

JOB SATISFACTION AMONG BANK EMPLOYEES: AN INVESTIGATION OF PUBLIC BANKING INSTITUTION IN MALAYSIA

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Abstract

This study aims to examine the job satisfaction among employees in one of the Malaysian banking institutions. In particular the study explores the differences between intrinsic and extrinsic satisfaction factors. Multistage sampling was employed in this study, whereby simple random sampling and cluster sampling were used. A quantitative (survey) method was employed in this study, in which questionnaires were distributed to 353 bank employees (managerial and non-managerial), but with only 174 valid responses received. The data were then analysed using descriptive statistics and one sample t-test through the Statistical Package for the Social Sciences (SPSS) version 22.0. Based on the findings, the employees at the banking institution were slightly satisfied with their jobs. One sample t-test revealed that the intrinsic and extrinsic satisfaction factors are significantly positive. Hence, the results call upon the management of the bank institution to foster both intrinsic and extrinsic satisfaction factors in order to enhance the employees' satisfaction that will link to the increase of the organisation's productivity.

Keywords: banking institution, employee, extrinsic satisfaction, intrinsic satisfaction, job satisfaction

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■ 1.0 INTRODUCTION

The world is rapidly transforming due to factors such as globalisation, economic growth and instability, as well as the advancement of information technology, which influence the way people do business (Shrivastava & Purang, 2009). These global changes have created a competitive platform among many organisations. Thus, to secure talented employees for sustainable organisational economic survival, organisations need to address the challenges as employees are the valuable organizational asset that help organisations sustain in the long run. According to Rahman, Gupta, and Moudad-UI-Huq (2012), banks as the financial institutions serve as the backbone of the nation's economy which will have a direct impact on the development of the country. Thus, maintaining the highest job satisfaction among employees as good human resources are vital for the growth and performance of the nation's economy (Shrivastava & Purang, 2009).

In Malaysia, the banking system has experienced a massive change in terms of the structure, management techniques, and legislative environment after the 1997/98 Asian financial crisis (Mansor, Mohd Noor, & Nik Hassan, 2012). The internal and external factors such as deregulation, increase competitive among rivals, technology innovation that happened in the global macro-environment have called upon dynamic changes in the management of the banking industry. Due to the waves of globalisation since the year 2000, the banking industry in Malaysia is facing deregulation, as the government enacted rules and regulations that limit the competition, growth, and development of the free market economy (Levis & Davis, 1987 in Cha, 2012). This has caused many of the foreign banks enrolled themselves in the market and creates an intense competition among the banking companies. Thus, Bank Negara has initiated merger programs in the mid of 1980's due to the economic recession and the 1997-1998 Asian financial crisis gave a push for the banking industry in Malaysia to merge as a strategy to enhance the efficiency and promote the survivability (Aziz, 2004; Consolidation of Domestic Banking Institutions, 2000 in Cha, 2012).

Nevertheless, the merging of the banks has caused a system disruption and other technical default which causes stress among employees as well as the customers (Oreoluwa & Oludele, 2010). Based on an article in The Star – 2011 entitled "All work no play" quoted by the National Union Bank Employees (NUBE) Kuala Lumpur that bank employees work late as they do not have any choice, in which will trigger occupational stress and dissatisfaction among employees leading to intention to quit the job (Christina, 2011 in Cha, 2012). Other factors, including work pressure, bad working environment, less promotion and recognition, unfairness in working also contributed to the dissatisfaction among employees (Hossain, 2014) as the job satisfaction of employees will reflect the service quality of the bank which has an impact on customer satisfaction. Hence, research focusing on job satisfaction among banking employees has been often significant as satisfied and committed employees are an important asset to organisations that will determine the success of the

organization (Bakotić, 2016; Jegan & Gnanadhas, 2011). This will reduce the intention to resign or withdraw from work as compared to the employees who are less satisfied (Sowmya & Panchanatham, 2011; Zeffane, Ibrahim & Al-Mehairi, 2008).

