

A STUDY OF JOB SELECTION CRITERIA
TOWARDS THE FUTURE CAREER PROSPECT OF
UNDERGRADUATES IN MALAYSIA

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DECLARATION

We hereby declare that:

- (1) This undergraduate research project is the end result of our own work and that due acknowledgement has been given in the references to ALL sources of information be they printed, electronic, or personal.
- (2) No portion of this research project has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.
- (3) Equal contribution has been made by each group member in completing the research project.
- (4) The word count of this research report is 9915 words.

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DEDICATION

Dedicated to

Mr. Foong Choong Ee

Supervisor who has provided us with useful guidelines and motivated us during the process of this research project.

Tan, Teoh, Wan, Lee and Foo Families

Families who are always there to give us support whenever we encounter problems during the process of completing this research project.

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Respondents who were willing to spend their time to help in the completion of this research project.

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Five team members who work well with each other although different opinions occur during this research.

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LIST OF ABBREVIATIONS

BPO	Business Process Outsourcing
CAO	Career Advancement Opportunities
FI	Financial Incentives
GE	Geographical Location
IV	Independent Variable
JC	Job Characteristics
JS	Job Satisfaction
MNC	Multinational Corporation
MV	Mediating Variable
QWL	Quality of Work Life
SPSS	Statistical Package for Social Science
UTAR	Universiti Tunku Abdul Rahman
WE	Workplace Environment

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PREFACE

In this 21st century, undergraduates face more difficulties in getting a better job to survive. There are more competitors in the market now as technology is improving and thus more skillful employees are needed. Hence, undergraduates should prepare themselves in selecting the career field which will provide the highest job satisfaction. Employees not only will survive long in the field, they will also enjoy working in that field. Furthermore, employers should also understand those criteria that will give the highest job satisfaction for each employee.

Job selection criteria such as financial incentives, geographical location, workplace environment, career advancement opportunities and job characteristics are believed to have influence on undergraduate's selection of their future career. Overseas researchers and past studies show that job satisfaction has an influence over the career or job selected by employees.

In Malaysia, more jobs from different fields are appearing thus this will raise confusion in undergraduates on which career is most suitable to them. Moreover, this has indirectly led to turnover in Malaysia. Therefore, we had decided to conduct this study to examine the influence of job selection criteria on job satisfaction in the future career prospect of undergraduates in Malaysia.

ABSTRACT

The research is aimed to study the job selection criteria affecting job satisfaction towards the future career prospect of undergraduates in Malaysia. Although there are extensive research on job selection criteria and job satisfaction, none has examines this scope on undergraduates' future career prospect in Malaysia. Thus, a proposed conceptual framework which is adapted from Aycan and Pasa (2003) was developed to identify this relationship.

The target respondents of this study involve 389 undergraduates from Universiti Tunku Abdul Rahman (UTAR). Data were collected by distributing self-administered questionnaires and were then analyzed by using multiple linear regression and Pearson's correlation analysis.

The results revealed that financial incentives and job characteristics have positive significant relationships with job satisfaction while career advancement opportunities have the strongest positive significant relationship with job satisfaction towards undergraduates' future career prospect. On the other hand, geographical location and workplace environment were found to be not significant in this research.

The findings of this research would contribute significantly to the employers and undergraduates in Malaysia. Employers would have a better understanding of what undergraduates desire in their future career and thus it helps to avoid turnover and attracts more skillful and qualified employees. Moreover, this research would be able to help undergraduates in planning and selecting the right career path.

CHAPTER 1: RESEARCH OVERVIEW

1.0 Introduction

In Chapter One, readers can briefly know the scope of this research and its objectives. It introduces the research background and the problem statement. Research objectives and research questions are then addressed. Lastly, hypotheses and significance of the study are presented.

1.1 Background of the Study

It will be quite difficult for one to make up their mind to choose the best path of career as now it is competitive among peers.

Career is defined as an occupation undertaken for a significant period of a person's life and with opportunities for progress (Online Oxford Dictionaries, 2011). Career integrates a set of partial possibilities of personnel interests' satisfaction such as motivation system, innovative methods of work organization, planning of individual career for all employees in an organization (Ciutiene, Sakalas, & Neverauskas, 2006). In the study of Greenhaus, Callanan, and Godshalk (2010), each career stage presents a unique tasks and issues which range from a young adult, to a middle-aged adult, to an older employee and to the stage of preparing to retire. Despite these stages, the role of career management is fundamentally the same at each stage which is to make sound decisions based on each individual's insights.

