managed well-timed, control, publicly observed, sensitive and specific. Other than that, encourage the employees with rewards and incentives for initiative and new ideas, share the information with staff in regular basis, minimizing role conflict, ambiguity, and involve staff with discussion especially those that will effect them. Management

also needs to listen to the employees' opinions and complaints and take action accordingly.

5.2.2 Create opportunities for employees to growth

- . FESSB also needs to create opportunities for the employees to growth by promoting young employees if they qualified and provide adequate in house training for their career advancement. Also, support employees to pursue a bachelor's degree while receiving tuition discount or a waiver. Employees who perceive growth opportunities are more satisfied and can increased self-esteem and empowerment. So, as a long term investment FESSB should create the learning organization as to naturalize with the rapid changes environment nowadays.

5.3.3 Alert with their employees performance

FESSB needs to be constantly alert with their employee's performance to ensure that job satisfaction and motivation issues can be detected and corrected at a very early stage. For example to make a counter system to the objectives and mission achieved by the FESSB such as is it the duty that given to the employees following the performance expected or not? Is the duration of the duty is following the schedule or not? How about the quality of work given? And how about the process of work has done? Nevertheless, the crucial expectancy values such as there is link between effort of employees and performance must also to be existed in FESSB

5.3.4 Encourage work group

Supportive peers will not permitting job dissatisfaction. Nowadays, we are facing more challenging and competitive world. To be successful and strong organization the employees should to naturalize with the work group not just left the concept that the work group is important but not to practice it. So, FESSB must to ensure that their employees are cooperating rather than competing. Other than that, it would avoid the employees blaming others for their mistakes and being obstructive.

5.3.5 Give recognition for the job performed

According to Kovach (1999), more often than not non-monetary incentives are best. So, the recognition is the best way to increase the motivation among employees as well as the employees' satisfaction. The management can make recognition through variety of way such as employee for the month, giving the employee that employee a plaque, bring bonuses for them who less absenteeism and others.

5.3.6 Improve the relationship among peers

A workplace is a social network of colleagues pulling together to accomplish the job. It is important for management to monitor its employees to ensure there is no bias or discrimination for the minority employees.

5.3.7 Create the challenges and interesting work among employees

From the data it seems that most of the employees in FESSB are from the maturity person above 30 years old that have the year of service from 5 years and above. According to (Kovach, 1987), employees get older, interesting work become more to motivator factor. So pleasurable emotional can arise from the work rewards and organizational rewards. Task rewards are more to the intrinsic factor such as challenging work, variety and opportunity to use one's skills and abilities and others. Therefore management needs to give challenging task to these maturity ages and utilize talents of the employees. Pay incentives might be appealing to young employees, professional development opportunities might interest mid-career associates and being part of policy and strategic planning might interest long-term associates. The best producers respond to reasonable challenge and mentally challenging work could stimulate employee growth and satisfaction.

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APPENDICES



FELDA ENGINEERING SERVICES SDN. BHD. (299557-X)

Bil. (25) FESSB/

18 September 2003

En. Ahmad Naquiyiddin Sanusi Bakar
Koordinator Program
Ijazah Sarjan Muda Penaksiran Korporat
University Technology MARA
Cawangan Melaka.

Tuan,

Penyelidikan Di Felda Engineering Services Sdn. Bhd.

Surat tuan bil. 100-CM(AKA 14/3/4) bertarikh 30/6/03 dirujuk.

Dimaklumkan bahawa Syarikat ini bersetuju memberi kebenaran kepada pelajar berikut untuk membuat penyelidikan di Syarikat ini bagi tujuan akademik.

1. Khairatul Liza binti Arshad
(2001312532)
2. Zaitul Fadhilah binti Samsudin
(2001312868)

Sekian. Terima kasih.

Yang benar,

[MARINA HARUN]
Pengurus Latihan

- s.k.
1. Khairatul Liza binti Arshad
(2001312532)
 2. Zaitul Fadhilah binti Samsudin
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MD: UTM Melaka

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Tel: 03-26935211 Fax: 03-26936717



**UNIVERSITI TEKNOLOGI MARA
KAMPUS ALOR GAJAH**

Responden yang dihormati, adalah dengan ini saya mengharapkan kerjasama dari pihak anda bagi membantu saya menyiapkan 'tesis' yang bertajuk

**“A STUDY ON THE ASSOCIATION BETWEEN THE JOB SATISFACTION
AND MOTIVATION AMONG THE EMPLOYEES OF THE FELDA
ENGINEERING SERVICES SDN. BHD.”**

Segala maklumat adalah sulit dan akan dirahsiakan. Segala kerjasama tuan / puan dalam borang soalselidik ini sangat dihargai dan didahului dengan ucapan ribuan terima kasih.

BAHAGIAN A : LATARBELAKANG RESPONDEN

Tuan / Puan diminta menandakan (x) di ruang yang disediakan dan memilih hanya satu jawapan bagi setiap soalan.

1. Jantina :

☐	Lelaki
☐	Perempuan

2. Bangsa

☐	Melayu
☐	Cina
☐	India
☐	Lain-lain

3. Kumpulan Umur

☐	Di bawah 25 tahun
☐	26 – 30 tahun
☐	31 – 35 tahun
☐	36 – 40 tahun
☐	41 – 45 tahun
☐	46 – 50 tahun
☐	50 tahun ke atas

4. Status perkahwinan

	Bujang
	Berkahwin
	Bercerai / berpisah

5. Taraf pendidikan

	Tamat Sekolah rendah
	SRP / LCE
	SPM / MCE
	Diploma / Sijil
	Siswazah / Ijazah

6. Bilangan tahun dalam perkhidmatan

	Kurang dari 5 tahun
	5 – 9 tahun
	10 – 14 tahun
	15 – 19 tahun
	20 – 25 tahun
	Melebihi 25 tahun

7. Pendapatan bulanan

	Kurang dari RM 1000
	RM 1000 – RM 1999
	RM 2000 – RM 2999
	RM 3000 – RM 3999
	RM 4000 – RM 4999
	RM 5000 ke atas

Soalan-soalan di bawah ini adalah berkaitan dengan faktor-faktor yang boleh menjadi dorongan di tempat kerja. Sila tandakan :TAHAP KEPENTINGAN” faktor-faktor tersebut berdasarkan kepentingannya dalam mendorong anda dengan menggunakan skala 1 hingga 5. Tahap ‘1’ bermaksud faktor tersebut adalah ‘Yang Paling Rendah Kepentingannya’ dan tahap ‘5’ pula bermaksud ‘Yang Paling Tinggi Kepentingannya’. Pilih angka –angka dari 1 hingga 5.Sila tandakan (X) pada kotak yang disediakan.

Kajian faktor-faktor luaran

- ### *Kajian faktor-faktor dalaman*

1. Pekerjaan yang menantang dan dapat menimbulkan minat
2. Kesetiaan dan ketaatan jabatan kepada pekerja-pekerjanya
3. Kebijaksanaan dalam pengurusan disiplin (mendorong daripada menghukum)

[illegible]

	5	4	3	2	1
4. Penghargaan ke atas kerja-kerja yang disiapkan					
5. Menunjukkan rasa belas kasihan dan simpati dalam masalah peribadi					
6. Perasaan sentiasa terlibat sama dalam organisasi					

BAHAGIAN C

Soalan-soalan di bawah ini adalah berkaitan kepuasan kerja. Sila tandakan “TAHAP PERSETUJUAN” anda kepada kenyataan-kenyataan di bawah ini dengan menggunakan skala 1 hingga 5. Nilai ‘1’ bermaksud anda ‘Sangat Tidak Setuju’, ‘2’ Tidak Setuju, ‘3’ Tidak Pasti, ‘4’ Setuju dan ‘5’ pula bermaksud ‘Sangat Setuju’. Pilihlah angka –angka dari 1 hingga 5. dan sila tandakan (x) pada kotak yang disediakan.

KEADAAN TUGAS

1. Anda gembira dengan jawatan sekarang.
2. Anda melakukan tugas berdasarkan spesifikasi.
3. Anda sering menghadapi masalah dalam melaksanakan tugas.
4. Anda diberi peluang mempelbagaikan idea dalam kerjaya.

5	4	3	2	1

UPAH DAN KENAIKAN PANGKAT

1. Gaji saya adalah setimpal dengan tanggungjawab yang diamanahkan kepada saya.
2. Kenaikan gaji di tempat saya adalah berdasarkan prosedur yang ditetapkan.
3. Saya tidak berpuas hati dengan cara yang di amalkan oleh organisasi ini dalam hal kenaikan pangkat.
4. Saya berpuas hati dengan perkembangan kerjaya saya.

5	4	3	2	1

KEADAAN TEMPAT KERJA

1. Saya berasa selesa bekerja di organisasi ini.
2. Kesemua kelengkapan di tempat saya adalah lengkap.
3. Saya gembira dengan budaya di tempat kerjaya saya.
4. Visi dan objektif jabatan saya sukar dicapai.
5. Saya tidak ragu-ragu dengan tahap keselamatan dan kesihatan di tempat kerja.

KERJA BERKUMPULAN

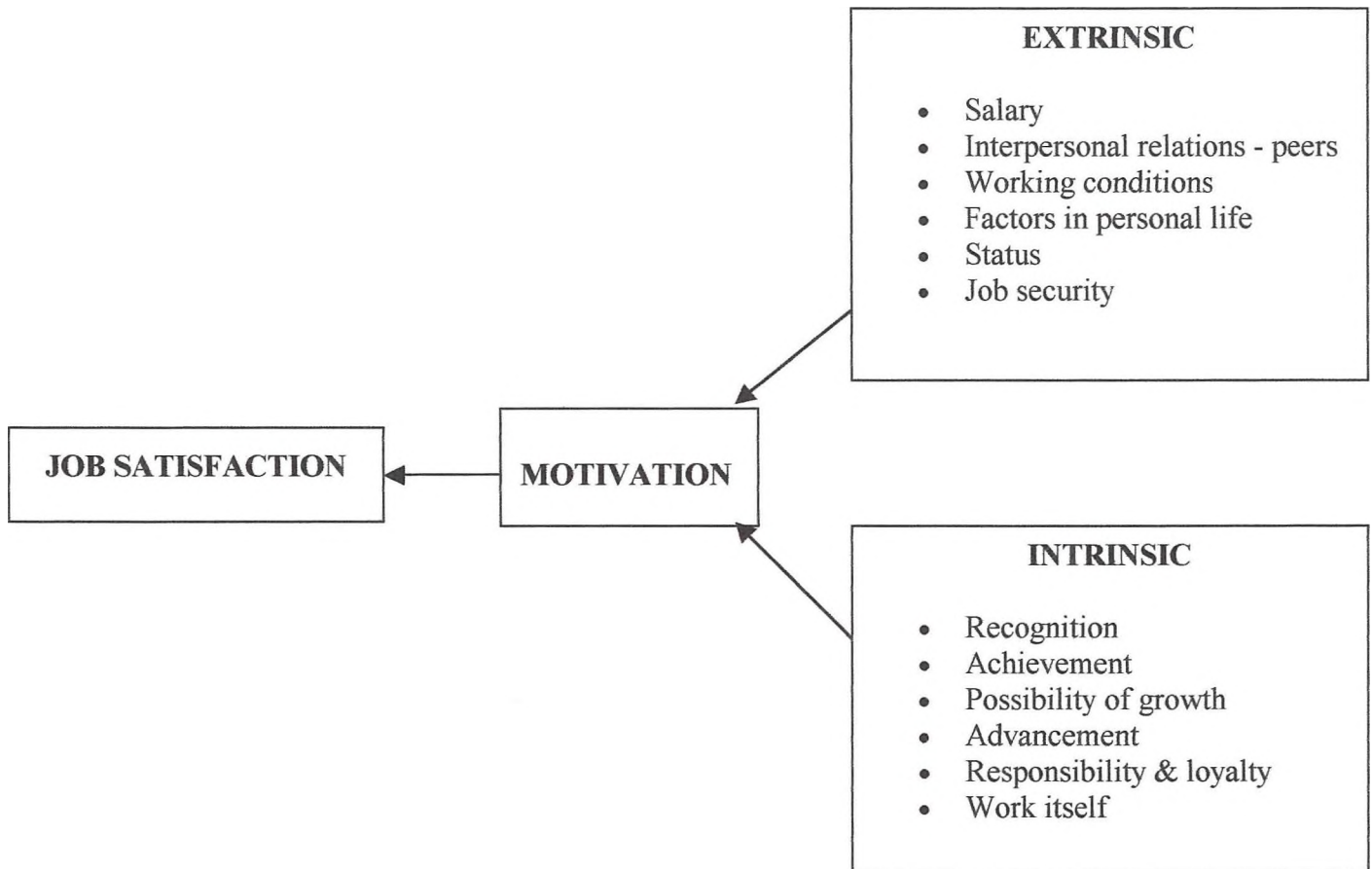
1. Saya selesa bekerja bersendirian.
2. Hasil kerjasama kumpulan adalah lebih baik.
3. Rakan saya memberi kerjasama sepenuhnya.
4. Sukar menumpukan perhatian terhadap kerjaya melainkan bersendirian.
5. Idea dan kreativiti saya lebih bercambah semasa bersendirian daripada berkumpul.

PERHUBUNGAN SESAMA RAKAN SEJAWATAN

1. Rakan-rakan sekerja saya tidak memberi sokongan yang mencukupi.
2. Setiap kali saya meminta seseorang untuk melaksanakan kerja di dalam jabatan saya, kerja itu pasti beres.
3. Saya rasa seronok bekerja dengan rakan-rakan sekerja di dalam organisasi saya.