Therefore, the purpose of this study is to identify job satisfaction factors, which consist of intrinsic and extrinsic factors among employees in one of the government-linked bank institution in Malaysia. In addition, the study also intended to test the differences between intrinsic and extrinsic factors in the Minnesota Satisfaction Questionnaire (MSQ) and job satisfaction among bank employees.

■ 2.0 LITERATURE REVIEW

2.1 Definitions of Job Satisfaction

Locke (1976) defined job satisfaction as a positive or pleasurable reaction resulting from the appraisal of one's job, job achievement, or job experiences. Vroom (1964) defined job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying.

According to Kaliski (2007), job satisfaction is a key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfilment. It can be influenced by factors like salary, working environment, autonomy, communication, and organisational commitment (Lane, Esser, Holte, & Anne, 2010; Vidal, Valle & Aragón, 2007).

2.2 Herzberg's Motivation-Hygiene Theory and Related Past Studies

Frederick Herzberg's motivation-hygiene theory was first developed in the late 1950s and elaborated in the 1960s and early 1970s (Herzberg, 1976; Herzberg, Mausner, & Snyderman, 1959). This theory focused on outcomes that lead to higher motivation and job satisfaction, and those outcomes that can prevent dissatisfaction. Motivation factors (satisfiers) relate to the intrinsic satisfaction of jobs such as the nature of the work, autonomy, responsibility, recognition, achievement, and growth or advancement. Hygiene factors (dissatisfiers) relate to the extrinsic satisfaction of a job which includes the physical and psychological context of the work such as comfortable work conditions, salary, job security, interpersonal relationship, supervision, and company policy (Herzberg *et al.*, 1959). This theory proposed two continuum existences, where by the motivation or intrinsic factors can lead to job satisfaction. Therefore, the opposite of the motivation factors is no job satisfaction. In contrast, hygiene or extrinsic factors will result in job dissatisfaction and the opposite is no job dissatisfaction (Herzberg, 1987; Robbins & Judge, 2014). The following paragraphs will discuss some past research in relation to job satisfaction. For instance, a study that has applied Herzberg's two-factor theory was done by Jaafar, Ramayah, and Zainal (2006). Jaafar and colleagues investigated the management function, salary given to the employees, workplace condition, and status of work, particularly to explore hygiene factors. More so, they found two motivation factors, namely personal growth and responsibility that connects with job satisfaction. Therefore, their results showed that job satisfactions of employees were strongly dependent on hygiene and motivation attributes. Furthermore, Parvin and Kabir (2011) conducted a study to evaluate job satisfaction of employees in various pharmaceutical corporations. The study focused on the relative significant factors of job satisfaction and their effects on the job satisfaction of employees in general. The findings revealed that payment, work efficiency, supervision, and relationship with co-workers are the major contributing factors towards job satisfaction. The result also indicated that employees overall job satisfaction at the pharmaceutical corporations were at a positive stage. This contradicted with the Herzberg's (1966) study, whereby Herzberg stated that salary, supervision, and relationship with colleagues which are categorised as hygiene factors could cause dissatisfaction among employees, however, even the hygiene (extrinsic) factor is adequate, but it will not be either satisfactory or motivational. Thus, Herzberg suggested that the management of the organization needs to ensure that hygiene factors are fulfilled before motivation factors are met. However, these two factors need to find an equilibrium in order for the organisation to have a healthy and balance working environment. In contrast, Fang Yang (2011) conducted a study in China in which they found that extrinsic factors, particularly in regard to pay, promotion, desirable work environment, welfare packages, bonus system, company policy, interpersonal relationships, supervisors, job security, sense of challenge and achievement, positive recognition, autonomy, self-actualisation and interesting job can help to motivate the China employees' to work hard to enhance their job satisfaction. In addition, good salary and monetary reward are the most crucial motivator for employees in the context of China. This supports previous literature which emphasised the obvious factors of compensation and payment as vital motivational tool for enhancing the employees' job satisfaction as well as to enhance the work commitment (Lawler, 1973; Wang, 2001). Tan and Waheed (2011) examined the job satisfaction through Herzberg's motivation-hygiene theory in a Malaysian retail sector. The results indicated that hygiene factors were the most dominant factors that influence the employees' job satisfaction. In addition, working conditions were found to have a significant correlation between hygiene factors and job satisfaction. The mediation results also proved that the love of money can influence the relationship between salary and job satisfaction. Based on the discussion above, this means that the top management needs to provide proper care for the employees in terms of providing healthy working condition such as good climate to work in, proper lighting for productivity, good ventilation, hygiene work condition, flexible working schedule, and suitable working hours (Arnold & Feldman, 1986). In addition, employees who perceived highly on the value of money are most satisfied with their job. The notion has been supported by Tang, Luna-Acocos, Sutarso, and Tang (2004) that value for money eventually reflects the needs and wants of employees, whereby when the desire for money increases, it will motivate the employees to be satisfied and ultimately will increase his/her job performance.