As many new jobs arising, fresh graduates or undergraduates should select job that is most suitable to their related field and available knowledge. Most of the undergraduates are plainly thinking of at least graduating without planning on what career path to take in the future. Therefore, it is essential for undergraduates to have an idea on what ideal job they desire. Malaysia's unemployment rate was last reported at 3% in March of 2011 (Malaysia Unemployment Rate, 2011). This has recorded an increase in unemployment rate in Malaysia. If the unemployment rate continues to increase, there will be a possible downturn in the Malaysia's economy. Thus with this research, undergraduates will be more certain about their future career path. As a result, there will be a lower turnover rate.

1.2 Problem Statement

With the introduction of computers in business field, the manual method of accounting is being gradually replaced by the database technology which has revolutionized the accounts department (Fowzia & Nasrin, 2011). This has increased the demand of the skillful employees like fresh graduates. Little responsibility has been taken to solve skill shortages and establish training needs in order to attain company's target, though national training policy is reactive and driven by employer demand (Clarke & Herrmann, 2007). Nevertheless, employers do not fully understand the needs of employees such as pay, attitude and performance of respective supervisor and managers (Mehmood, Rehman, & Rashid, 2011). These are the reasons company fail to attract or retain skillful and qualified employees.

According to Mehmood et al. (2011), based on the understanding of the needs of employees, company can satisfy employees' needs to improve the organization's market position. Besides, the findings of Rehman and Waheed (2011) reported the awareness of the understanding of the concept of job satisfaction. According to Ayup and Lim (2011), job satisfaction of employees should be of great concern to

organizations. Job satisfaction has a direct relationship with pay, work itself, promotion opportunities, and supervision. First career choice decisions of engineering students are mostly influenced by intrinsic reasons than extrinsic or interpersonal reasons (Gokuladas, 2009).

Some deficiencies have been found in the past studies. The result of the research of Mehmood et al. (2011) is based on 100 questionnaires collected. It is considered as a small amount and thus accurate result may not be obtained. Lastly, in the research of Ayup et al. (2011), additional research is needed to further investigate the factors that affect the job satisfaction as work-related variables and demographic variables were not discussed in the research.

1.3 Research Objectives

1.3.1 General Objective

The main objective of this research is to identify which job selection criteria would have greatest influence on the job satisfaction of undergraduates in Malaysia in their future career prospect.

1.3.2 Specific Objectives

From the general objective, specific objectives are formed to examine the relationship of each of the job selection criteria with regards to job satisfaction in the future career prospect of undergraduates in Malaysia. The specific objectives are shown as below:

- To determine the relationship between financial incentives and job satisfaction of undergraduates in Malaysia.
- To determine the relationship between geographical location and job satisfaction of undergraduates in Malaysia.
- To determine the relationship between workplace environment and job satisfaction of undergraduates in Malaysia.
- To identify the relationship between career advancement opportunities and job satisfaction of undergraduates in Malaysia.
- To identify the relationship between job characteristics and job satisfaction of undergraduates in Malaysia.
- To highlight the significant relationship between job satisfaction and future career prospect of undergraduates in Malaysia.

1.4 Research Questions

1.4.2 General Question

Which job selection criteria would have greatest influence on the job satisfaction of undergraduates in Malaysia in their future career prospect?

1.4.3 Specific Questions

This study specifically seeks to resolve the following research questions.

- Is there any relationship between financial incentives and job satisfaction of undergraduates in Malaysia?
- Is there any relationship between geographical location and job satisfaction of undergraduates in Malaysia?
- Is there any relationship between workplace environment and job satisfaction of undergraduates in Malaysia?
- Is there any relationship between career advancement opportunity and job satisfaction of undergraduates in Malaysia?
- Is there any relationship between job characteristics and job satisfaction of undergraduates in Malaysia?
- Is there any relationship between job satisfaction and future career prospect of undergraduates in Malaysia?