5	4	3	2	1
5	4	3	2	1
5	4	3	2	1

**CONCEPTUAL MODEL OF THE ASSOCIATION BETWEEN JOB
SATISFACTION AND MOTIVATION**



Frequency Table

gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	27	54.0	54.0	54.0
	female	23	46.0	46.0	100.0
	Total	50	100.0	100.0	

race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	malay	49	98.0	98.0	98.0
	chinese	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	26 - 30 years old	10	20.0	20.0	20.0
	31 - 35 years old	24	48.0	48.0	68.0
	36 - 40 years old	16	32.0	32.0	100.0
	Total	50	100.0	100.0	

marital status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	single	14	28.0	28.0	28.0
	married	36	72.0	72.0	100.0
	Total	50	100.0	100.0	

level of education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SRP/PMR/LCE	1	2.0	2.0	2.0
	SPM/MCE	24	48.0	48.0	50.0
	diploma/certificate	25	50.0	50.0	100.0
	Total	50	100.0	100.0	

duration

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 5 years	9	18.0	18.0	18.0
	5 - 9 years	35	70.0	70.0	88.0
	10 - 14 years	6	12.0	12.0	100.0
	Total	50	100.0	100.0	

monthly salary

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than RM 1000	3	6.0	6.0	6.0
	RM 1000 - RM 1999	40	80.0	80.0	86.0
	RM 2000 - RM 2999	7	14.0	14.0	100.0
	Total	50	100.0	100.0	

salary (extrinsic)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less important	1	2.0	2.0	2.0
	fair	3	6.0	6.0	8.0
	important	21	42.0	42.0	50.0
	the most important	25	50.0	50.0	100.0
	Total	50	100.0	100.0	

job security (extrinsic)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less important	3	6.0	6.0	6.0
	fair	12	24.0	24.0	30.0
	important	11	22.0	22.0	52.0
	the most important	24	48.0	48.0	100.0
	Total	50	100.0	100.0	

opportunity for career growth (extrinsic)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less important	2	4.0	4.0	4.0
	fair	6	12.0	12.0	16.0
	important	13	26.0	26.0	42.0
	the most important	29	58.0	58.0	100.0
	Total	50	100.0	100.0	

working condition (extrinsic)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid important	9	18.0	18.0	18.0
the most important	41	82.0	82.0	100.0
Total	50	100.0	100.0	

job challenges (intrinsic)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid not important at all	6	12.0	12.0	12.0
less important	9	18.0	18.0	30.0
fair	11	22.0	22.0	52.0
important	17	34.0	34.0	86.0
the most important	7	14.0	14.0	100.0
Total	50	100.0	100.0	

loyalty (intrinsic)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid less important	1	2.0	2.0	2.0
fair	10	20.0	20.0	22.0
important	23	46.0	46.0	68.0
the most important	16	32.0	32.0	100.0
Total	50	100.0	100.0	

reasonable discipline (intrinsic)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid not important at all	2	4.0	4.0	4.0
less important	8	16.0	16.0	20.0
fair	10	20.0	20.0	40.0
important	17	34.0	34.0	74.0
the most important	13	26.0	26.0	100.0
Total	50	100.0	100.0	

appreciation of job done (intrinsic)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid less important	1	2.0	2.0	2.0
fair	4	8.0	8.0	10.0
important	32	64.0	64.0	74.0
the most important	13	26.0	26.0	100.0
Total	50	100.0	100.0	

welfare;sympathy towards personal problem (intrinsic)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not important at all	1	2.0	2.0	2.0
	less important	11	22.0	22.0	24.0
	fair	17	34.0	34.0	58.0
	important	17	34.0	34.0	92.0
	the most important	4	8.0	8.0	100.0
	Total	50	100.0	100.0	

cooperation;feeling involvement in organization (intrinsic)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less important	1	2.0	2.0	2.0
	fair	5	10.0	10.0	12.0
	important	16	32.0	32.0	44.0
	the most important	28	56.0	56.0	100.0
	Total	50	100.0	100.0	

work happiness (nature of job)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	7	14.0	14.0	14.0
	no decision	6	12.0	12.0	26.0
	agree	28	56.0	56.0	82.0
	strongly agree	9	18.0	18.0	100.0
	Total	50	100.0	100.0	

specification of work (nature of job)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no decision	4	8.0	8.0	8.0
	agree	24	48.0	48.0	56.0
	strongly agree	22	44.0	44.0	100.0
	Total	50	100.0	100.0	

problems at work (nature of job)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	4	8.0	8.0	8.0
	disagree	19	38.0	38.0	46.0
	no decision	3	6.0	6.0	52.0
	agree	22	44.0	44.0	96.0
	strongly agree	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

contribution of ideas (nature of job)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	4.0	4.0	4.0
	disagree	23	46.0	46.0	50.0
	no decision	9	18.0	18.0	68.0
	agree	14	28.0	28.0	96.0
	strongly agree	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

salary worthwhile with job (salary & promotion)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	1	2.0	2.0	2.0
	no decision	7	14.0	14.0	16.0
	agree	41	82.0	82.0	98.0
	strongly agree	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

incremental of salary (salary & promotion)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no decision	1	2.0	2.0	2.0
	agree	23	46.0	46.0	48.0
	strongly agree	26	52.0	52.0	100.0
	Total	50	100.0	100.0	

unhappy with promotion (salary & promotion)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	19	38.0	38.0	38.0
	disagree	26	52.0	52.0	90.0
	no decision	4	8.0	8.0	98.0
	strongly agree	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

satisfy with the development of carrier (salary & promotion)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	7	14.0	14.0	14.0
	disagree	5	10.0	10.0	24.0
	no decision	8	16.0	16.0	40.0
	agree	17	34.0	34.0	74.0
	strongly agree	13	26.0	26.0	100.0
	Total	50	100.0	100.0	

comfortable with workplace (workplace condition)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	3	6.0	6.0	6.0
	no decision	5	10.0	10.0	16.0
	agree	33	66.0	66.0	82.0
	strongly agree	9	18.0	18.0	100.0
	Total	50	100.0	100.0	

equipment in the office (workplace condition)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	1	2.0	2.0	2.0
	no decision	2	4.0	4.0	6.0
	agree	23	46.0	46.0	52.0
	strongly agree	24	48.0	48.0	100.0
	Total	50	100.0	100.0	

culture in the office (workplace condition)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	2.0	2.0	2.0
	disagree	8	16.0	16.0	18.0
	no decision	10	20.0	20.0	38.0
	agree	13	26.0	26.0	64.0
	strongly agree	18	36.0	36.0	100.0
	Total	50	100.0	100.0	

visions and objectives unachievable (workplace condition)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	9	18.0	18.0	18.0
	disagree	21	42.0	42.0	60.0
	no decision	9	18.0	18.0	78.0
	agree	10	20.0	20.0	98.0
	strongly agree	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

confidence with security & health of workplace (workplace condition)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	2.0	2.0	2.0
	disagree	1	2.0	2.0	4.0
	no decision	2	4.0	4.0	8.0
	agree	29	58.0	58.0	66.0
	strongly agree	17	34.0	34.0	100.0
	Total	50	100.0	100.0	

comfort to work in alone (work group)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	12	24.0	24.0	24.0
	disagree	8	16.0	16.0	40.0
	no decision	6	12.0	12.0	52.0
	agree	9	18.0	18.0	70.0
	strongly agree	15	30.0	30.0	100.0
	Total	50	100.0	100.0	

good results from group (work group)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	7	14.0	14.0	14.0
	disagree	7	14.0	14.0	28.0
	no decision	10	20.0	20.0	48.0
	agree	14	28.0	28.0	76.0
	strongly agree	12	24.0	24.0	100.0
	Total	50	100.0	100.0	

good cooperation from peers (work group)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	11	22.0	22.0	22.0
	no decision	7	14.0	14.0	36.0
	agree	16	32.0	32.0	68.0
	strongly agree	16	32.0	32.0	100.0
	Total	50	100.0	100.0	

ideas & creativities develop more when alone (work group)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	4.0	4.0	4.0
	disagree	12	24.0	24.0	28.0
	no decision	12	24.0	24.0	52.0
	agree	16	32.0	32.0	84.0
	strongly agree	8	16.0	16.0	100.0
	Total	50	100.0	100.0	

not enough support from peers (relationship with peers)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	15	30.0	30.0	30.0
	disagree	12	24.0	24.0	54.0
	no decision	14	28.0	28.0	82.0
	agree	9	18.0	18.0	100.0
	Total	50	100.0	100.0	

high cooperation by peers when working (relationship with peers)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	2.0	2.0	2.0
	disagree	3	6.0	6.0	8.0
	no decision	13	26.0	26.0	34.0
	agree	25	50.0	50.0	84.0
	strongly agree	8	16.0	16.0	100.0
	Total	50	100.0	100.0	

proud to work in group (relationship with peers)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	3	6.0	6.0	6.0
	no decision	10	20.0	20.0	26.0
	agree	28	56.0	56.0	82.0
	strongly agree	9	18.0	18.0	100.0
	Total	50	100.0	100.0	

Descriptives

Descriptive Statistics

	N	Mean	Std. Deviation
work happiness (nature of job)	50	3.7800	.9100
specification of work (nature of job)	50	4.3600	.6312
problems at work (nature of job)	50	2.9800	1.1516
contribution of ideas (nature of job)	50	2.8200	1.0240
salary worthwhile with job (salary & promotion)	50	3.8400	.4677
incremental of salary (salary & promotion)	50	4.5000	.5440
unhappy with promotion (salary & promotion)	50	1.7600	.7709
satisfy with the development of carrier (salary & promotion)	50	3.4800	1.3589
comfortable with workplace (workplace condition)	50	3.9600	.7273
equipment in the office (workplace condition)	50	4.4000	.6701
culture in the office (workplace condition)	50	3.7800	1.1657
visions and objectives unachievable (workplace condition)	50	2.4600	1.0730
confidence with security & health of workplace (workplace condition)	50	4.2000	.7825
comfort to work in alone (work group)	50	3.1400	1.5909
good results from group (work group)	50	3.3400	1.3644
good cooperation from peers (work group)	50	3.7400	1.1395
ideas & creativities develop more when alone (work group)	50	3.3200	1.1328
not enough support from peers (relationship with peers)	50	2.3400	1.0994
high cooperation by peers when working (relationship with peers)	50	3.7200	.8816
proud to work in group (relationship with peers)	50	3.8600	.7827
Valid N (listwise)	50		

Descriptives

Descriptive Statistics

	N	Mean	Std. Deviation
salary (extrinsic)	50	4.4000	.6999
job security (extrinsic)	50	4.1200	.9823
opportunity for career growth (extrinsic)	50	4.3800	.8545
working condition (extrinsic)	50	4.8200	.3881
job challenges (intrinsic)	50	3.2000	1.2454
loyalty (intrinsic)	50	4.0800	.7783
reasonable discipline (intrinsic)	50	3.6200	1.1586
appreciation of job done (intrinsic)	50	4.1400	.6392
welfare;sympathy towards personal problem (intrinsic)	50	3.2400	.9596
cooperation;feeling involvement in organization (intrinsic)	50	4.4200	.7584
Valid N (listwise)	50		

Crosstabs

work happiness (nature of job) * salary (extrinsic)

Crosstab

Count

		salary (extrinsic)				Total
		less important	fair	important	the most important	
work happiness (nature of job)	disagree			5	2	7
	no decision			2	4	6
	agree	1	3	12	12	28
	strongly agree			2	7	9
Total		1	3	21	25	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.187 ^a	9	.515
Likelihood Ratio	9.512	9	.391
Linear-by-Linear Association	.582	1	.446
N of Valid Cases	50		

a. 14 cells (87.5%) have expected count less than 5. The minimum expected count is .12.

Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Contingency Coefficient	.375	.515
N of Valid Cases		50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

work happiness (nature of job) * job security (extrinsic)

Crosstab

Count

		job security (extrinsic)				Total
		less important	fair	important	the most important	
work happiness (nature of job)	disagree	1	1	1	4	7
	no decision		2	1	3	6
	agree	2	6	7	13	28
	strongly agree		3	2	4	9
Total		3	12	11	24	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.205 ^a	9	.956
Likelihood Ratio	3.890	9	.919
Linear-by-Linear Association	.012	1	.913
N of Valid Cases	50		

a. 13 cells (81.3%) have expected count less than 5. The minimum expected count is .36.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.245	.956
N of Valid Cases	50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

work happiness (nature of job) * opportunity for career growth (extrinsic)

Crosstab

Count

		opportunity for career growth (extrinsic)				Total
		less important	fair	important	the most important	
work happiness (nature of job)	disagree	1		1	5	7
	no decision		1	2	3	6
	agree		4	8	16	28
	strongly agree	1	1	2	5	9
Total		2	6	13	29	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.337 ^a	9	.706
Likelihood Ratio	7.449	9	.590
Linear-by-Linear Association	.112	1	.738
N of Valid Cases	50		

a. 13 cells (81.3%) have expected count less than 5. The minimum expected count is .24.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.335	.706
N of Valid Cases	50	

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.

work happiness (nature of job) * working condition (extrinsic)

Crosstab

Count

		working condition (extrinsic)		Total
		important	the most important	
work happiness (nature of job)	disagree	3	4	7
	no decision		6	6
	agree	6	22	28
	strongly agree		9	9
Total		9	41	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.446 ^a	3	.092
Likelihood Ratio	8.482	3	.037
Linear-by-Linear Association	2.644	1	.104
N of Valid Cases	50		

- a. 4 cells (50.0%) have expected count less than 5. The minimum expected count is 1.08.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.338	.092
N of Valid Cases	50	

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.

work happiness (nature of job) * job challenges (intrinsic)

Crosstab

Count

		job challenges (intrinsic)					Total
		not important at all	less important	fair	important	the most important	
work happiness (nature of job)	disagree	1	1	1	3	1	7
	no decision			2	2	2	6
	agree	4	7	7	8	2	28
	strongly agree	1	1	1	4	2	9
Total		6	9	11	17	7	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.822 ^a	12	.799
Likelihood Ratio	9.320	12	.675
Linear-by-Linear Association	.125	1	.724
N of Valid Cases	50		

a. 17 cells (85.0%) have expected count less than 5. The minimum expected count is .72.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.368	.799
N of Valid Cases	50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

work happiness (nature of job) * loyalty (intrinsic)

Crosstab

Count

		loyalty (intrinsic)				Total
		less important	fair	important	the most important	
work happiness (nature of job)	disagree	1	1	3	2	7
	no decision		1	4	1	6
	agree		6	10	12	28
	strongly agree		2	6	1	9
Total		1	10	23	16	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.118 ^a	9	.268
Likelihood Ratio	9.217	9	.418
Linear-by-Linear Association	.144	1	.705
N of Valid Cases	50		

a. 13 cells (81.3%) have expected count less than 5. The minimum expected count is .12.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.427	.268
N of Valid Cases	50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

work happiness (nature of job) * reasonable discipline (intrinsic)

Crosstab

Count

		reasonable discipline (intrinsic)					Total
		not important at all	less important	fair	important	the most important	
work happiness (nature of job)	disagree		1	3	2	1	7
	no decision		2	2	2		6
	agree		4	3	12	9	28
	strongly agree	2	1	2	1	3	9
Total		2	8	10	17	13	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	18.644 ^a	12	.097
Likelihood Ratio	17.880	12	.119
Linear-by-Linear Association	.146	1	.702
N of Valid Cases	50		

a. 17 cells (85.0%) have expected count less than 5. The minimum expected count is .24.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.521	.097
N of Valid Cases	50	