Bader, Hashim, and Zaharim (2013) examined the level of job satisfaction among the bank employees in four cities of Eastern Libya. The study utilised the MSQ to access the employees' job satisfaction. The results reported that the employees have a high satisfaction level towards their jobs. This suggests that Libyan bank authorities provided salary increment may have contributed to the higher job satisfaction (Vallejo, Vallejo, & Parra, 2001).

In addition, the study carried out by Wan Yusoff, Tan, and Mohamed Idris (2013) contradicted with the traditional view of Herzberg's motivation-hygiene theory, whereby they explained that the extrinsic factors which cause job dissatisfaction indeed affecting job

satisfaction of employees. Hence, based on the discussion above, Herzberg's two-factor theory was revised, whereby extrinsic factors as well as intrinsic factors should be combined as a set of determinant in explaining the job satisfaction of employees.

Vasiliki and Efthymios (2013) conducted a study to examine the job satisfaction of public administrative officers in the Greek Ministry of Employment and Social Affairs. They utilised the Job Satisfaction Survey developed by Spector (1985). The findings revealed that the job satisfaction among the respondents is at the moderate level. Furthermore, the findings also showed that the nature of work (intrinsic factor) and supervision and co-worker relationship (two extrinsic factors) are the facets that contribute to job satisfaction. This suggests that in order to achieve a higher job satisfaction among employees, the relationship between superior and subordinate in relation with trust, confidence, and mutual respect should be established (Weng, Lai, & Li, 2010).

Besides, Hossain (2014) carried out a study on job satisfaction and the impact on the overall satisfaction of employees in Bangladesh banking institutions. The findings of the study indicated that work conditions, pay, equality, and promotion significant influence the employees' job satisfaction. In addition, the study showed that the level of overall job satisfaction of the bank employees is at the positive level. Islam and Islam (2014) tried to compare the employees' job satisfaction in the public and private banking institutions. The results showed that private bank employees have high level job satisfaction as compared to the employees of the public bank which yielded the moderate level of job satisfaction. Given the nature of the structure of the public banking institutions, majority of the companies are likely to practise bureaucratic and hierarchical working culture. In particular, tedious regulations and policies will somehow cause the employees to have long working hours that eventually cause pressure and dissatisfaction among public bank employees (Christina, 2011 in Cha, 2012; Hossain, 2014).

In a local context, Hashim (2015) investigated the job satisfaction among engineers in a Malaysian electrical company. The results showed that the level of job satisfaction among engineers is relatively low. In addition, only two extrinsic factors of job satisfaction, namely fair amount of salary and having good relationships with co-workers are found to be significant elements in contributing to the job satisfaction. This means that being engineers in an electrical company can be stressful as the employees are exposed to many risks at the workplace. Hence, the employees will expect more incentive, for instance, higher compensation and salary from the organisation to satisfy their needs and wants. The employees will be willing to leave the organisation if the management failed to acknowledge their contribution in doing a high-risk job. This is because compensation and salary are connected with retention and turnover (Chiu, Luk, & Tang, 2002).