1.5 Hypotheses of the Study

Hypotheses are the prediction of what might happen in certain situation. The following hypotheses are formed after the review of related literature.

H₁: There is significant relationship between financial incentives and job satisfaction

H₂: There is a significant relationship between geographical location and job satisfaction.

H₃: There is a significant relationship between workplace environment and job satisfaction.

H₄: There is a significant relationship between opportunities for career advancement and job satisfaction.

H₅: There is a significant relationship between job characteristics and job satisfaction.

H₆: There is a significant relationship between job satisfaction and future career prospect of undergraduates in Malaysia.

1.6 Significance of the Study

This research would contribute to the undergraduates and the employers in Malaysia. Companies hire undergraduates for their new knowledge and diversification, thus employers should have a better understanding on what undergraduates preferred in the job selection criteria leading to job satisfaction. With this study, employers will obtain a better understanding. They will then have a higher percentage in selecting the right and suitable employees which will reduce the turnover rate.

Moreover, with the aim of developing successful approaches to nourish and foster the choice of careers, a comprehensive and valid understanding of students' career-decision making is important (Mutha, Takayama, & O'Neil, 2000). Therefore, this research will help undergraduates to decide and plan properly in taking the right path towards their future career. Furthermore, with the understanding of their self interest, percentage of selecting the wrong career path would be reduced.

1.7 Chapter Layout

Chapter One provides the overview of this research. This chapter contains research background where problem statement is drawn. It also spells out the research objectives, research questions, significance of study and the outline of study.

Chapter Two covers relevant theoretical models, together with the review of past studies. Based on those relevant theoretical frameworks, a proposed theoretical or conceptual framework is developed which allow us to form hypotheses.

Chapter Three is about the research methodology of this study which includes research design, data collection method, sampling design, research instrument and measurement. This chapter also discusses about the data processing and method of data analysis used to conduct the study.

Chapter Four shows the outlines of the results through statistical techniques such as SPSS analyses. Results are then analyzed to rationalize research questions and hypotheses developed.

Chapter Five sum up all descriptive and inferential analyses stated in Chapter Four. This chapter discusses major findings of this study and it also provides useful implications for researchers and practitioners. Limitations of this study and recommendations for future research are included in this chapter as well.

1.8 Conclusion

Chapter One attempts to clarify the research background, problem statement and objectives for this study. It provides a clear direction in conducting this research which emphasizes the job selection criteria affecting job satisfaction in the future career prospect of undergraduates in Malaysia. Literature review in Chapter Two is always referred back to Chapter One to make sure this study flows naturally.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

After the research problems, objectives, questions and hypotheses are formed in Chapter One, review on past empirical studies and theoretical models will be provided in this chapter. A proposed conceptual framework will also be developed. Hypotheses will be tested through the use of appropriate statistical analyses to prove that the dependent variables are valid.

2.1 Review of the Literature

2.1.1 Financial Incentives

Financial incentive is defined by performance-based monetary rewards and repetition means that subjects repeatedly face identical or similar tasks in an experimental session (Lee, 2007). The purpose of this research is to investigate the effect of financial incentives on subject's performance under a repetition environment. The result revealed that the use of financial incentives may be necessary or at least preferred if subjects may need to learn about the task in which they are participating in.

Financial incentive is one of the aspects that affect the undergraduates' decision in choosing their career path. According to Wagner and Westaby (2009), financial incentive can be a motivational tool for employees if it is perceived at a sufficiently desirable level. The purpose is to experimentally examine the important factors underlying individuals' willingness to relocate internationally. The result of this study revealed that financial incentive had a stronger effect on willingness to relocate to a country which had a better career choice.

Bakan, Suseno, Pinnington, and Money (2004) claimed that financial participation has substantial effect on employees' attitude and performance. These researchers were focused on the effects of financial participation on the job attitudes of employees. Through this study, it showed that financial participation had a significant relationship towards the commitment of the employees in their job performance.

According to Janus, Amelung, Baker, Gaitanides, Schwarts, and Rundall (2008), measures such as incomes are intended to increase the chances of people entering and staying in that profession. The results suggested that monetary and non-monetary incentives should be used to maintain a good satisfaction of the employees.