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.

work happiness (nature of job) * appreciation of job done (intrinsic)

Crosstab

Count

		appreciation of job done (intrinsic)				Total
		less important	fair	important	the most important	
work happiness (nature of job)	disagree			4	3	7
	no decision		1	5		6
	agree		3	18	7	28
	strongly agree	1		5	3	9
Total		1	4	32	13	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.681 ^a	9	.377
Likelihood Ratio	11.069	9	.271
Linear-by-Linear Association	.365	1	.546
N of Valid Cases	50		

- a. 13 cells (81.3%) have expected count less than 5. The minimum expected count is .12.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.403	.377
N of Valid Cases	50	

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.

work happiness (nature of job) * welfare;sympathy towards personal problem (intrinsic)

Crosstab

Count

		welfare;sympathy towards personal problem (intrinsic)					Total
		not important at all	less important	fair	important	the most important	
work happiness (nature of job)	disagree		1	2	3	1	7
	no decision		2	1	3		6
	agree	1	7	9	8	3	28
	strongly agree		1	5	3		9
Total		1	11	17	17	4	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.435 ^a	12	.893
Likelihood Ratio	7.872	12	.795
Linear-by-Linear Association	.509	1	.476
N of Valid Cases	50		

a. 17 cells (85.0%) have expected count less than 5. The minimum expected count is .12.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.338	.893
N of Valid Cases	50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

work happiness (nature of job) * cooperation;feeling involvement in organization (intrinsic)

Crosstab

Count

		cooperation;feeling involvement in organization (intrinsic)				Total
		less important	fair	important	the most important	
work happiness (nature of job)	disagree	1		3	3	7
	no decision		1	1	4	6
	agree		3	8	17	28
	strongly agree		1	4	4	9
Total		1	5	16	28	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.036 ^a	9	.434
Likelihood Ratio	7.531	9	.582
Linear-by-Linear Association	.294	1	.588
N of Valid Cases	50		

a. 13 cells (81.3%) have expected count less than 5. The minimum expected count is .12.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.391	.434
N of Valid Cases	50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

specification of work (nature of job) * salary (extrinsic)

Crosstab

Count

		salary (extrinsic)				Total
		less important	fair	important	the most important	
specification of work (nature of job)	no decision			1	3	4
	agree	1	2	11	10	24
	strongly agree		1	9	12	22
Total		1	3	21	25	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.908 ^a	6	.820
Likelihood Ratio	3.512	6	.742
Linear-by-Linear Association	.067	1	.796
N of Valid Cases	50		

a. 8 cells (66.7%) have expected count less than 5. The minimum expected count is .08.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.234	.820
N of Valid Cases	50	

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.

specification of work (nature of job) * job security (extrinsic)

Crosstab

Count

		job security (extrinsic)				Total
		less important	fair	important	the most important	
specification of work (nature of job)	no decision			2	2	4
	agree	2	5	6	11	24
	strongly agree	1	7	3	11	22
Total		3	12	11	24	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.424 ^a	6	.619
Likelihood Ratio	5.285	6	.508
Linear-by-Linear Association	.248	1	.619
N of Valid Cases	50		

- a. 7 cells (58.3%) have expected count less than 5. The minimum expected count is .24.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.285	.619
N of Valid Cases	50	

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.

specification of work (nature of job) * opportunity for career growth (extrinsic)

Crosstab

Count

		opportunity for career growth (extrinsic)				Total
		less important	fair	important	the most important	
specification of work (nature of job)	no decision				4	4
	agree	2	1	5	16	24
	strongly agree		5	8	9	22
Total		2	6	13	29	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.814 ^a	6	.094
Likelihood Ratio	12.890	6	.045
Linear-by-Linear Association	3.282	1	.070
N of Valid Cases	50		

a. 8 cells (66.7%) have expected count less than 5. The minimum expected count is .16.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.422	.094
N of Valid Cases	50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

specification of work (nature of job) * working condition (extrinsic)

Crosstab

Count

		working condition (extrinsic)		Total
		important	the most important	
specification of work (nature of job)	no decision		4	4
	agree	6	18	24
	strongly agree	3	19	22
Total		9	41	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.959 ^a	2	.376
Likelihood Ratio	2.622	2	.270
Linear-by-Linear Association	.020	1	.889
N of Valid Cases	50		

a. 4 cells (66.7%) have expected count less than 5. The minimum expected count is .72.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.194	.376
N of Valid Cases	50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

specification of work (nature of job) * job challenges (intrinsic)

Crosstab

Count

		job challenges (intrinsic)					Total
		not important at all	less important	fair	important	the most important	
specification of work (nature of job)	no decision		1	1	2		4
	agree	1	6	5	7	5	24
	strongly agree	5	2	5	8	2	22
Total		6	9	11	17	7	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.827 ^a	8	.451
Likelihood Ratio	8.893	8	.351
Linear-by-Linear Association	.699	1	.403
N of Valid Cases	50		

a. 12 cells (80.0%) have expected count less than 5. The minimum expected count is .48.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.368	.451
N of Valid Cases	50	

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.

specification of work (nature of job) * loyalty (intrinsic)

Crosstab

Count

		loyalty (intrinsic)				Total
		less important	fair	important	the most important	
specification of work (nature of job)	no decision		1	1	2	4
	agree	1	3	13	7	24
	strongly agree		6	9	7	22
Total		1	10	23	16	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.711 ^a	6	.716
Likelihood Ratio	4.142	6	.657
Linear-by-Linear Association	.175	1	.675
N of Valid Cases	50		

- a. 8 cells (66.7%) have expected count less than 5. The minimum expected count is .08.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.263	.716
N of Valid Cases	50	

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.

specification of work (nature of job) * reasonable discipline (intrinsic)

Crosstab

Count

		reasonable discipline (intrinsic)					Total
		not important at all	less important	fair	important	the most important	
specification of work (nature of job)	no decision		1	1	1	1	4
	agree	2	3	5	7	7	24
	strongly agree		4	4	9	5	22
Total		2	8	10	17	13	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.467 ^a	8	.902
Likelihood Ratio	4.215	8	.837
Linear-by-Linear Association	.129	1	.719
N of Valid Cases	50		

a. 11 cells (73.3%) have expected count less than 5. The minimum expected count is .16.

Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Contingency Coefficient	.255	.902
N of Valid Cases		50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

specification of work (nature of job) * appreciation of job done (intrinsic)

Crosstab

Count

		appreciation of job done (intrinsic)				Total
		less important	fair	important	the most important	
specification of work (nature of job)	no decision			2	2	4
	agree	1	2	13	8	24
	strongly agree		2	17	3	22
Total		1	4	32	13	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.206 ^a	6	.518
Likelihood Ratio	5.944	6	.429
Linear-by-Linear Association	1.554	1	.213
N of Valid Cases	50		

a. 8 cells (66.7%) have expected count less than 5. The minimum expected count is .08.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.307	.518
N of Valid Cases	50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

specification of work (nature of job) * welfare;sympathy towards personal problem (intrinsic)

Crosstab

Count

		welfare;sympathy towards personal problem (intrinsic)					Total
		not important at all	less important	fair	important	the most important	
specification of work (nature of job)	no decision		1	2		1	4
	agree	1	5	8	10		24
	strongly agree		5	7	7	3	22
Total		1	11	17	17	4	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.499 ^a	8	.484
Likelihood Ratio	10.418	8	.237
Linear-by-Linear Association	.400	1	.527
N of Valid Cases	50		

a. 10 cells (66.7%) have expected count less than 5. The minimum expected count is .08.

Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Contingency Coefficient	.361	.484
N of Valid Cases		50	

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.

specification of work (nature of job) * cooperation;feeling involvement in organization (intrinsic)

Crosstab

Count

		cooperation;feeling involvement in organization (intrinsic)				Total
		less important	fair	important	the most important	
specification of work (nature of job)	no decision			1	3	4
	agree	1	2	8	13	24
	strongly agree		3	7	12	22
Total		1	5	16	28	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.196 ^a	6	.901
Likelihood Ratio	2.935	6	.817
Linear-by-Linear Association	.217	1	.642
N of Valid Cases	50		

- a. 8 cells (66.7%) have expected count less than 5. The minimum expected count is .08.

Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Contingency Coefficient	.205	.901
N of Valid Cases		50	

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.

problems at work (nature of job) * salary (extrinsic)

Crosstab

Count

		salary (extrinsic)				Total
		less important	fair	important	the most important	
problems at work (nature of job)	strongly disagree			2	2	4
	disagree		2	7	10	19
	no decision			1	2	3
	agree		1	10	11	22
	strongly agree	1		1		2
Total		1	3	21	25	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	26.787 ^a	12	.008
Likelihood Ratio	10.638	12	.560
Linear-by-Linear Association	.985	1	.321
N of Valid Cases	50		

a. 16 cells (80.0%) have expected count less than 5. The minimum expected count is .04.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.591	.008
N of Valid Cases	50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

problems at work (nature of job) * job security (extrinsic)

Crosstab

Count

		job security (extrinsic)				Total
		less important	fair	important	the most important	
problems at work (nature of job)	strongly disagree			1	3	4
	disagree	1	5	5	8	19
	no decision		1		2	3
	agree	2	6	4	10	22
	strongly agree			1	1	2
Total		3	12	11	24	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.287 ^a	12	.948
Likelihood Ratio	7.563	12	.818
Linear-by-Linear Association	.380	1	.538
N of Valid Cases	50		

a. 17 cells (85.0%) have expected count less than 5. The minimum expected count is .12.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.309	.948
N of Valid Cases	50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

problems at work (nature of job) * opportunity for career growth (extrinsic)

Crosstab

Count

		opportunity for career growth (extrinsic)				Total
		less important	fair	important	the most important	
problems at work (nature of job)	strongly disagree			2	2	4
	disagree	1	3	3	12	19
	no decision			2	1	3
	agree	1	3	5	13	22
	strongly agree			1	1	2
Total		2	6	13	29	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.371 ^a	12	.896
Likelihood Ratio	7.101	12	.851
Linear-by-Linear Association	.008	1	.928
N of Valid Cases	50		

a. 17 cells (85.0%) have expected count less than 5. The minimum expected count is .08.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.336	.896
N of Valid Cases	50	

- a. Not assuming the null hypothesis.
b. Using the asymptotic standard error assuming the null hypothesis.

problems at work (nature of job) * working condition (extrinsic)

Crosstab

Count

		working condition (extrinsic)		
		important	the most important	Total
problems at work (nature of job)	strongly disagree	1	3	4
	disagree	4	15	19
	no decision		3	3
	agree	4	18	22
	strongly agree		2	2
Total		9	41	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.351 ^a	4	.853
Likelihood Ratio	2.222	4	.695
Linear-by-Linear Association	.338	1	.561
N of Valid Cases	50		

- a. 8 cells (80.0%) have expected count less than 5. The minimum expected count is .36.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.162	.853
N of Valid Cases	50	

- a. Not assuming the null hypothesis.
b. Using the asymptotic standard error assuming the null hypothesis.

problems at work (nature of job) * job challenges (intrinsic)

Crosstab

Count

		job challenges (intrinsic)					Total
		not important at all	less important	fair	important	the most important	
problems at work (nature of job)	strongly disagree	1		1	1	1	4
	disagree	2	4	4	8	1	19
	no decision	1			2		3
	agree	2	5	5	6	4	22
	strongly agree			1		1	2
Total		6	9	11	17	7	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.829 ^a	16	.756
Likelihood Ratio	14.026	16	.597
Linear-by-Linear Association	.268	1	.604
N of Valid Cases	50		

a. 23 cells (92.0%) have expected count less than 5. The minimum expected count is .24.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.437	.756
N of Valid Cases	50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

problems at work (nature of job) * loyalty (intrinsic)

Crosstab

Count

		loyalty (intrinsic)				Total
		less important	fair	important	the most important	
problems at work (nature of job)	strongly disagree			2	2	4
	disagree		3	9	7	19
	no decision		1	1	1	3
	agree	1	5	11	5	22
	strongly agree		1		1	2
Total		1	10	23	16	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.952 ^a	12	.918
Likelihood Ratio	7.718	12	.807
Linear-by-Linear Association	2.500	1	.114
N of Valid Cases	50		

a. 16 cells (80.0%) have expected count less than 5. The minimum expected count is .04.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.326	.918
N of Valid Cases	50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

problems at work (nature of job) * reasonable discipline (intrinsic)

Crosstab

Count

		reasonable discipline (intrinsic)					Total
		not important at all	less important	fair	important	the most important	
problems at work (nature of job)	strongly disagree				1	3	4
	disagree		4	5	6	4	19
	no decision				1	2	3
	agree	2	4	5	9	2	22
	strongly agree					2	2
Total		2	8	10	17	13	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	20.145 ^a	16	.214
Likelihood Ratio	21.933	16	.145
Linear-by-Linear Association	1.235	1	.266
N of Valid Cases	50		

a. 22 cells (88.0%) have expected count less than 5. The minimum expected count is .08.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.536	.214
N of Valid Cases	50	

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.

problems at work (nature of job) * appreciation of job done (intrinsic)

Crosstab

Count

		appreciation of job done (intrinsic)				Total
		less important	fair	important	the most important	
problems at work (nature of job)	strongly disagree			4		4
	disagree		2	14	3	19
	no decision			2	1	3
	agree		2	11	9	22
	strongly agree	1		1		2
Total		1	4	32	13	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	30.996 ^a	12	.002
Likelihood Ratio	15.464	12	.217
Linear-by-Linear Association	.172	1	.678
N of Valid Cases	50		

- a. 17 cells (85.0%) have expected count less than 5. The minimum expected count is .04.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.619	.002
N of Valid Cases	50	

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.

problems at work (nature of job) * welfare;sympathy towards personal problem (intrinsic)

Crosstab

Count

		welfare;sympathy towards personal problem (intrinsic)					Total
		not important at all	less important	fair	important	the most important	
problems at work (nature of job)	strongly disagree		1	1	1	1	4
	disagree		3	5	9	2	19
	no decision			1	2		3
	agree	1	6	10	4	1	22
	strongly agree		1		1		2
Total		1	11	17	17	4	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.358 ^a	16	.787
Likelihood Ratio	12.775	16	.689
Linear-by-Linear Association	4.151	1	.042
N of Valid Cases	50		

a. 21 cells (84.0%) have expected count less than 5. The minimum expected count is .04.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.430	.787
N of Valid Cases	50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

problems at work (nature of job) * cooperation;feeling involvement in organization (intrinsic)