Based on the discussion above, the past literature has congruent with the Herzberg's two-factor theory which urged the researchers to consider intrinsic and extrinsic factors as one set of determinants in order to improve the overall job satisfaction of employees based on the subscale in the MSQ. Based on the literature drawn, the current study hypothesized that:

H1: Intrinsic (Motivation) factors positively increase the job satisfaction.

H2: Extrinsic (Hygiene) factors positively increase the job satisfaction.

■ 3.0 METHODOLOGY

3.1 Procedures

This study employed a quantitative (survey) design, whereby a structured self-administered, anonymous questionnaire had been distributed to the employees (managerial and non-managerial) who currently employed in the public banking institution as a unit of analysis. This study was carried out in a government-linked bank institution with a total population of 2528 employees. A sample size of 353 was drawn from this population based on the Yamane's (1973) formula. Out of the 353 questionnaires, only a total of 174 questionnaires were valid representing the total of 50.7 % of the success rate. According to Sekaran and Bougie (2016), a sample size range from 30 to 500 would be sufficient and acceptable for the social science studies.

A multistage sampling procedure was applied in this study. Researchers used a probability sampling (simple random) to get the list of the public-listed companies (PLCs) and then applied cluster sampling to select the departments in the public bank to collect the data among the employees in the selected departments (telemarketing, quality assurance, credit card, finance, and personal loan).

3.2 The Instrument

The questionnaire comprised of two (2) sections. Section A is a demographic section, and Section B contains items for job satisfaction. Demographic questions in section A were designed to gather information about characteristics of respondents such as gender, the category of staff (managerial and non-managerial), age, race, education level, and tenure. In Section B, the items were adopted from the short-form MSQ (Weiss, Dawis, England, & Lofquist, 1967) measured on the five-point Likert-type scale where 1 indicates "Very dissatisfied"; 2 represents "Dissatisfied"; 3 indicates "Somewhat satisfied"; 4 represents "Satisfied"; and 5 indicates "Very satisfied". MSQ is chosen because it is one of the most widely used instruments for measuring the job satisfaction and it has been applied to measure job satisfaction in various sectors (Buitendach & Rothmann, 2009; Martins & Proença, 2012). The data were then analysed using descriptive statistics and inferential analysis, whereby one-sample T-test has been applied to compare the mean scores of the intrinsic and extrinsic subscales in the MSQ and job satisfaction.

3.3 Pilot-Testing

Pilot test was conducted in order to test the reliability as well as the accuracy and consistency of the instrument. A total of 30 respondents which are employees from one of the private financial institutions were chosen. According to Hair, Babin, Money, and Samouel (2007), the reliability analysis scale can be accepted if the Cronbach's alpha coefficient is between 0.6 and 1.0. However, Ghozali (2011) stated that the ideal value of Cronbach alpha should be above 0.70. Hence, the Cronbach's alpha value for the current study ranged from 0.74 till

0.92 (Table 1) which is highly accepted. Besides, before a T-test can be carried out, the data should be normally distributed, as normality is an important statistical assumption in the parametric analysis (Hair, Black, Babin, & Anderson, 2010; Tabachnick & Fidell, 2012). Based on Table 1, the values for skewness and kurtosis for the variables are in the range between -2 to +2, with 5% of sampling error which is considered acceptable to prove normal distribution exists (Tabachnick & Fidell, 2012). Hence, the current data are still normally distributed and the requirements for parametric analysis are met.