2.1.2 Geographical Location

According to the research of Gruneberga, Startup, and Tapsfield (2007), job satisfaction will be influenced by geographical location of a company. This research reported on the effect of geographical location factor on job satisfaction of university lecturers in a provincial university. The result indicated that the university lectures attended school in Wales was significantly

more satisfied than others with the geographical position of the College considered in relation to the rest of Britain.

According to Savage, Beall, and Woolley (2009), factors with the strongest influence on job choices after graduation is workplace environment, followed by professional satisfaction and geographical location. According to Incorvaia, Ringley and Boysen (2005), family ties is the most quoted influencing factor for choosing a geographical location for work and practice.

According to Pritchard and Karasick (2004), climate is related to individual job satisfaction. The purpose of this research is to show the effects of organizational climate on job performance and satisfaction as well as the effects of interactions between climate and individual needs on performance and satisfaction. It was found that climate was influenced by the overall organization and subunits within the organization. This shows that the geographical location of a company will be the principle of choosing job.

2.1.3 Workplace Environment

According to Furnham, Eracleous and Chamorro-Premuzic, (2009), there is a relationship between workplace environment and job satisfaction. The research shows the factors associated with the job dissatisfaction were extrinsic including company policy, administration, interpersonal relations, and working conditions. According to Sell and Cleal (2011), the work environment factors such as social support have a significant impact on the level of job satisfaction.

In addition, based on the research of Dawal and Taha (2006), job characteristics and environmental factors were significantly related to job

satisfaction. The aim of the study is to determine the factors that influence employee's perception towards their work and job in the organization.

In the research of Normala (2010), companies offering high quality of work life (QWL) such as favorable conditions and environments of work or supportive work environments would likely to attract and retain valuable people in the organization. This research investigates the relationship between quality of work life and organizational commitment. The result of this research shows that QWL and organization commitment are a multidimensional construct and is a product of the evaluation of one's work place.

According to the research of Lambert, Hogan and Barton (2001), a poor workplace environment will lead to turnover intention. The research investigated the impact of job satisfaction on turnover intention. The result indicated that working environment is more important in shaping workers job satisfaction which is the key mediating variable between the workplace environment and turnover intention.

2.1.4 Career Advancement Opportunities

According to Grawitch, Gottschalk and Munz (2006), practices that contribute to employee development have been linked to employee commitment to the organization, increased productivity and decreased absenteeism and turnover.

The research of Monis and Sreedhara (2011) study, compare and analyze the perception of the employees regarding the career development practices being adopted by the Indian and foreign MNC BPO firms. The result shows that the level of satisfaction towards the career development is at 69.71% and 69.82% among the respondents of Indian and foreign MNC BPO firms respectively.

Organizations that empower career management are more likely to boost employee's job satisfaction (Lee, 2000).

The research of Adekola (2011) ascertains the relationship between career planning and career management as antecedents of career development while job satisfaction and career commitment as its outcomes. It is proven that proper career planning and career management are the key success factors of career development that will positively influence job satisfaction, professional development and productivity.

The research of Srivastava (2002) measures the job satisfaction and work adjustment of the workers. The result reveals that there is a significant correlation between overall work adjustment and job satisfaction. The opportunities of career advancement are one of the dimensions of work adjustment.

2.1.5 Job Characteristics

Job characteristics emphasize on four main areas including autonomy, variety, identity and feedback. Autonomy means employees have the right to schedule their work and is flexible to perform what they want in their job. Variety is the extent to which the job enables employees to take on broad range of alternatives in their work. Task identity represents the level to which employee complete the entire work and able to recognize the outcomes of their efforts whereas feedback is the degree to which employees are given remarks on their work performance. (Becherer, Morgan, & Richard, 1982; Hackman & Lawler, 1971; Hackman & Oldham, 1976; House, 1971, cited by Bhuian & Menguc, 2002).

There is a direct relationship between job characteristics and job satisfaction which is supported by motivation and means-end chains hypotheses theoretically (Singh, 1998, cited by Bhuian et al., 2002). In the research of Bhuian et al. (2002), data were collected from sales expatriates. The results show that expatriate salespeople gain higher job satisfaction when they recognize higher job autonomy, identity and feedback in their jobs whereas higher job variety does not lead to higher job satisfaction.

