

ABSTRACT

A survey was conducted by Watson Wyatt in 2004 on “What Malaysian employees like about work”. Three factors namely pay, top management leadership and supervision scored the lowest. The purpose of this paper is to understand the relationships of these factors (which the Watson Wyatt study found that employees in Malaysia are least satisfied) with overall job satisfaction. The significance of the study is mainly for employers and human resource practitioners, to gain insight on whether these factors have a significant relationship with overall job satisfaction. This information is critical for them, as from prior research, job satisfaction has been found to be correlated to work behaviors such as quitting, turnover and absenteeism, which increases employers' cost.

Malaysian professionals were the targeted respondents of the self administered survey questionnaire. A statistical correlation analysis was employed to determine the relationship between the contributing factors and job satisfaction. The results are discussed in reference to the results reported by the earlier researchers. The results show that there is a positive relationship between the economic factors: pay & pay satisfaction and non-economic factors: satisfaction with supervisor & trust in top management and

overall job satisfaction in line with prior research findings. In addition, both the economic factors studied were found to be positively correlated, also in line with research findings

The results of this study provides some insight on the importance of designing effective reward systems and programs to improve management and supervision effectiveness to impact work behaviors positively.