Table 1 Reliability and normality analysis of the intrinsic factors, extrinsic factors, and overall job satisfaction

Construct/ Items	Number of Items	Pre-test (n=30)	Actual test (n=174)	Min	Max	Skewness	Kurtosis
Intrinsic satisfaction	12	0.90	0.91	22	60	0.34	0.47
Extrinsic satisfaction	8	0.86	0.86	16	40	0.12	-0.34
Overall job satisfaction	20	0.93	0.94	40	100	0.27	0.29

■ 4.0 RESULTS & DISCUSSION

Table 2 shows more than half of the respondents in this study are females (68.4 %), and the rest are males (31.6 %). For the category of staff, more than half of the respondents are non-managerial staff (68.4 %) and are Malay (69.5 %) with ages ranging from 21-30 years old (62.1 %). Out of the total respondents, nearly half of the respondents are bachelor degree holders (44.8%) with less than 5 years working experience (53.4 %).

Table 2 Demographic characteristic of the respondents

Profile	Frequency	Percentage
Gender (n=174)		
Female	119	68.4
Male	55	31.6
Staff (n=154)		
Non-managerial	112	64.4
Managerial	42	24.1
Race (n=169)		
Malay	121	69.5
Chinese	31	17.8
Indian	13	7.5
Others	4	2.3
Age (n=174)		
21 - 30	108	62.0
31 - 40	57	32.8
41 - 50	8	4.6
51 - 60	1	0.6
Education (n=174)		
SPM	36	20.7
STPM	55	31.6
Bachelor Degree	78	44.8
Master/ Ph.D.	4	2.3
Others	1	0.6
Tenure (n=174)		
<5 years	93	53.4
5 - 10 years	43	24.7
10 - 15 years	19	10.9
15 - 20 years	13	7.5
> 20 years	6	3.5

The main objective of the study is to find out the job satisfaction factors of employees in the government-linked bank institution. Table 3 shows the mean score for all the items ranged from 3.17 to 3.51. The highest mean scores were represented by the statement “The chance to do something that makes use of my abilities” ($M = 3.51$, $SD = 0.74$) was categorised under intrinsic factors, followed by the statement “The competence of my superior in making decisions” from the extrinsic factors ($M = 3.45$, $SD = 0.84$). The findings indicated that satisfaction on hygiene (extrinsic) factors ($M = 3.35$, $SD = 0.79$) are slightly higher compared to the satisfaction on motivation (intrinsic) factors ($M = 3.29$, $SD = 0.79$) in the current context.

Table 3 Mean and standard deviation for intrinsic satisfaction, extrinsic satisfaction and overall job satisfaction (n=174)

Intrinsic satisfaction	M	SD
The chance to do something that makes use of my abilities.	3.51	0.74
The chance to do things for other people.	3.35	0.80
The way my job provides for steady employment.	3.32	0.74
Being able to do things that don't go against my conscience.	3.30	0.72
The chance to tell people what to do.	3.30	0.74
The feeling of accomplished I get from the job.	3.30	0.79
The chance to try my own methods of doing the job.	3.30	0.80
Being able to keep busy at all time.	3.28	0.82
The chance to be somebody in the community.	3.26	0.83
The chance to do different things from time to time.	3.25	0.86
The freedom to use my own judgement.	3.19	0.81
The chance to work alone on the job.	3.14	0.80
Total	3.29	0.79
Extrinsic satisfaction	M	SD
The competence of my superior in making decisions.	3.45	0.84
The way my co-workers get along with each other.	3.44	0.74
The way organization policies are put into practice.	3.39	0.71
The way my superior handle his/her workers.	3.38	0.82
The working conditions.	3.36	0.73
The praise I get for doing a good job.	3.32	0.75
The chances for advancement on the job.	3.31	0.79
My pay and the amount of work I do.	3.17	0.91
Total	3.35	0.79
Overall Job Satisfaction	3.32	0.79

In addition, the overall mean of 3.32 indicated that the employees are slightly satisfied with their job and it is still at the positive stage. This was congruent with the results of numerous past studies that found bank employees more likely to be satisfied with their job (Hossain, 2014; Parvin & Kabir, 2011; Vasiliki & Efthymios, 2013). These particular results may be concluded that the banking sectors are likely to produce employees that are satisfied with their jobs in the institution.