Crosstab

Count

		cooperation;feeling involvement in organization (intrinsic)				Total
		less important	fair	important	the most important	
problems at work (nature of job)	strongly disagree			2	2	4
	disagree	1	2	5	11	19
	no decision			2	1	3
	agree		2	7	13	22
	strongly agree		1		1	2
Total		1	5	16	28	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.282 ^a	12	.763
Likelihood Ratio	8.075	12	.779
Linear-by-Linear Association	.005	1	.945
N of Valid Cases	50		

a. 16 cells (80.0%) have expected count less than 5. The minimum expected count is .04.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.377	.763
N of Valid Cases	50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

contribution of ideas (nature of job) * salary (extrinsic)

Crosstab

Count

		salary (extrinsic)				Total
		less important	fair	important	the most important	
contribution of ideas (nature of job)	strongly disagree			1	1	2
	disagree		2	9	12	23
	no decision	1		6	2	9
	agree		1	4	9	14
	strongly agree			1	1	2
Total		1	3	21	25	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.638 ^a	12	.648
Likelihood Ratio	9.450	12	.664
Linear-by-Linear Association	.102	1	.750
N of Valid Cases	50		

a. 16 cells (80.0%) have expected count less than 5. The minimum expected count is .04.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.402	.648
N of Valid Cases	50	

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.

contribution of ideas (nature of job) * job security (extrinsic)

Crosstab

Count

		job security (extrinsic)				Total
		less important	fair	important	the most important	
contribution of ideas (nature of job)	strongly disagree			1	1	2
	disagree	2	6	3	12	23
	no decision	1	2	2	4	9
	agree		4	4	6	14
	strongly agree			1	1	2
Total		3	12	11	24	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.613 ^a	12	.934
Likelihood Ratio	7.272	12	.839
Linear-by-Linear Association	.024	1	.878
N of Valid Cases	50		

- a. 16 cells (80.0%) have expected count less than 5. The minimum expected count is .12.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.318	.934
N of Valid Cases	50	

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.

contribution of ideas (nature of job) * opportunity for career growth (extrinsic)

Crosstab

Count

		opportunity for career growth (extrinsic)				Total
		less important	fair	important	the most important	
contribution of ideas (nature of job)	strongly disagree			1	1	2
	disagree	1	2	5	15	23
	no decision	1	1	3	4	9
	agree		3	3	8	14
	strongly agree			1	1	2
Total		2	6	13	29	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.480 ^a	12	.940
Likelihood Ratio	5.960	12	.918
Linear-by-Linear Association	.177	1	.674
N of Valid Cases	50		

a. 16 cells (80.0%) have expected count less than 5. The minimum expected count is .08.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.314	.940
N of Valid Cases	50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

contribution of ideas (nature of job) * working condition (extrinsic)

Crosstab

Count

		working condition (extrinsic)		Total
		important	the most important	
contribution of ideas (nature of job)	strongly disagree		2	2
	disagree	5	18	23
	no decision	3	6	9
	agree	1	13	14
	strongly agree		2	2
Total		9	41	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.648 ^a	4	.456
Likelihood Ratio	4.392	4	.356
Linear-by-Linear Association	.732	1	.392
N of Valid Cases	50		

a. 7 cells (70.0%) have expected count less than 5. The minimum expected count is .36.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.261	.456
N of Valid Cases	50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

contribution of ideas (nature of job) * job challenges (intrinsic)

Crosstab

Count

		job challenges (intrinsic)					Total
		not important at all	less important	fair	important	the most important	
contribution of ideas (nature of job)	strongly disagree				1	1	2
	disagree	4	6	3	8	2	23
	no decision		1	3	4	1	9
	agree	1	2	5	3	3	14
	strongly agree	1			1		2
Total		6	9	11	17	7	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.344 ^a	16	.573
Likelihood Ratio	15.563	16	.484
Linear-by-Linear Association	.008	1	.929
N of Valid Cases	50		

a. 23 cells (92.0%) have expected count less than 5. The minimum expected count is .24.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.472	.573
N of Valid Cases	50	

- a. Not assuming the null hypothesis.
b. Using the asymptotic standard error assuming the null hypothesis.

contribution of ideas (nature of job) * loyalty (intrinsic)

Crosstab

Count

		loyalty (intrinsic)				Total
		less important	fair	important	the most important	
contribution of ideas (nature of job)	strongly disagree				2	2
	disagree	1	5	13	4	23
	no decision		2	4	3	9
	agree		2	5	7	14
	strongly agree		1	1		2
Total		1	10	23	16	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.053 ^a	12	.524
Likelihood Ratio	12.184	12	.431
Linear-by-Linear Association	.238	1	.626
N of Valid Cases	50		

- a. 17 cells (85.0%) have expected count less than 5. The minimum expected count is .04.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.425	.524
N of Valid Cases	50	

- a. Not assuming the null hypothesis.
b. Using the asymptotic standard error assuming the null hypothesis.

contribution of ideas (nature of job) * reasonable discipline (intrinsic)

Crosstab

Count

		reasonable discipline (intrinsic)					Total
		not important at all	less important	fair	important	the most important	
contribution of ideas (nature of job)	strongly disagree				1	1	2
	disagree	2	4	5	8	4	23
	no decision		2	2	3	2	9
	agree		2	2	4	6	14
	strongly agree			1	1		2
Total		2	8	10	17	13	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.471 ^a	16	.934
Likelihood Ratio	10.232	16	.854
Linear-by-Linear Association	.833	1	.361
N of Valid Cases	50		

a. 23 cells (92.0%) have expected count less than 5. The minimum expected count is .08.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.381	.934
N of Valid Cases	50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

contribution of ideas (nature of job) * appreciation of job done (intrinsic)

Crosstab

Count

		appreciation of job done (intrinsic)				Total
		less important	fair	important	the most important	
contribution of ideas (nature of job)	strongly disagree			1	1	2
	disagree		1	16	6	23
	no decision	1	1	7		9
	agree		2	6	6	14
	strongly agree			2		2
Total		1	4	32	13	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.715 ^a	12	.390
Likelihood Ratio	14.409	12	.275
Linear-by-Linear Association	.144	1	.704
N of Valid Cases	50		

a. 16 cells (80.0%) have expected count less than 5. The minimum expected count is .04.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.450	.390
N of Valid Cases	50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

contribution of ideas (nature of job) * welfare;sympathy towards personal problem (intrinsic)

Crosstab

Count

		welfare;sympathy towards personal problem (intrinsic)					Total
		not important at all	less important	fair	important	the most important	
contribution of ideas (nature of job)	strongly disagree			1	1		2
	disagree		5	9	6	3	23
	no decision	1	2	2	3	1	9
	agree		3	5	6		14
	strongly agree		1		1		2
Total		1	11	17	17	4	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.428 ^a	16	.843
Likelihood Ratio	11.539	16	.775
Linear-by-Linear Association	.312	1	.577
N of Valid Cases	50		

a. 22 cells (88.0%) have expected count less than 5. The minimum expected count is .04.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.415	.843
N of Valid Cases	50	

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.

contribution of ideas (nature of job) * cooperation;feeling involvement in organization (intrinsic)

Crosstab

Count

		cooperation;feeling involvement in organization (intrinsic)				Total
		less important	fair	important	the most important	
contribution of ideas (nature of job)	strongly disagree			1	1	2
	disagree		3	8	12	23
	no decision	1	2	3	3	9
	agree			4	10	14
	strongly agree				2	2
Total		1	5	16	28	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.053 ^a	12	.524
Likelihood Ratio	11.931	12	.451
Linear-by-Linear Association	1.556	1	.212
N of Valid Cases	50		

- a. 16 cells (80.0%) have expected count less than 5. The minimum expected count is .04.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.425	.524
N of Valid Cases	50	

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.

salary worthwhile with job (salary & promotion) * salary (extrinsic)

Crosstab

Count

		salary (extrinsic)				Total
		less important	fair	important	the most important	
salary worthwhile with job (salary & promotion)	disagree			1		1
	no decision			3	4	7
	agree	1	3	17	20	41
	strongly agree				1	1
Total		1	3	21	25	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.187 ^a	9	.956
Likelihood Ratio	4.473	9	.878
Linear-by-Linear Association	.008	1	.930
N of Valid Cases	50		

a. 14 cells (87.5%) have expected count less than 5. The minimum expected count is .02.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.245	.956
N of Valid Cases	50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

salary worthwhile with job (salary & promotion) * job security (extrinsic)

Crosstab

Count

		job security (extrinsic)				Total
		less important	fair	important	the most important	
salary worthwhile with job (salary & promotion)	disagree				1	1
	no decision	1	2	1	3	7
	agree	2	10	9	20	41
	strongly agree			1		1
Total		3	12	11	24	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.812 ^a	9	.759
Likelihood Ratio	5.485	9	.790
Linear-by-Linear Association	.000	1	.990
N of Valid Cases	50		

a. 13 cells (81.3%) have expected count less than 5. The minimum expected count is .06.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.323	.759
N of Valid Cases	50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

salary worthwhile with job (salary & promotion) * opportunity for career growth (extrinsic)

Crosstab

Count

		opportunity for career growth (extrinsic)				Total
		less important	fair	important	the most important	
salary worthwhile with job (salary & promotion)	disagree			1		1
	no decision	1	1	1	4	7
	agree	1	5	11	24	41
	strongly agree				1	1
Total		2	6	13	29	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.086 ^a	9	.731
Likelihood Ratio	5.666	9	.773
Linear-by-Linear Association	1.181	1	.277
N of Valid Cases	50		

a. 14 cells (87.5%) have expected count less than 5. The minimum expected count is .04.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.329	.731
N of Valid Cases	50	

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.

salary worthwhile with job (salary & promotion) * working condition (extrinsic)

Crosstab

Count

		working condition (extrinsic)		Total
		important	the most important	
salary worthwhile with job (salary & promotion)	disagree		1	1
	no decision	1	6	7
	agree	8	33	41
	strongly agree		1	1
Total		9	41	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.568 ^a	3	.904
Likelihood Ratio	.925	3	.819
Linear-by-Linear Association	.120	1	.729
N of Valid Cases	50		

- a. 5 cells (62.5%) have expected count less than 5. The minimum expected count is .18.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.106	.904
N of Valid Cases	50	

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.

salary worthwhile with job (salary & promotion) * job challenges (intrinsic)

Crosstab

Count

		job challenges (intrinsic)			
		not important at all	less important	fair	important
salary worthwhile with job (salary & promotion)	disagree				
	no decision			2	4
	agree	6	9	9	13
	strongly agree				
Total		6	9	11	17

Crosstab

Count

		job	Total
		the most important	
salary worthwhile with job (salary & promotion)	disagree	1	1
	no decision	1	7
	agree	4	41
	strongly agree	1	1
Total		7	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	16.810 ^a	12	.157
Likelihood Ratio	14.313	12	.281
Linear-by-Linear Association	2.463	1	.117
N of Valid Cases	50		

a. 16 cells (80.0%) have expected count less than 5. The minimum expected count is .12.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.502	.157
N of Valid Cases	50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

salary worthwhile with job (salary & promotion) * loyalty (intrinsic)

Crosstab

Count

		loyalty (intrinsic)				Total
		less important	fair	important	the most important	
salary worthwhile with job (salary & promotion)	disagree				1	1
	no decision		1	5	1	7
	agree	1	9	18	13	41
	strongly agree				1	1
Total		1	10	23	16	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.333 ^a	9	.706
Likelihood Ratio	6.826	9	.655
Linear-by-Linear Association	.020	1	.888
N of Valid Cases	50		

a. 13 cells (81.3%) have expected count less than 5. The minimum expected count is .02.

Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Contingency Coefficient	.335	.706
N of Valid Cases		50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

salary worthwhile with job (salary & promotion) * reasonable discipline (intrinsic)

Crosstab

Count

		reasonable discipline (intrinsic)			
		not important at all	less important	fair	important
salary worthwhile with job (salary & promotion)	disagree				1
	no decision		1	3	1
	agree	2	7	7	15
	strongly agree				
Total		2	8	10	17

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.792 ^a	9	.172
Likelihood Ratio	13.034	9	.161
Linear-by-Linear Association	.286	1	.593
N of Valid Cases	50		

a. 14 cells (87.5%) have expected count less than 5. The minimum expected count is .02.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.451	.172
N of Valid Cases	50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

salary worthwhile with job (salary & promotion) * welfare;sympathy towards personal problem (intrinsic)

Crosstab

Count

		welfare;sympathy towards personal problem (intrinsic)			
		not important at all	less important	fair	important
salary worthwhile with job (salary & promotion)	disagree				1
	no decision		3	2	1
	agree	1	8	14	15
	strongly agree			1	
Total		1	11	17	17

Crosstab

Count

		welfare;sy	Total
		the most important	
salary worthwhile with job (salary & promotion)	disagree		1
	no decision	1	7
	agree	3	41
	strongly agree		1
Total		4	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.873 ^a	12	.866
Likelihood Ratio	7.306	12	.837
Linear-by-Linear Association	.001	1	.980
N of Valid Cases	50		

a. 17 cells (85.0%) have expected count less than 5. The minimum expected count is .02.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.348	.866
N of Valid Cases	50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

salary worthwhile with job (salary & promotion) * cooperation;feeling involvement in organization (intrinsic)

Crosstab

Count

		cooperation;feeling involvement in organization (intrinsic)				Total
		less important	fair	important	the most important	
salary worthwhile with job (salary & promotion)	disagree			1		1
	no decision	1	2	2	2	7
	agree		3	13	25	41
	strongly agree				1	1
Total		1	5	16	28	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.871 ^a	9	.169
Likelihood Ratio	10.568	9	.306
Linear-by-Linear Association	6.561	1	.010
N of Valid Cases	50		

a. 14 cells (87.5%) have expected count less than 5. The minimum expected count is .02.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.452	.169
N of Valid Cases	50	

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.

incremental of salary (salary & promotion) * salary (extrinsic)

Crosstab

Count

		salary (extrinsic)				Total
		less important	fair	important	the most important	
incremental of salary (salary & promotion)	no decision			1		1
	agree			9	14	23
	strongly agree	1	3	11	11	26
Total		1	3	21	25	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.890 ^a	6	.436
Likelihood Ratio	7.686	6	.262
Linear-by-Linear Association	2.253	1	.133
N of Valid Cases	50		

- a. 8 cells (66.7%) have expected count less than 5. The minimum expected count is .02.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.325	.436
N of Valid Cases	50	

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.

incremental of salary (salary & promotion) * job security (extrinsic)

Crosstab

Count

		job security (extrinsic)				Total
		less important	fair	important	the most important	
incremental of salary (salary & promotion)	no decision	1				1
	agree	2	8	4	9	23
	strongly agree		4	7	15	26
Total		3	12	11	24	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	20.818 ^a	6	.002
Likelihood Ratio	12.277	6	.056
Linear-by-Linear Association	7.147	1	.008
N of Valid Cases	50		

a. 6 cells (50.0%) have expected count less than 5. The minimum expected count is .06.

Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Contingency Coefficient	.542	.002
N of Valid Cases		50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

incremental of salary (salary & promotion) * opportunity for career growth (extrinsic)

Crosstab

Count

		opportunity for career growth (extrinsic)				Total
		less important	fair	important	the most important	
incremental of salary (salary & promotion)	no decision	1				1
	agree		4	6	13	23
	strongly agree	1	2	7	16	26
Total		2	6	13	29	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	25.954 ^a	6	.000
Likelihood Ratio	9.301	6	.157
Linear-by-Linear Association	1.913	1	.167
N of Valid Cases	50		

a. 8 cells (66.7%) have expected count less than 5. The minimum expected count is .04.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.585	.000
N of Valid Cases	50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

incremental of salary (salary & promotion) * working condition (extrinsic)

Crosstab

Count

		working condition (extrinsic)		Total
		important	the most important	
incremental of salary (salary & promotion)	no decision	1		1
	agree	5	18	23
	strongly agree	3	23	26
Total		9	41	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.509 ^a	2	.064
Likelihood Ratio	4.458	2	.108
Linear-by-Linear Association	2.862	1	.091
N of Valid Cases	50		

a. 4 cells (66.7%) have expected count less than 5. The minimum expected count is .18.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.315	.064
N of Valid Cases	50	

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.

incremental of salary (salary & promotion) * job challenges (intrinsic)

Crosstab

Count

		job challenges (intrinsic)					Total
		not important at all	less important	fair	important	the most important	
incremental of salary (salary & promotion)	no decision			1			1
	agree	2	1	6	10	4	23
	strongly agree	4	8	4	7	3	26
Total		6	9	11	17	7	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.724 ^a	8	.218
Likelihood Ratio	10.874	8	.209
Linear-by-Linear Association	2.846	1	.092
N of Valid Cases	50		

- a. 11 cells (73.3%) have expected count less than 5. The minimum expected count is .12.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.420	.218
N of Valid Cases	50	

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.

incremental of salary (salary & promotion) * loyalty (intrinsic)

Crosstab

Count

		loyalty (intrinsic)				Total
		less important	fair	important	the most important	
incremental of salary (salary & promotion)	no decision			1		1
	agree		5	10	8	23
	strongly agree	1	5	12	8	26
Total		1	10	23	16	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.219 ^a	6	.898
Likelihood Ratio	2.962	6	.814
Linear-by-Linear Association	.114	1	.736
N of Valid Cases	50		

a. 7 cells (58.3%) have expected count less than 5. The minimum expected count is .02.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.206	.898
N of Valid Cases	50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

incremental of salary (salary & promotion) * reasonable discipline (intrinsic)

Crosstab

Count

		reasonable discipline (intrinsic)					Total
		not important at all	less important	fair	important	the most important	
incremental of salary (salary & promotion)	no decision			1			1
	agree		3	6	10	4	23
	strongly agree	2	5	3	7	9	26
Total		2	8	10	17	13	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.847 ^a	8	.276
Likelihood Ratio	9.922	8	.271
Linear-by-Linear Association	.013	1	.910
N of Valid Cases	50		

a. 10 cells (66.7%) have expected count less than 5. The minimum expected count is .04.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.406	.276
N of Valid Cases	50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

incremental of salary (salary & promotion) * appreciation of job done (intrinsic)

Crosstab

Count

		appreciation of job done (intrinsic)				Total
		less important	fair	important	the most important	
incremental of salary (salary & promotion)	no decision			1		1
	agree	1	1	16	5	23
	strongly agree		3	15	8	26
Total		1	4	32	13	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.168 ^a	6	.788
Likelihood Ratio	3.884	6	.692
Linear-by-Linear Association	.380	1	.538
N of Valid Cases	50		

a. 8 cells (66.7%) have expected count less than 5. The minimum expected count is .02.

Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Contingency Coefficient	.244	.788
N of Valid Cases		50	

- a. Not assuming the null hypothesis.
b. Using the asymptotic standard error assuming the null hypothesis.

incremental of salary (salary & promotion) * welfare;sympathy towards personal problem (intrinsic)

Crosstab

Count

		welfare;sympathy towards personal problem (intrinsic)					Total
		not important at all	less important	fair	important	the most important	
incremental of salary (salary & promotion)	no decision		1				1
	agree		4	10	8	1	23
	strongly agree	1	6	7	9	3	26
Total		1	11	17	17	4	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.472 ^a	8	.594
Likelihood Ratio	6.345	8	.609
Linear-by-Linear Association	.300	1	.584
N of Valid Cases	50		

- a. 9 cells (60.0%) have expected count less than 5. The minimum expected count is .02.

Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Contingency Coefficient	.339	.594
N of Valid Cases		50	

- a. Not assuming the null hypothesis.
b. Using the asymptotic standard error assuming the null hypothesis.

incremental of salary (salary & promotion) * cooperation;feeling involvement in organization (intrinsic)

Crosstab

Count

		cooperation;feeling involvement in organization (intrinsic)				Total
		less important	fair	important	the most important	
incremental of salary (salary & promotion)	no decision	1				1
	agree		3	9	11	23
	strongly agree		2	7	17	26
Total		1	5	16	28	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	51.590 ^a	6	.000
Likelihood Ratio	11.368	6	.078
Linear-by-Linear Association	5.067	1	.024
N of Valid Cases	50		

a. 8 cells (66.7%) have expected count less than 5. The minimum expected count is .02.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.713	.000
N of Valid Cases	50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

unhappy with promotion (salary & promotion) * salary (extrinsic)

Crosstab

Count

		salary (extrinsic)				Total
		less important	fair	important	the most important	
unhappy with promotion (salary & promotion)	strongly disagree		2	4	13	19
	disagree	1	1	14	10	26
	no decision			2	2	4
	strongly agree			1		1
Total		1	3	21	25	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.270 ^a	9	.507
Likelihood Ratio	9.439	9	.398
Linear-by-Linear Association	1.237	1	.266
N of Valid Cases	50		

a. 12 cells (75.0%) have expected count less than 5. The minimum expected count is .02.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.377	.507
N of Valid Cases	50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

unhappy with promotion (salary & promotion) * job security (extrinsic)

Crosstab

Count

		job security (extrinsic)				Total
		less important	fair	important	the most important	
unhappy with promotion (salary & promotion)	strongly disagree	1	4	5	9	19
	disagree	2	5	6	13	26
	no decision		3		1	4
	strongly agree				1	1
Total		3	12	11	24	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.633 ^a	9	.571
Likelihood Ratio	7.656	9	.569
Linear-by-Linear Association	.011	1	.916
N of Valid Cases	50		

a. 12 cells (75.0%) have expected count less than 5. The minimum expected count is .06.

Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Contingency Coefficient	.364	.571
N of Valid Cases		50	

- a. Not assuming the null hypothesis.
b. Using the asymptotic standard error assuming the null hypothesis.

unhappy with promotion (salary & promotion) * opportunity for career growth (extrinsic)

Crosstab

Count

		opportunity for career growth (extrinsic)				Total
		less important	fair	important	the most important	
unhappy with promotion (salary & promotion)	strongly disagree		2	8	9	19
	disagree	2	3	5	16	26
	no decision		1		3	4
	strongly agree				1	1
Total		2	6	13	29	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.152 ^a	9	.621
Likelihood Ratio	8.904	9	.446
Linear-by-Linear Association	.308	1	.579
N of Valid Cases	50		

- a. 13 cells (81.3%) have expected count less than 5. The minimum expected count is .04.

Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Contingency Coefficient	.354	.621
N of Valid Cases		50	

- a. Not assuming the null hypothesis.
b. Using the asymptotic standard error assuming the null hypothesis.

unhappy with promotion (salary & promotion) * working condition (extrinsic)

Crosstab

Count

		working condition (extrinsic)		Total
		important	the most important	
unhappy with promotion (salary & promotion)	strongly disagree	3	16	19
	disagree	5	21	26
	no decision	1	3	4
	strongly agree		1	1
Total		9	41	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.442 ^a	3	.931
Likelihood Ratio	.610	3	.894
Linear-by-Linear Association	.006	1	.939
N of Valid Cases	50		

a. 6 cells (75.0%) have expected count less than 5. The minimum expected count is .18.

Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Contingency Coefficient	.094	.931
N of Valid Cases		50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

unhappy with promotion (salary & promotion) * job challenges (intrinsic)

Crosstab

Count

		job challenges (intrinsic)			
		not important at all	less important	fair	important
unhappy with promotion (salary & promotion)	strongly disagree	3	2	3	7
	disagree	3	6	6	9
	no decision		1	2	1
	strongly agree				
Total		6	9	11	17

Crosstab

Count

		job	Total
		the most important	
unhappy with promotion (salary & promotion)	strongly disagree	4	19
	disagree	2	26
	no decision		4
	strongly agree	1	1
Total		7	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.815 ^a	12	.461
Likelihood Ratio	10.404	12	.581
Linear-by-Linear Association	.043	1	.835
N of Valid Cases	50		

a. 17 cells (85.0%) have expected count less than 5. The minimum expected count is .12.

Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Contingency Coefficient	.437	.461
N of Valid Cases		50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

unhappy with promotion (salary & promotion) * loyalty (intrinsic)

Crosstab

Count

		loyalty (intrinsic)				Total
		less important	fair	important	the most important	
unhappy with promotion (salary & promotion)	strongly disagree		4	9	6	19
	disagree	1	4	12	9	26
	no decision		1	2	1	4
	strongly agree		1			1
Total		1	10	23	16	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.380 ^a	9	.800
Likelihood Ratio	4.987	9	.835
Linear-by-Linear Association	.925	1	.336
N of Valid Cases	50		

a. 11 cells (68.8%) have expected count less than 5. The minimum expected count is .02.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.312	.800
N of Valid Cases	50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

unhappy with promotion (salary & promotion) * reasonable discipline (intrinsic)

Crosstab

Count

		reasonable discipline (intrinsic)			
		not important at all	less important	fair	important
unhappy with promotion (salary & promotion)	strongly disagree		5	2	9
	disagree	2	3	7	6
	no decision			1	2
	strongly agree				
Total		2	8	10	17

Crosstab

Count

		reasonable	Total
		the most important	
unhappy with promotion (salary & promotion)	strongly disagree	3	19
	disagree	8	26
	no decision	1	4
	strongly agree	1	1
Total		13	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.608 ^a	12	.478
Likelihood Ratio	12.849	12	.380
Linear-by-Linear Association	1.416	1	.234
N of Valid Cases	50		

a. 16 cells (80.0%) have expected count less than 5. The minimum expected count is .04.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.434	.478
N of Valid Cases	50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

unhappy with promotion (salary & promotion) * appreciation of job done (intrinsic)

Crosstab

Count

		appreciation of job done (intrinsic)				Total
		less important	fair	important	the most important	
unhappy with promotion (salary & promotion)	strongly disagree		2	13	4	19
	disagree		2	17	7	26
	no decision			2	2	4
	strongly agree	1				1
Total		1	4	32	13	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	51.717 ^a	9	.000
Likelihood Ratio	11.657	9	.233
Linear-by-Linear Association	1.569	1	.210
N of Valid Cases	50		

a. 13 cells (81.3%) have expected count less than 5. The minimum expected count is .02.

Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Contingency Coefficient	.713	.000
N of Valid Cases		50	

- a. Not assuming the null hypothesis.
b. Using the asymptotic standard error assuming the null hypothesis.

unhappy with promotion (salary & promotion) * welfare;sympathy towards personal problem (intrinsic)

Crosstab

Count

		welfare;sympathy towards personal problem (intrinsic)			
		not important at all	less important	fair	important
unhappy with promotion (salary & promotion)	strongly disagree	1	2	7	7
	disagree		8	9	7
	no decision		1	1	2
	strongly agree				1
Total		1	11	17	17

Crosstab

Count

		welfare;sy	
		the most important	Total
unhappy with promotion (salary & promotion)	strongly disagree	2	19
	disagree	2	26
	no decision		4
	strongly agree		1
Total		4	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.962 ^a	12	.860
Likelihood Ratio	7.939	12	.790
Linear-by-Linear Association	.001	1	.982
N of Valid Cases	50		

- a. 15 cells (75.0%) have expected count less than 5. The minimum expected count is .02.

Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Contingency Coefficient	.350	.860
N of Valid Cases		50	

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.

unhappy with promotion (salary & promotion) * cooperation;feeling involvement in organization (intrinsic)

Crosstab

Count

		cooperation;feeling involvement in organization (intrinsic)				Total
		less important	fair	important	the most important	
unhappy with promotion (salary & promotion)	strongly disagree		1	6	12	19
	disagree	1	2	9	14	26
	no decision		1	1	2	4
	strongly agree		1			1
Total		1	5	16	28	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.707 ^a	9	.230
Likelihood Ratio	7.509	9	.584
Linear-by-Linear Association	3.783	1	.052
N of Valid Cases	50		

- a. 12 cells (75.0%) have expected count less than 5. The minimum expected count is .02.

Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Contingency Coefficient	.436	.230
N of Valid Cases		50	

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.

satisfy with the development of carrier (salary & promotion) * salary (extrinsic)

Crosstab

Count

		salary (extrinsic)				Total
		less important	fair	important	the most important	
satisfy with the development of carrier (salary & promotion)	strongly disagree		1	3	3	7
	disagree		1	2	2	5
	no decision		1	4	3	8
	agree			9	8	17
	strongly agree	1		3	9	13
Total		1	3	21	25	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.777 ^a	12	.548
Likelihood Ratio	11.544	12	.483
Linear-by-Linear Association	1.236	1	.266
N of Valid Cases	50		

a. 16 cells (80.0%) have expected count less than 5. The minimum expected count is .10.

Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Contingency Coefficient	.421	.548
N of Valid Cases		50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

satisfy with the development of carrier (salary & promotion) * job security (extrinsic)

Crosstab

Count

		job security (extrinsic)				Total
		less important	fair	important	the most important	
satisfy with the development of carrier (salary & promotion)	strongly disagree			2	5	7
	disagree		2	1	2	5
	no decision			1	7	8
	agree	3	6	4	4	17
	strongly agree		4	3	6	13
Total		3	12	11	24	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	17.206 ^a	12	.142
Likelihood Ratio	21.158	12	.048
Linear-by-Linear Association	3.264	1	.071
N of Valid Cases	50		

a. 18 cells (90.0%) have expected count less than 5. The minimum expected count is .30.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.506	.142
N of Valid Cases	50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

satisfy with the development of carrier (salary & promotion) * opportunity for career growth (extrinsic)

Crosstab

Count

		opportunity for career growth (extrinsic)				Total
		less important	fair	important	the most important	
satisfy with the development of carrier (salary & promotion)	strongly disagree			2	5	7
	disagree		1		4	5
	no decision			1	7	8
	agree	1	5	5	6	17
	strongly agree	1		5	7	13
Total		2	6	13	29	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15.431 ^a	12	.219
Likelihood Ratio	19.538	12	.076
Linear-by-Linear Association	2.605	1	.107
N of Valid Cases	50		

a. 18 cells (90.0%) have expected count less than 5. The minimum expected count is .20.

Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Contingency Coefficient	.486	.219
N of Valid Cases		50	

- a. Not assuming the null hypothesis.
b. Using the asymptotic standard error assuming the null hypothesis.

satisfy with the development of carrier (salary & promotion) * working condition (extrinsic)

Crosstab

Count

		working condition (extrinsic)		Total
		important	the most important	
satisfy with the development of carrier (salary & promotion)	strongly disagree	1	6	7
	disagree	1	4	5
	no decision	1	7	8
	agree	5	12	17
	strongly agree	1	12	13
Total		9	41	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.679 ^a	4	.613
Likelihood Ratio	2.717	4	.606
Linear-by-Linear Association	.008	1	.931
N of Valid Cases	50		

- a. 6 cells (60.0%) have expected count less than 5. The minimum expected count is .90.

Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Contingency Coefficient	.225	.613
N of Valid Cases		50	

- a. Not assuming the null hypothesis.
b. Using the asymptotic standard error assuming the null hypothesis.

satisfy with the development of carrier (salary & promotion) * job challenges (intrinsic)

Crosstab

Count

		job challenges (intrinsic)			
		not important at all	less important	fair	important
satisfy with the development of carrier (salary & promotion)	strongly disagree	1	1	1	2
	disagree		2		3
	no decision		2		4
	agree	2	1	7	7
	strongly agree	3	3	3	1
Total		6	9	11	17

Crosstab

Count

		job	Total
		the most important	
satisfy with the development of carrier (salary & promotion)	strongly disagree	2	7
	disagree		5
	no decision	2	8
	agree		17
	strongly agree	3	13
Total		7	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	22.166 ^a	16	.138
Likelihood Ratio	29.369	16	.022
Linear-by-Linear Association	1.357	1	.244
N of Valid Cases	50		

a. 24 cells (96.0%) have expected count less than 5. The minimum expected count is .60.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.554	.138
N of Valid Cases	50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

satisfy with the development of carrier (salary & promotion) * loyalty (intrinsic)

Crosstab

Count

		loyalty (intrinsic)				Total
		less important	fair	important	the most important	
satisfy with the development of carrier (salary & promotion)	strongly disagree	1	1	3	2	7
	disagree			4	1	5
	no decision		4	2	2	8
	agree		3	8	6	17
	strongly agree		2	6	5	13
Total		1	10	23	16	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.686 ^a	12	.321
Likelihood Ratio	11.391	12	.496
Linear-by-Linear Association	1.191	1	.275
N of Valid Cases	50		

a. 17 cells (85.0%) have expected count less than 5. The minimum expected count is .10.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.464	.321
N of Valid Cases	50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

satisfy with the development of carrier (salary & promotion) * reasonable discipline (intrinsic)

Crosstab

Count

		reasonable discipline (intrinsic)			
		not important at all	less important	fair	important
satisfy with the development of carrier (salary & promotion)	strongly disagree		1	1	4
	disagree		1	2	
	no decision		2		2
	agree	1	3	4	8
	strongly agree	1	1	3	3
Total		2	8	10	17

Crosstab

Count

		reasonable	Total
		the most important	
satisfy with the development of carrier (salary & promotion)	strongly disagree	1	7
	disagree	2	5
	no decision	4	8
	agree	1	17
	strongly agree	5	13
Total		13	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15.576 ^a	16	.483
Likelihood Ratio	19.965	16	.222
Linear-by-Linear Association	.068	1	.794
N of Valid Cases	50		

a. 24 cells (96.0%) have expected count less than 5. The minimum expected count is .20.

Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Contingency Coefficient	.487	.483
N of Valid Cases		50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

satisfy with the development of carrier (salary & promotion) * appreciation of job done (intrinsic)

Crosstab

Count

		appreciation of job done (intrinsic)				Total
		less important	fair	important	the most important	
satisfy with the development of carrier (salary & promotion)	strongly disagree			2	5	7
	disagree		1	4		5
	no decision	1	1	3	3	8
	agree		1	13	3	17
	strongly agree		1	10	2	13
Total		1	4	32	13	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	18.495 ^a	12	.101
Likelihood Ratio	17.235	12	.141
Linear-by-Linear Association	1.891	1	.169
N of Valid Cases	50		

a. 17 cells (85.0%) have expected count less than 5. The minimum expected count is .10.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.520	.101
N of Valid Cases	50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

satisfy with the development of carrier (salary & promotion) * welfare;sympathy towards personal problem (intrinsic)

Crosstab

Count

		welfare;sympathy towards personal problem (intrinsic)			
		not important at all	less important	fair	important
satisfy with the development of carrier (salary & promotion)	strongly disagree		2	2	2
	disagree			2	3
	no decision	1	1	3	3
	agree		6	4	6
	strongly agree		2	6	3
Total		1	11	17	17

Crosstab

Count

		welfare;sy	
		the most important	Total
satisfy with the development of carrier (salary & promotion)	strongly disagree	1	7
	disagree		5
	no decision		8
	agree	1	17
	strongly agree	2	13
Total		4	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.611 ^a	16	.628
Likelihood Ratio	13.670	16	.623
Linear-by-Linear Association	.007	1	.934
N of Valid Cases	50		

a. 23 cells (92.0%) have expected count less than 5. The minimum expected count is .10.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Contingency Coefficient	.463	.628
N of Valid Cases	50	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

satisfy with the development of carrier (salary & promotion) * cooperation;feeling involvement in organization (intrinsic)

Crosstab

Count

		cooperation;feeling involvement in organization (intrinsic)				Total
		less important	fair	important	the most important	
satisfy with the development of carrier (salary & promotion)	strongly disagree			2	5	7
	disagree			2	3	5
	no decision		2	3	3	8
	agree	1	2	6	8	17
	strongly agree		1	3	9	13
Total		1	5	16	28	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.096 ^a	12	.851
Likelihood Ratio	8.029	12	.783
Linear-by-Linear Association	.182	1	.669
N of Valid Cases	50		

a. 17 cells (85.0%) have expected count less than 5. The minimum expected count is .10.

Correlations

		salary (extrinsic)	job security (extrinsic)	opportunity for career growth (extrinsic)	working condition (extrinsic)	job challenges (intrinsic)	loyalty (intrinsic)	reasonable discipline (intrinsic)
salary (extrinsic)	Pearson Correlation	1.000	-.249	-.089	-.030	-.070	.090	-.136
	Sig. (2-tailed)		.081	.540	.836	.628	.535	.347
	N	50	50	50	50	50	50	50
job security (extrinsic)	Pearson Correlation	-.249	1.000	.479**	.379**	.230	-.013	.113
	Sig. (2-tailed)	.081		.000	.007	.108	.930	.436
	N	50	50	50	50	50	50	50
opportunity for career growth (extrinsic)	Pearson Correlation	-.089	.479**	1.000	.149	.176	-.169	.087
	Sig. (2-tailed)	.540	.000		.302	.220	.240	.548
	N	50	50	50	50	50	50	50
working condition (extrinsic)	Pearson Correlation	-.030	.379**	.149	1.000	.160	.049	.026
	Sig. (2-tailed)	.836	.007	.302		.266	.737	.856
	N	50	50	50	50	50	50	50
job challenges (intrinsic)	Pearson Correlation	-.070	.230	.176	.160	1.000	.341*	.096
	Sig. (2-tailed)	.628	.108	.220	.266		.015	.506
	N	50	50	50	50	50	50	50
loyalty (intrinsic)	Pearson Correlation	.090	-.013	-.169	.049	.341*	1.000	.283*
	Sig. (2-tailed)	.535	.930	.240	.737	.015		.046
	N	50	50	50	50	50	50	50
reasonable discipline (intrinsic)	Pearson Correlation	-.136	.113	.087	.026	.096	.283*	1.000
	Sig. (2-tailed)	.347	.436	.548	.856	.506	.046	
	N	50	50	50	50	50	50	50
appreciation of job done (intrinsic)	Pearson Correlation	.009	.298*	.087	.104	-.062	.182	-.037
	Sig. (2-tailed)	.950	.036	.546	.474	.671	.206	.799
	N	50	50	50	50	50	50	50
welfare;sympathy towards personal problem (intrinsic)	Pearson Correlation	.128	.055	.086	-.156	.079	.165	.010
	Sig. (2-tailed)	.377	.702	.554	.280	.588	.252	.944
	N	50	50	50	50	50	50	50
cooperation;feeling involvement in organization (intrinsic)	Pearson Correlation	-.015	.095	.190	.123	.082	.046	.046
	Sig. (2-tailed)	.916	.510	.187	.393	.571	.753	.751
	N	50	50	50	50	50	50	50

Correlations

		appreciation of job done (intrinsic)	welfare;sympat hy towards personal problem (intrinsic)	cooperation;fe eling involvement in organization (intrinsic)
salary (extrinsic)	Pearson Correlation	.009	.128	-.015
	Sig. (2-tailed)	.950	.377	.916
	N	50	50	50
job security (extrinsic)	Pearson Correlation	.298*	.055	.095
	Sig. (2-tailed)	.036	.702	.510
	N	50	50	50
opportunity for career growth (extrinsic)	Pearson Correlation	.087	.086	.190
	Sig. (2-tailed)	.546	.554	.187
	N	50	50	50
working condition (extrinsic)	Pearson Correlation	.104	-.156	.123
	Sig. (2-tailed)	.474	.280	.393
	N	50	50	50
job challanges (intrinsic)	Pearson Correlation	-.062	.079	.082
	Sig. (2-tailed)	.671	.588	.571
	N	50	50	50
loyalty (intrinsic)	Pearson Correlation	.182	.165	.046
	Sig. (2-tailed)	.206	.252	.753
	N	50	50	50
reasonable discipline (intrinsic)	Pearson Correlation	-.037	.010	.046
	Sig. (2-tailed)	.799	.944	.751
	N	50	50	50
appreciation of job done (intrinsic)	Pearson Correlation	1.000	-.056	.087
	Sig. (2-tailed)		.700	.549
	N	50	50	50
welfare;sympathy towards personal problem (intrinsic)	Pearson Correlation	-.056	1.000	.027
	Sig. (2-tailed)	.700		.853
	N	50	50	50
cooperation;feeling involvement in organization (intrinsic)	Pearson Correlation	.087	.027	1.000
	Sig. (2-tailed)	.549	.853	
	N	50	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

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

Correlations

			salary (extrinsic)	job security (extrinsic)	opportunity for career growth (extrinsic)	working condition (extrinsic)	job challenges (intrinsic)
Spearman's rho	salary (extrinsic)	Correlation Coefficient	1.000	-.288*	-.112	.010	-.062
		Sig. (2-tailed)	.	.042	.440	.945	.669
		N	50	50	50	50	50
	job security (extrinsic)	Correlation Coefficient	-.288*	1.000	.371**	.332*	.202
		Sig. (2-tailed)	.042	.	.008	.019	.159
		N	50	50	50	50	50
	opportunity for career growth (extrinsic)	Correlation Coefficient	-.112	.371**	1.000	.090	.179
		Sig. (2-tailed)	.440	.008	.	.536	.213
		N	50	50	50	50	50
	working condition (extrinsic)	Correlation Coefficient	.010	.332*	.090	1.000	.147
		Sig. (2-tailed)	.945	.019	.536	.	.308
		N	50	50	50	50	50
	job challenges (intrinsic)	Correlation Coefficient	-.062	.202	.179	.147	1.000
		Sig. (2-tailed)	.669	.159	.213	.308	.
		N	50	50	50	50	50
	loyalty (intrinsic)	Correlation Coefficient	.131	-.054	-.202	-.002	.283*
		Sig. (2-tailed)	.366	.708	.159	.989	.047
		N	50	50	50	50	50
	reasonable discipline (intrinsic)	Correlation Coefficient	-.110	.084	-.038	.062	.098
		Sig. (2-tailed)	.445	.563	.792	.670	.500
		N	50	50	50	50	50
	appreciation of job done (intrinsic)	Correlation Coefficient	-.012	.348*	.118	.134	-.037
		Sig. (2-tailed)	.935	.013	.415	.354	.800
		N	50	50	50	50	50
	welfare;sympathy towards personal problem (intrinsic)	Correlation Coefficient	.044	.057	.057	-.180	.142
		Sig. (2-tailed)	.760	.692	.692	.212	.325
		N	50	50	50	50	50
	cooperation;feeling involvement in organization (intrinsic)	Correlation Coefficient	.031	-.065	.127	.053	.086
		Sig. (2-tailed)	.832	.652	.381	.716	.553
		N	50	50	50	50	50

Correlations

			loyalty (intrinsic)	reasonable discipline (intrinsic)	appreciation of job done (intrinsic)	welfare;sympat hy towards personal problem (intrinsic)	cooperation;fe eling involvement in organization (intrinsic)
Spearman's rho	salary (extrinsic)	Correlation Coefficient	.131	-.110	-.012	.044	.031
		Sig. (2-tailed)	.366	.445	.935	.760	.832
		N	50	50	50	50	50
	job security (extrinsic)	Correlation Coefficient	-.054	.084	.348*	.057	-.065
		Sig. (2-tailed)	.708	.563	.013	.692	.652
		N	50	50	50	50	50
	opportunity for career growth (extrinsic)	Correlation Coefficient	-.202	-.038	.118	.057	.127
		Sig. (2-tailed)	.159	.792	.415	.692	.381
		N	50	50	50	50	50
	working condition (extrinsic)	Correlation Coefficient	-.002	.062	.134	-.180	.053
		Sig. (2-tailed)	.989	.670	.354	.212	.716
		N	50	50	50	50	50
	job challanges (intrinsic)	Correlation Coefficient	.283*	.098	-.037	.142	.086
		Sig. (2-tailed)	.047	.500	.800	.325	.553
		N	50	50	50	50	50
	loyalty (intrinsic)	Correlation Coefficient	1.000	.331*	.169	.197	.064
		Sig. (2-tailed)	.	.019	.240	.169	.657
		N	50	50	50	50	50
	reasonable discipline (intrinsic)	Correlation Coefficient	.331*	1.000	-.006	.035	.095
		Sig. (2-tailed)	.019	.	.967	.811	.511
		N	50	50	50	50	50
	appreciation of job done (intrinsic)	Correlation Coefficient	.169	-.006	1.000	-.065	-.005
		Sig. (2-tailed)	.240	.967	.	.656	.970
		N	50	50	50	50	50
	welfare;sympathy towards personal problem (intrinsic)	Correlation Coefficient	.197	.035	-.065	1.000	-.016
		Sig. (2-tailed)	.169	.811	.656	.	.913
		N	50	50	50	50	50
	cooperation;feeling involvement in organization (intrinsic)	Correlation Coefficient	.064	.095	-.005	-.016	1.000
		Sig. (2-tailed)	.657	.511	.970	.913	.
		N	50	50	50	50	50

*. Correlation is significant at the .05 level (2-tailed).