According to Kulik, Oldham, and Hackman (1987); O'Reilly and Roberts (1975), cited by Thomas, Buboltz and Winkelspecht (2004), a longstanding argument exists between psychologists that deem structural characteristics of the job are the main determinants of job satisfaction. In the research of Thomas et al. (2004), indicated that job characteristics including job variety, autonomy, and feedback are the main factors affecting job satisfaction.

Furthermore, in the research of Allen, Lambert, Pasupuleti, Tolar and Ventura (2004), job autonomy, supervision, job stress and job variety were being tested and they are conceived to influence the job satisfaction and organizational commitment of social and human service employees. Employees of various administrative levels from a broad range of social and human services were selected to determine the effects of job characteristics on job satisfaction and organizational commitment. The results show that all of the four job characteristics are important determinants of job satisfaction of social and human service workers.

2.1.6 Job Satisfaction

Job Satisfaction has a significant positive relationship with three dimensions of organizational commitment whereas turnover intention has a significant

negative relationship with job satisfaction and organizational commitment (Aydogdu & Asikgil, 2011). This study shows that high job satisfaction and organizational commitment will avoid turnover intention, actual turnover and able to attract quality employees. Moreover, good and motivated working environment are needed to make the employees work happily.

Job satisfaction plays an important role to employ skilled employers and avoid employees' turnover because employees would not be motivated to work if their job satisfaction are low (Mudor & Tooksoon, 2011). Employees act as functioning organizational system to achieve a higher productivity. Committed workers are an essential condition for accomplishing the organizational goal. According to Cook (2008), satisfaction and performance are positively related and this will directly links to the attraction of qualify employees.

In the analysis of Nimalathan and Ather (2010), it is found that there is a positive relationship between job satisfaction, ability to capture skill employees and employees' working performance. When better benefit is provided, existing employees will be satisfied and will retain in the company.

2.2 Review of Relevant Theoretical Models

The Herzberg's Motivation-Hygiene Theory is developed by Frederick Herzberg in the year 1995. The Herzberg's Motivation-Hygiene theory reflected two dimensions of job attitudes which are the avoidance of unpleasantness and the need for personal growth.

Based on Herzberg's Motivation-Hygiene Theory (2002-2010), the concept of this theory is that Herzberg wants to prove that satisfaction and dissatisfaction at work are

arose from different factors which is either the hygiene factors or the motivation factors. Herzberg perceived motivational and hygiene factors to be separated into two dimensions affecting separate aspects of job satisfaction (Tan & Waheed, 2011).

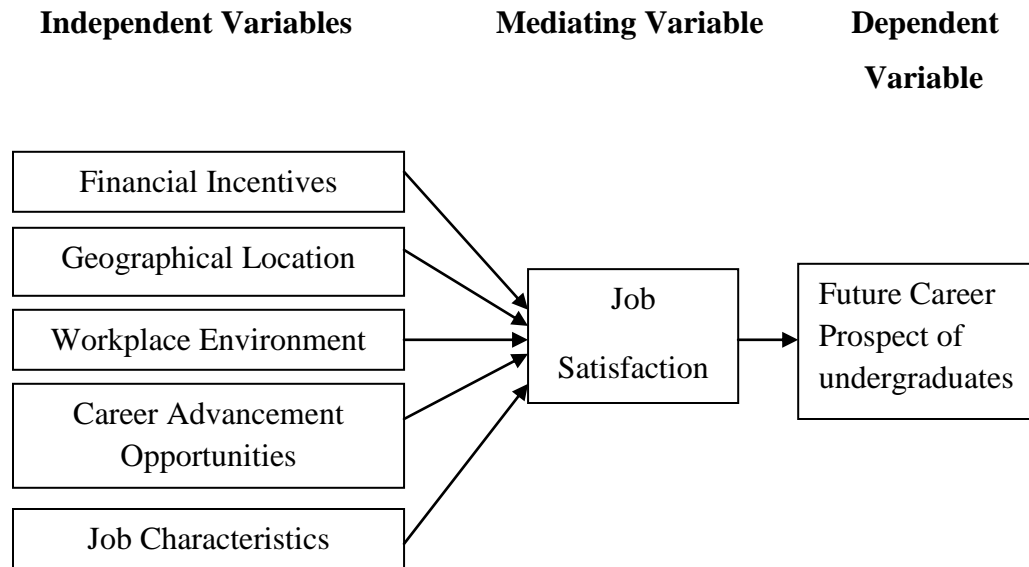
Hygiene factors which consist of financial incentives and workplace environment will lead to job dissatisfaction. These factors are needed to avoid unpleasantness and frustration of working with the company (BusinessMate, 2009-2010). These factors are needed to prevent any dissatisfaction and to ensure there is no dissatisfaction arises from employees. According to Chapman (2001-2010), a low paid salary will result in dissatisfaction in employees.