In contrast, Islam and Islam's (2014) study showed that the level of job satisfaction on the public sector bank was low, as compared to the private banks, which yielded different results from the current findings as the current findings indicated that the employees of the public banking institution have positive views on the job satisfaction in the Malaysian setting. This can be further explained that the public bank employees have higher job satisfaction due to job security and steady employment (Khan & Parveen, 2014).

Besides, one sample T-test was conducted to analyse the findings. As shown in Table 4 below, the significant value of the overall mean score of job satisfaction ($t=77.81$, $df = 173$, $p = .000$) and the items under the intrinsic and extrinsic factors was found to be significantly positive. Thus, H1 and H2 is accepted. Hence, in order to increase the job satisfaction, both of the intrinsic and extrinsic factors need to be considered.

Table 4 One sample t-test between each sub-scale of job satisfaction and the score of job satisfaction (n=174)

Intrinsic satisfaction	M*	SD	t**	df	p
The chance to do something that makes use of my abilities.	3.51	0.74	9.08	173	.000
The chance to do things for other people.	3.35	0.80	5.76	173	.000
The way my job provides for steady employment.	3.32	0.74	5.85	173	.000
Being able to do things that don't go against my conscience.	3.30	0.72	5.54	173	.000
The chance to tell people what to do.	3.30	0.74	5.43	173	.000
The feeling of accomplished I get from the job.	3.30	0.79	5.07	173	.000
The chance to try my own methods of doing the job.	3.30	0.80	5.02	173	.000
Being able to keep busy at all time.	3.28	0.82	4.43	173	.000
The chance to be somebody in the community.	3.26	0.83	4.19	173	.000
The chance to do different things from time to time.	3.25	0.86	3.87	173	.000
The freedom to use my own judgement.	3.19	0.81	3.10	173	.002
The chance to work alone on the job.	3.14	0.80	2.28	173	.024
Extrinsic satisfaction					
The competence of my superior in making decisions.	3.45	0.84	7.08	173	.000
The way my co-workers get along with each other.	3.44	0.74	7.78	173	.000
The way organisation policies are put into practice.	3.39	0.71	7.25	173	.000
The way my superior handle his/her workers.	3.38	0.82	6.09	173	.000
The working conditions.	3.36	0.73	6.54	173	.000
The praise I get for doing a good job.	3.32	0.75	5.64	173	.000
The chances for advancement on the job.	3.31	0.79	5.28	173	.000
My pay and the amount of work I do.	3.17	0.91	2.50	173	.013
Overall Job Satisfaction	3.32	0.79	77.81	173	.000

*1 = Very dissatisfied, 2 = Dissatisfied, 3 = Somewhat satisfied, 4 = Satisfied, 5 = Very satisfied

**test value = 3

The t-test results were in line with the study done by Jaafar *et al.* (2006) and Wan Yusoff *et al.* (2013) which indicated that both intrinsic and extrinsic factors need to be included in order to enhance employees' job satisfaction. This is because the extrinsic or hygiene factors must be fulfilled first before motivation factors can be achieved to stimulate the employees to have high job satisfaction (Herzberg, 1966). Thus, in order for the employees to achieve job satisfaction, both factors must be considered carefully based on the nature of the industry.

On the contrary, the findings of the current study differ from the Hashim's (2015) results, whereby his study revealed that only two items pertaining to payment and good relationships with colleagues were found to have a significant difference in developing job satisfaction. His contradicting results may stem from the different sector analysed. For instance, in the electrical company, there are various hierarchies of management, whereby the decision making process, authority of power, chain of command need to pass through various levels of management. Furthermore, this particular industry is more prompt to safety issues and violations due to the nature of jobs, whereby employees in this sector are more likely to be prone to accidents (Dessler, 2016). Thus, safety procedures and standards are likely to cause dissatisfaction among employees.

However, the current t-test results showed both intrinsic and extrinsic factors significantly contribute to job satisfaction in government-linked bank institution. We then conclude that job satisfaction among employees vary from one industry to another and highly dependent on the nature of a particular organisation and operation settings.