**. Correlation is significant at the .01 level (2-tailed).

Correlations

Correlations

		work happiness (nature of job)	specification of work (nature of job)	problems at work (nature of job)	contribution of ideas (nature of job)	salary worthwhile with job (salary & promotion)	incremental of salary (salary & promotion)
work happiness (nature of job)	Pearson Correlation Sig. (2-tailed) N	1.000 . 50	.354* .012 50	-.004 .976 50	.241 .091 50	.395** .005 50	.227 .113 50
specification of work (nature of job)	Pearson Correlation Sig. (2-tailed) N	.354* .012 50	1.000 . 50	-.383** .006 50	.260 .068 50	.199 .166 50	.119 .411 50
problems at work (nature of job)	Pearson Correlation Sig. (2-tailed) N	-.004 .976 50	-.383** .006 50	1.000 . 50	-.124 .390 50	-.309* .029 50	-.309* .029 50
contribution of ideas (nature of job)	Pearson Correlation Sig. (2-tailed) N	.241 .091 50	.260 .068 50	-.124 .390 50	1.000 . 50	.237 .098 50	.165 .253 50
salary worthwhile with job (salary & promotion)	Pearson Correlation Sig. (2-tailed) N	.395** .005 50	.199 .166 50	-.309* .029 50	.237 .098 50	1.000 . 50	.481** .000 50
incremental of salary (salary & promotion)	Pearson Correlation Sig. (2-tailed) N	.227 .113 50	.119 .411 50	-.309* .029 50	.165 .253 50	.481** .000 50	1.000 . 50
unhappy with promotion (salary & promotion)	Pearson Correlation Sig. (2-tailed) N	.010 .942 50	-.196 .172 50	.155 .281 50	-.185 .198 50	-.109 .453 50	-.146 .312 50
satisfy with the development of carrier (salary & promotion)	Pearson Correlation Sig. (2-tailed) N	.483** .000 50	.580** .000 50	-.189 .188 50	.195 .174 50	.284* .046 50	.083 .567 50
comfortable with workplace (workplace condition)	Pearson Correlation Sig. (2-tailed) N	.449** .001 50	.254 .075 50	-.196 .173 50	.374** .008 50	.521** .000 50	.155 .283 50

Correlations

		work happiness (nature of job)	specification of work (nature of job)	problems at work (nature of job)	contribution of ideas (nature of job)	salary worthwhile with job (salary & promotion)	incremental of salary (salary & promotion)
equipment in the office (workplace condition)	Pearson Correlation Sig. (2-tailed) N	.315* .026 50	.280* .049 50	-.095 .511 50	.137 .343 50	.404** .004 50	.448** .001 50
culture in the office (workplace condition)	Pearson Correlation Sig. (2-tailed) N	.454** .001 50	.165 .251 50	-.079 .584 50	.017 .904 50	.421** .002 50	.177 .219 50
visions and objectives unachievable (workplace condition)	Pearson Correlation Sig. (2-tailed) N	-.354* .012 50	-.370** .008 50	.090 .533 50	-.276 .052 50	-.298* .036 50	.017 .904 50
confidence with security & health of workplace (workplace condition)	Pearson Correlation Sig. (2-tailed) N	.264 .064 50	.182 .206 50	-.154 .286 50	-.031 .833 50	.480** .000 50	.384** .006 50
comfort to work in alone (work group)	Pearson Correlation Sig. (2-tailed) N	.022 .881 50	.152 .292 50	.124 .391 50	.028 .845 50	-.052 .722 50	.130 .369 50
good results from group (work group)	Pearson Correlation Sig. (2-tailed) N	-.103 .477 50	-.121 .401 50	-.216 .131 50	.059 .682 50	.151 .295 50	-.179 .214 50
good cooperation from peers (work group)	Pearson Correlation Sig. (2-tailed) N	.259 .070 50	.076 .600 50	.012 .937 50	.047 .748 50	-.003 .983 50	-.115 .426 50
ideas & creativities develop more when alone (work group)	Pearson Correlation Sig. (2-tailed) N	.149 .302 50	.292* .039 50	.083 .566 50	-.072 .617 50	-.017 .907 50	.166 .250 50
not enough support from peers (relationship with peers)	Pearson Correlation Sig. (2-tailed) N	-.332* .019 50	-.092 .526 50	.118 .413 50	.037 .797 50	-.408** .003 50	-.119 .409 50

Correlations

		work happiness (nature of job)	specification of work (nature of job)	problems at work (nature of job)	contribution of ideas (nature of job)	salary worthwhile with job (salary & promotion)	incremental of salary (salary & promotion)
high cooperation by peers when working (relationship with peers)	Pearson Correlation	.074	.112	-.247	-.102	.335*	.085
	Sig. (2-tailed)	.608	.441	.084	.480	.018	.557
	N	50	50	50	50	50	50
proud to work in group (relationship with peers)	Pearson Correlation	.328*	.063	-.116	-.083	.328*	.168
	Sig. (2-tailed)	.020	.665	.421	.567	.020	.244
	N	50	50	50	50	50	50

Correlations

		unhappy with promotion (salary & promotion)	satisfy with the development of carrier (salary & promotion)	comfortable with workplace (workplace condition)	equipment in the office (workplace condition)	culture in the office (workplace condition)	visions and objectives unachievable (workplace condition)
work happiness (nature of job)	Pearson Correlation Sig. (2-tailed) N	.010 .942 50	.483** .000 50	.449** .001 50	.315* .026 50	.454** .001 50	-.354* .012 50
specification of work (nature of job)	Pearson Correlation Sig. (2-tailed) N	-.196 .172 50	.580** .000 50	.254 .075 50	.280* .049 50	.165 .251 50	-.370** .008 50
problems at work (nature of job)	Pearson Correlation Sig. (2-tailed) N	.155 .281 50	-.189 .188 50	-.196 .173 50	-.095 .511 50	-.079 .584 50	.090 .533 50
contribution of ideas (nature of job)	Pearson Correlation Sig. (2-tailed) N	-.185 .198 50	.195 .174 50	.374** .008 50	.137 .343 50	.017 .904 50	-.276 .052 50
salary worthwhile with job (salary & promotion)	Pearson Correlation Sig. (2-tailed) N	-.109 .453 50	.284* .046 50	.521** .000 50	.404** .004 50	.421** .002 50	-.298* .036 50
incremental of salary (salary & promotion)	Pearson Correlation Sig. (2-tailed) N	-.146 .312 50	.083 .567 50	.155 .283 50	.448** .001 50	.177 .219 50	.017 .904 50
unhappy with promotion (salary & promotion)	Pearson Correlation Sig. (2-tailed) N	1.000 .568 50	-.083 .568 50	-.199 .165 50	-.324* .022 50	.144 .317 50	.210 .143 50
satisfy with the development of carrier (salary & promotion)	Pearson Correlation Sig. (2-tailed) N	-.083 .568 50	1.000 .568 50	.453** .001 50	.323* .022 50	.300* .034 50	-.280* .049 50
comfortable with workplace (workplace condition)	Pearson Correlation Sig. (2-tailed) N	-.199 .165 50	.453** .001 50	1.000 .001 50	.369** .008 50	.399** .004 50	-.473** .001 50

Correlations

		unhappy with promotion (salary & promotion)	satisfy with the development of carrier (salary & promotion)	comfortable with workplace (workplace condition)	equipment in the office (workplace condition)	culture in the office (workplace condition)	visions and objectives unachievable (workplace condition)
equipment in the office (workplace condition)	Pearson Correlation	-.324*	.323*	.369**	1.000	.481**	-.318*
	Sig. (2-tailed)	.022	.022	.008	.	.000	.024
	N	50	50	50	50	50	50
culture in the office (workplace condition)	Pearson Correlation	.144	.300*	.399**	.481**	1.000	-.358*
	Sig. (2-tailed)	.317	.034	.004	.000	.	.011
	N	50	50	50	50	50	50
visions and objectives unachievable (workplace condition)	Pearson Correlation	.210	-.280*	-.473**	-.318*	-.358*	1.000
	Sig. (2-tailed)	.143	.049	.001	.024	.011	.
	N	50	50	50	50	50	50
confidence with security & health of workplace (workplace condition)	Pearson Correlation	-.426**	.330*	.409**	.545**	.161	-.355*
	Sig. (2-tailed)	.002	.019	.003	.000	.264	.011
	N	50	50	50	50	50	50
comfort to work in alone (work group)	Pearson Correlation	-.039	.091	.005	-.054	.028	-.015
	Sig. (2-tailed)	.790	.530	.973	.712	.847	.920
	N	50	50	50	50	50	50
good results from group (work group)	Pearson Correlation	.040	-.156	.117	.004	.022	-.109
	Sig. (2-tailed)	.781	.280	.419	.975	.878	.451
	N	50	50	50	50	50	50
good cooperation from peers (work group)	Pearson Correlation	.044	-.023	.135	.166	.110	-.217
	Sig. (2-tailed)	.763	.873	.350	.250	.448	.130
	N	50	50	50	50	50	50
ideas & creativities develop more when alone (work group)	Pearson Correlation	-.097	.283*	.164	.070	.116	-.006
	Sig. (2-tailed)	.502	.047	.254	.630	.422	.967
	N	50	50	50	50	50	50
not enough support from peers (relationship with peers)	Pearson Correlation	.195	-.248	-.366**	-.327*	-.147	.159
	Sig. (2-tailed)	.176	.082	.009	.020	.307	.271
	N	50	50	50	50	50	50

Correlations

		unhappy with promotion (salary & promotion)	satisfy with the development of carrier (salary & promotion)	comfortable with workplace (workplace condition)	equipment in the office (workplace condition)	culture in the office (workplace condition)	visions and objectives unachievable (workplace condition)
high cooperation by peers when working (relationship with peers)	Pearson Correlation	-.371**	.166	.300*	.263	.177	-.142
	Sig. (2-tailed)	.008	.250	.034	.065	.218	.327
	N	50	50	50	50	50	50
proud to work in group (relationship with peers)	Pearson Correlation	-.023	.256	.241	.342*	.167	-.165
	Sig. (2-tailed)	.874	.072	.092	.015	.247	.253
	N	50	50	50	50	50	50

Correlations

		confidence with security & health of workplace (workplace condition)	comfort to work in alone (work group)	good results from group (work group)	good cooperation from peers (work group)	ideas & creativities develop more when alone (work group)	not enough support from peers (relationship with peers)
work happiness (nature of job)	Pearson Correlation Sig. (2-tailed) N	.264 .064 50	.022 .881 50	-.103 .477 50	.259 .070 50	.149 .302 50	-.332* .019 50
specification of work (nature of job)	Pearson Correlation Sig. (2-tailed) N	.182 .206 50	.152 .292 50	-.121 .401 50	.076 .600 50	.292* .039 50	-.092 .526 50
problems at work (nature of job)	Pearson Correlation Sig. (2-tailed) N	-.154 .286 50	.124 .391 50	-.216 .131 50	.012 .937 50	.083 .566 50	.118 .413 50
contribution of ideas (nature of job)	Pearson Correlation Sig. (2-tailed) N	-.031 .833 50	.028 .845 50	.059 .682 50	.047 .748 50	-.072 .617 50	.037 .797 50
salary worthwhile with job (salary & promotion)	Pearson Correlation Sig. (2-tailed) N	.480** .000 50	-.052 .722 50	.151 .295 50	-.003 .983 50	-.017 .907 50	-.408** .003 50
incremental of salary (salary & promotion)	Pearson Correlation Sig. (2-tailed) N	.384** .006 50	.130 .369 50	-.179 .214 50	-.115 .426 50	.166 .250 50	-.119 .409 50
unhappy with promotion (salary & promotion)	Pearson Correlation Sig. (2-tailed) N	-.426** .002 50	-.039 .790 50	.040 .781 50	.044 .763 50	-.097 .502 50	.195 .176 50
satisfy with the development of carrier (salary & promotion)	Pearson Correlation Sig. (2-tailed) N	.330* .019 50	.091 .530 50	-.156 .280 50	-.023 .873 50	.283* .047 50	-.248 .082 50
comfortable with workplace (workplace condition)	Pearson Correlation Sig. (2-tailed) N	.409** .003 50	.005 .973 50	.117 .419 50	.135 .350 50	.164 .254 50	-.366** .009 50