Motivator factor includes job characteristics. A good job characteristic will be the motivator for the employee to perform well and thus leads to a higher job satisfaction. Motivation factors are able to increase the job satisfaction of employees (BusinessMate 2009-2010).

2.3 Proposed Theoretical/ Conceptual Framework

Based on some past studies, the dimension of factors is reformulated in order to best fit the purpose of this study. The independent variables are financial incentives, geographical location, workplace environment, career advancement opportunities and job characteristics. The mediating variable is job satisfaction while the dependent variable is future career prospect of undergraduates in Malaysia which is the primary interest in this study. A future career prospect of undergraduates is where individuals select their future career based on certain criteria which are likely to affect their job satisfaction. Each of the independent variable has an effect on the dependent variable if all of them have a relationship with job satisfaction.

Figure 2.1: A conceptual framework of job selection criteria towards the future career prospect of undergraduates in Malaysia



Adapted from: Aycan, Z, & Pasa, S.F. (2003). Career Choices, Job Selection Criteria, and Leadership Preferences in a Transitional Nation: The Case of Turkey. *Journal of Career Development*, 30(2), 129-144.

2.4 Hypotheses Development

The hypotheses are developed through the research of past studies that have been done by other researchers. Through the Herzberg's Motivation-Hygiene Theory which was developed by Frederick Herzberg, it is clearly seen that the independent variables have a significant impact that could result in the career decision of undergraduates.

Hypothesis 1

When a sales person receives a higher pay, he or she will be motivated to perform better thus influencing in a higher job satisfaction.

H₀: There is no significant relationship between financial incentives and job satisfaction.

H₁: There is a significant relationship between financial incentives and job satisfaction.

Hypothesis 2

When an employee does not need to travel far to his or her workplace, he or she will then committed to go to work early and get him or herself prepared for the challenge. This will lead to a positive mindset and thus influence in a higher job satisfaction.

H₀: There is no significant relationship between geographical location and job satisfaction.

H₁: There is a significant relationship between geographical location and job satisfaction.

Hypothesis 3

When a clerk has a good and comfortable workplace environment, he or she will be satisfied and will improve on her job performance. This will lead to a higher job satisfaction of the clerk.

H₀: There is no significant relationship between workplace environment and job satisfaction.

H₁: There is a significant relationship between workplace environment and job satisfaction.

Hypothesis 4

When an employee is given a chance to improve him or herself such as being sent for training or job promotion, he or she will then work harder and improve in his or her job performance. This will then lead to a higher job satisfaction.

H₀: There is no significant relationship between career advancement opportunities and job satisfaction.

H₁: There is a significant relationship between career advancement opportunities and job satisfaction.

Hypothesis 5

When an employee in an organization is given an important task, he or she will feel important and thus will put in much effort to accomplish the task given. This will lead to a higher job satisfaction.

H₀: There is no significant relationship between job characteristics and job satisfaction.

H₁: There is a significant relationship between job characteristics and job satisfaction.

Hypothesis 6

When a person has a high job satisfaction, he or she will be more willing to accept that particular job. He or she will feel satisfied with the career chosen.

H₀: There is no significant relationship between job satisfaction and future career prospect of undergraduates in Malaysia.

H₁: There is a significant relationship between job satisfaction and future career prospect of undergraduates in Malaysia.

2.5 Conclusion

This chapter reviewed on both the dependent and mediating variables on the independent variable. A conceptual framework is proposed alongside with the developed hypotheses to further observe the relationship between the independent variables and the mediating variable on the dependent variable. In the next chapter, research design will be discussed on the data collection methods to the data analysis.