The current findings partially support the study done by Tan and Waheed (2011) which indicated all the hygiene (extrinsic) factors are influencing the job satisfaction, but working conditions are the most dominant factors motivating employees to increase job satisfaction. Furthermore, they also found that the idea of making more money can mediate the salary and job satisfaction. Clearly, this is naturally an extrinsic motivation of most employees because value for money will motivate employees to achieve job productivity and satisfaction. (Fang Yang, 2011; Tang, *et al.*, 2004; & Wang, 2001).

In addition, the study done by Fang Yang (2011) also indicated that salary and money are the significant factors that help increase job satisfaction of employees. The current findings indicated similar results in which salary was part of extrinsic job satisfaction factors which contributes to job satisfaction. Thus, it has proven that payment and monetary reward have become important motivators which can help to boost the employees' satisfaction. This has been explained by Wan Yusoff and Tan (2013), that younger generations of workers were more motivated by extrinsic attributes. This has supported the current demographic characteristics of the respondents that most of the respondents in this study are younger generations which age ranged from 21 - 30. In addition, Islam and Ismail (2008) also argued that Malaysian workers are generally more concerned about hygiene factors than motivation factors which help to explain the current scenario of work satisfaction among Malaysians people.

Hence, based on the discussion of the findings, it is shown that intrinsic and extrinsic factors contribute significantly in enhancing the employees' job satisfaction in the workplace. Thus, combining intrinsic and extrinsic factors as a determinant will help to strengthen the attributes of job satisfaction. In addition, job satisfaction is varied depending on the employees' need, type of industry or sector, and the philosophy of the management in the organisations.

■ 5.0 CONCLUSION

In summary, this study revealed that employees who work in the government-linked bank institution have positive views about job satisfaction. The findings of this study provided new perspectives to the Herzberg's two-factor theory as the traditional view focused on the motivation which is the intrinsic factors that will cause the employees to have higher satisfaction with the job, but the absence of it will cause dissatisfaction. When the organisation provides extrinsic or hygiene factor, it will eliminate the feelings of dissatisfaction among employees. However, the findings of this study indicated that the intrinsic (motivation) and extrinsic (hygiene) factors should be integrated as one determinant that will increase the employees' job satisfaction. This study suggests that human resource management of the particular banking institution that operating in Malaysia should pay attention to both of the factors that being highlighted. Thus, the organisation should provide an equal chance for the promotion and requirement in order to enhance work achievement, having more challenging work task through job rotation to increase the job advancement. In addition, payment and compensation of employees, peer relationship at the workplace, the conducive working environment must be addressed by the organisation as it will contribute to work motivation and commitment.

The study contributes to the job satisfaction in the financial sector, particularly in Malaysia setting. However, there are several limitations. Firstly, the current study was only limited to explore job satisfaction from the perspectives of employees in one of the government-linked bank institution in Malaysia. Hence, the future study can look into various industries such as manufacturing, mining, plantation, oil and gas, automotive, services to name a few to focus on further exploring on their job satisfaction across other countries. The research may also be extended to the small medium enterprises (SMEs) or some other non-government organisations (NGOs) or private companies to gain different perspectives regarding the employees' job satisfaction in future.

Another limitation of the current study is the sample size. A total of 353 questionnaires was distributed, however, only 174 useable feedbacks received. Although the sample size of the study meets the requirement to perform parametric statistical analysis like t-test, the sample size might not be able to generalise to the population. In addition, the sample was limited to the employees that work in one of the government-linked bank institutions. Hence, future research may require a larger sample size to achieve the desired representative.

The connection between employees' job satisfaction, employee engagement, organisational commitment, and reputation was suggested for future study to look at the organisational outcomes. Furthermore, the demographic factors can be included as the moderating or mediating factors to enhance the knowledge of organisational and human resources practices, particularly in the aspect of organisational behaviours in the Malaysian context.

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