Correlations

		confidence with security & health of workplace (workplace condition)	comfort to work in alone (work group)	good results from group (work group)	good cooperation from peers (work group)	ideas & creativities develop more when alone (work group)	not enough support from peers (relationship with peers)
equipment in the office (workplace condition)	Pearson Correlation	.545**	-.054	.004	.166	.070	-.327*
	Sig. (2-tailed)	.000	.712	.975	.250	.630	.020
	N	50	50	50	50	50	50
culture in the office (workplace condition)	Pearson Correlation	.161	.028	.022	.110	.116	-.147
	Sig. (2-tailed)	.264	.847	.878	.448	.422	.307
	N	50	50	50	50	50	50
visions and objectives unachievable (workplace condition)	Pearson Correlation	-.355*	-.015	-.109	-.217	-.006	.159
	Sig. (2-tailed)	.011	.920	.451	.130	.967	.271
	N	50	50	50	50	50	50
confidence with security & health of workplace (workplace condition)	Pearson Correlation	1.000	-.007	.088	.014	.180	-.484**
	Sig. (2-tailed)		.964	.544	.925	.212	.000
	N	50	50	50	50	50	50
comfort to work in alone (work group)	Pearson Correlation	-.007	1.000	-.728**	-.542**	.745**	.334*
	Sig. (2-tailed)	.964		.000	.000	.000	.018
	N	50	50	50	50	50	50
good results from group (work group)	Pearson Correlation	.088	-.728**	1.000	.609**	-.745**	-.392**
	Sig. (2-tailed)	.544	.000		.000	.000	.005
	N	50	50	50	50	50	50
good cooperation from peers (work group)	Pearson Correlation	.014	-.542**	.609**	1.000	-.440**	-.466**
	Sig. (2-tailed)	.925	.000	.000		.001	.001
	N	50	50	50	50	50	50
ideas & creativities develop more when alone (work group)	Pearson Correlation	.180	.745**	-.745**	-.440**	1.000	.189
	Sig. (2-tailed)	.212	.000	.000	.001		.188
	N	50	50	50	50	50	50
not enough support from peers (relationship with peers)	Pearson Correlation	-.484**	.334*	-.392**	-.466**	.189	1.000
	Sig. (2-tailed)	.000	.018	.005	.001	.188	
	N	50	50	50	50	50	50

Correlations

		confidence with security & health of workplace (workplace condition)	comfort to work in alone (work group)	good results from group (work group)	good cooperation from peers (work group)	ideas & creativities develop more when alone (work group)	not enough support from peers (relationship with peers)
high cooperation by peers when working (relationship with peers)	Pearson Correlation	.320*	-.132	.115	.190	-.031	-.595**
	Sig. (2-tailed)	.024	.363	.428	.186	.830	.000
	N	50	50	50	50	50	50
proud to work in group (relationship with peers)	Pearson Correlation	.347*	-.246	.313*	.485**	-.202	-.655**
	Sig. (2-tailed)	.014	.085	.027	.000	.160	.000
	N	50	50	50	50	50	50

		high cooperation by peers when working (relationship with peers)	proud to work in group (relationship with peers)
work happiness (nature of job)	Pearson Correlation Sig. (2-tailed) N	.074 .608 50	.328* .020 50
specification of work (nature of job)	Pearson Correlation Sig. (2-tailed) N	.112 .441 50	.063 .665 50
problems at work (nature of job)	Pearson Correlation Sig. (2-tailed) N	-.247 .084 50	-.116 .421 50
contribution of ideas (nature of job)	Pearson Correlation Sig. (2-tailed) N	-.102 .480 50	-.083 .567 50
salary worthwhile with job (salary & promotion)	Pearson Correlation Sig. (2-tailed) N	.335* .018 50	.328* .020 50
incremental of salary (salary & promotion)	Pearson Correlation Sig. (2-tailed) N	.085 .557 50	.168 .244 50
unhappy with promotion (salary & promotion)	Pearson Correlation Sig. (2-tailed) N	-.371** .008 50	-.023 .874 50
satisfy with the development of carrier (salary & promotion)	Pearson Correlation Sig. (2-tailed) N	.166 .250 50	.256 .072 50
comfortable with workplace (workplace condition)	Pearson Correlation Sig. (2-tailed) N	.300* .034 50	.241 .092 50

		high cooperation by peers when working (relationship with peers)	proud to work in group (relationship with peers)
equipment in the office (workplace condition)	Pearson Correlation Sig. (2-tailed) N	.263 .065 50	.342* .015 50
culture in the office (workplace condition)	Pearson Correlation Sig. (2-tailed) N	.177 .218 50	.167 .247 50
visions and objectives unachievable (workplace condition)	Pearson Correlation Sig. (2-tailed) N	-.142 .327 50	-.165 .253 50
confidence with security & health of workplace (workplace condition)	Pearson Correlation Sig. (2-tailed) N	.320* .024 50	.347* .014 50
comfort to work in alone (work group)	Pearson Correlation Sig. (2-tailed) N	-.132 .363 50	-.246 .085 50
good results from group (work group)	Pearson Correlation Sig. (2-tailed) N	.115 .428 50	.313* .027 50
good cooperation from peers (work group)	Pearson Correlation Sig. (2-tailed) N	.190 .186 50	.485** .000 50
ideas & creativities develop more when alone (work group)	Pearson Correlation Sig. (2-tailed) N	-.031 .830 50	-.202 .160 50
not enough support from peers (relationship with peers)	Pearson Correlation Sig. (2-tailed) N	-.595** .000 50	-.655** .000 50

		high cooperation by peers when working (relationship with peers)	proud to work in group (relationship with peers)
high cooperation by peers when working (relationship with peers)	Pearson Correlation	1.000	.474**
	Sig. (2-tailed)	.	.001
	N	50	50
proud to work in group (relationship with peers)	Pearson Correlation	.474**	1.000
	Sig. (2-tailed)	.001	.
	N	50	50

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

**. Correlation is significant at the 0.01 level (2-tailed).

Nonparametric Correlations

Correlatic s

			work happiness (nature of job)	specification of work (nature of job)	problems at work (nature of job)	contribution of ideas (nature of job)	salary worthwhile with job (salary & promotion)
Spearman's rho	work happiness (nature of job)	Correlation Coefficient Sig. (2-tailed) N	1.000 .093 50	.240 .093 50	.043 .766 50	.177 .220 50	.304* .032 50
	specification of work (nature of job)	Correlation Coefficient Sig. (2-tailed) N	.240 .093 50	1.000 .007 50	-.378** .007 50	.251 .079 50	.183 .203 50
	problems at work (nature of job)	Correlation Coefficient Sig. (2-tailed) N	.043 .766 50	-.378** .007 50	1.000 .453 50	-.108 .453 50	-.309* .029 50
	contribution of ideas (nature of job)	Correlation Coefficient Sig. (2-tailed) N	.177 .220 50	.251 .079 50	-.108 .453 50	1.000 .229 50	.173 .229 50
	salary worthwhile with job (salary & promotion)	Correlation Coefficient Sig. (2-tailed) N	.304* .032 50	.183 .203 50	-.309* .029 50	.173 .229 50	1.000 .000 50
	incremental of salary (salary & promotion)	Correlation Coefficient Sig. (2-tailed) N	.170 .237 50	.097 .501 50	-.341* .015 50	.142 .325 50	.492** .000 50
	unhappy with promotion (salary & promotion)	Correlation Coefficient Sig. (2-tailed) N	-.036 .805 50	-.221 .123 50	.093 .522 50	-.251 .079 50	-.076 .599 50
	satisfy with the development of carrier (salary & promotion)	Correlation Coefficient Sig. (2-tailed) N	.399** .004 50	.514** .000 50	-.182 .205 50	.221 .123 50	.261 .067 50
	comfortable with workplace (workplace condition)	Correlation Coefficient Sig. (2-tailed) N	.323* .022 50	.215 .134 50	-.161 .263 50	.326* .021 50	.451** .001 50

Correlations

			work happiness (nature of job)	specification of work (nature of job)	problems at work (nature of job)	contribution of ideas (nature of job)	salary worthwhile with job (salary & promotion)
Spearman's rho	equipment in the office (workplace condition)	Correlation Coefficient Sig. (2-tailed) N	.223 .120 50	.302* .033 50	-.147 .308 50	.111 .442 50	.473* .001 50
	culture in the office (workplace condition)	Correlation Coefficient Sig. (2-tailed) N	.347* .014 50	.108 .454 50	-.081 .575 50	.017 .907 50	.410* .003 50
	visions and objectives unachievable (workplace condition)	Correlation Coefficient Sig. (2-tailed) N	-.269 .059 50	-.345* .014 50	.064 .660 50	-.260 .068 50	-.279* .050 50
	confidence with security & health of workplace (workplace condition)	Correlation Coefficient Sig. (2-tailed) N	.321* .023 50	.147 .308 50	-.094 .517 50	-.105 .468 50	.470* .001 50
	comfort to work in alone (work group)	Correlation Coefficient Sig. (2-tailed) N	.043 .764 50	.140 .331 50	.139 .335 50	.036 .807 50	-.009 .950 50
	good results from group (work group)	Correlation Coefficient Sig. (2-tailed) N	-.107 .459 50	-.084 .563 50	-.233 .104 50	.059 .683 50	.089 .538 50
	good cooperation from peers (work group)	Correlation Coefficient Sig. (2-tailed) N	.224 .118 50	.116 .421 50	-.018 .903 50	.056 .697 50	-.001 .994 50
	ideas & creativities develop more when alone (work group)	Correlation Coefficient Sig. (2-tailed) N	.139 .337 50	.300* .034 50	.086 .551 50	-.061 .676 50	.027 .851 50
	not enough support from peers (relationship with peers)	Correlation Coefficient Sig. (2-tailed) N	-.319* .024 50	-.092 .527 50	.120 .408 50	.057 .694 50	-.401** .004 50

Correlation

			work happiness (nature of job)	specification of work (nature of job)	problems at work (nature of job)	contribution of ideas (nature of job)	salary worthwhile with job (salary & promotion)
Spearman's rho	high cooperation by peers when working (relationship with peers)	Correlation Coefficient	.063	.096	-.223	-.094	.335*
		Sig. (2-tailed)	.666	.505	.119	.516	.017
		N	50	50	50	50	50
	proud to work in group (relationship with peers)	Correlation Coefficient	.294*	.044	-.144	-.091	.382**
		Sig. (2-tailed)	.038	.759	.319	.532	.006
		N	50	50	50	50	50

Correlations

			incremental of salary (salary & promotion)	unhappy with promotion (salary & promotion)	satisfy with the development of carrier (salary & promotion)	comfortable with workplace (workplace condition)	equipment in the office (workplace condition)
Spearman's rho	work happiness (nature of job)	Correlation Coefficient Sig. (2-tailed) N	.170 .237 50	-.036 .805 50	.399** .004 50	.323* .022 50	.223 .120 50
	specification of work (nature of job)	Correlation Coefficient Sig. (2-tailed) N	.097 .501 50	-.221 .123 50	.514** .000 50	.215 .134 50	.302* .033 50
	problems at work (nature of job)	Correlation Coefficient Sig. (2-tailed) N	-.341* .015 50	.093 .522 50	-.182 .205 50	-.161 .263 50	-.147 .308 50
	contribution of ideas (nature of job)	Correlation Coefficient Sig. (2-tailed) N	.142 .325 50	-.251 .079 50	.221 .123 50	.326* .021 50	.111 .442 50
	salary worthwhile with job (salary & promotion)	Correlation Coefficient Sig. (2-tailed) N	.492** .000 50	-.076 .599 50	.261 .067 50	.451** .001 50	.473** .001 50
	incremental of salary (salary & promotion)	Correlation Coefficient Sig. (2-tailed) N	1.000 .000 50	-.094 .514 50	.150 .299 50	.168 .245 50	.417** .003 50
	unhappy with promotion (salary & promotion)	Correlation Coefficient Sig. (2-tailed) N	-.094 .514 50	1.000 .000 50	-.109 .452 50	-.197 .170 50	-.161 .265 50
	satisfy with the development of carrier (salary & promotion)	Correlation Coefficient Sig. (2-tailed) N	.150 .299 50	-.109 .452 50	1.000 .000 50	.435** .002 50	.350* .013 50
	comfortable with workplace (workplace condition)	Correlation Coefficient Sig. (2-tailed) N	.168 .245 50	-.197 .170 50	.435** .002 50	1.000 .000 50	.348* .013 50

Correlations

			incremental of salary (salary & promotion)	unhappy with promotion (salary & promotion)	satisfy with the development of carrier (salary & promotion)	comfortable with workplace (workplace condition)	equipment in the office (workplace condition)
Spearman's rho	equipment in the office (workplace condition)	Correlation Coefficient Sig. (2-tailed) N	.417** .003 50	-.161 .265 50	.350* .013 50	.348* .013 50	1.000 . 50
	culture in the office (workplace condition)	Correlation Coefficient Sig. (2-tailed) N	.189 .189 50	.099 .495 50	.238 .096 50	.273 .055 50	.600** .000 50
	visions and objectives unachievable (workplace condition)	Correlation Coefficient Sig. (2-tailed) N	.056 .698 50	.159 .269 50	-.219 .126 50	-.425** .002 50	-.252 .078 50
	confidence with security & health of workplace (workplace condition)	Correlation Coefficient Sig. (2-tailed) N	.410** .003 50	-.086 .551 50	.380** .007 50	.365** .009 50	.369** .008 50
	comfort to work in alone (work group)	Correlation Coefficient Sig. (2-tailed) N	.136 .348 50	-.124 .391 50	.125 .389 50	.040 .783 50	-.026 .856 50
	good results from group (work group)	Correlation Coefficient Sig. (2-tailed) N	-.155 .284 50	.067 .643 50	-.138 .340 50	.081 .578 50	.025 .866 50
	good cooperation from peers (work group)	Correlation Coefficient Sig. (2-tailed) N	-.157 .276 50	.001 .992 50	.011 .937 50	.082 .570 50	.109 .449 50
	ideas & creativities develop more when alone (work group)	Correlation Coefficient Sig. (2-tailed) N	.177 .219 50	-.131 .365 50	.285* .045 50	.179 .214 50	.048 .741 50
	not enough support from peers (relationship with peers)	Correlation Coefficient Sig. (2-tailed) N	-.129 .374 50	.140 .332 50	-.269 .059 50	-.325* .021 50	-.293* .039 50

Correlations

			incremental of salary (salary & promotion)	unhappy with promotion (salary & promotion)	satisfy with the development of carrier (salary & promotion)	comfortable with workplace (workplace condition)	equipment in the office (workplace condition)
Spearman's rho	high cooperation by peers when working (relationship with peers)	Correlation Coefficient	.118	-.236	.146	.207	.285*
		Sig. (2-tailed)	.416	.099	.311	.150	.045
		N	50	50	50	50	50
	proud to work in group (relationship with peers)	Correlation Coefficient	.190	-.040	.277	.219	.313*
		Sig. (2-tailed)	.187	.783	.052	.127	.027
		N	50	50	50	50	50