CHAPTER 3: METHODOLOGY

3.0 Introduction

Chapter Three will talk about the research design, data collection methods, and sampling design. The operational definitions of constructs, measurement scales, and methods of data analysis aid on the development of hypotheses will also be discussed in this chapter.

3.1 Research Design

This research is to study the job selection criteria towards the future career prospect of undergraduates in Malaysia. Descriptive research is used in this study to identify which independent variable (financial incentives, geographical location, workplace environment, career advancement opportunities and job characteristics) has the greatest influence on undergraduates' future career prospect. Quantitative approach is used to measure and analyze the relationship between variables. According to Miles and Huberman (1994), cited by Neill (2007), the purpose of quantitative research is to categorize features, calculate them, and develop statistical models in order to explain what is observed. Besides, this research is a cross sectional study as it is only conducted within one year. The data of this research will be collected by distributing self-administered questionnaires.

3.2 Data Collection Method

In this research, data are collected through two resources which are primary data and secondary data.

3.2.1 Primary Data

Primary data is collected through self-administered survey from the target respondents in order to address the research problems in this study. Survey is commonly used to collect data in the social research. It can be in any form from paper-and-pencil feedback to an intensive one-on-one depth interview (William, 2006).

3.2.2 Secondary Data

Secondary data including journals and articles from online journal database such as EBSCOhost, Science Direct, ProQuest are being used to support the primary data.

3.3 Sampling Design

3.3.1 Target Population

The targeted sample of this research is the undergraduates in Universiti Tunku Abdul Rahman (UTAR). The reason of choosing UTAR undergraduates as the

target population is due to the demographic reason. Undergraduates in UTAR come from different states in Malaysia. Thus, they are used as the representative of the entire population of undergraduates in Malaysia.

3.3.2 Sampling Location

The respondents consist of undergraduates from UTAR including Perak campus, Setapak campus, Petaling Jaya campus and Sungai Long campus. Each of the UTAR campus comprises of undergraduates from every state in Malaysia. Consequently, UTAR is used as the main sample in this study.

3.3.3 Sampling Elements

The respondents of this study were all registered students in their respective campuses. The respondents are mostly aged 25 years old and below since the study is conducted to determine undergraduates job selection criteria in their future career prospect.

3.3.4 Sampling Technique

The sampling technique adopted in this study is convenience sampling. This sampling is a non-probability sampling and it means randomly select those cases that are easiest to obtain for sample (Saunders, Lewis & Thornhill, 2009). The process of selecting sample will continue until the required sample size is reached.

The entire sample was drawn randomly from UTAR undergraduates to represent the population of undergraduates in Malaysia. This is due to budget and time constraint in conducting this research on the whole population.

3.3.5 Sampling Size

The appropriate sample size for most of the research would be more than 30 but need not be larger than 500 (Roscoe, 1975; cited by Che Omar & Jusoh, 2011). In the study of Cattell (1978), a research should include a minimum of 250 respondents if it comprises of three to six independent variables. Furthermore, there is a guidance to identify the adequate sample size which are 100=poor; 200=fair; 300=good; 500=very good; and 1000=excellent (Comrey & Lee, 1992). Based on the above studies, 400 undergraduates were drawn from UTAR to involve in this research.

3.4 Research Instruments

According to Kirklees Council Corporate Research & Consultation Team (n.d.), questionnaire is commonly used to gather basic information concerning people's behavior. Besides, questionnaires are inexpensive method. Potential information can be collected quickly from large amount of people when questionnaires are delivered (Milne, n.d.). Therefore, self-administered questionnaire is used in this study to collect primary data from UTAR undergraduates.

The whole structure of questionnaires was prepared in simple English and contains two sections which are Section A and Section B. Section A gathers the respondents' demographic details such as age, gender and campus. Section B consists of questions

related to the five independent variables and mediating variable which are being tested in this study.

A pre test was conducted before the research fieldwork is started in order to improve the questionnaire so that the respondents will not face difficulty in answering the questions. This test is known as pilot test. Pilot test was conducted by distributing 40 pre-test samples to undergraduates in UTAR, Perak campus within two days. After collected 40 questionnaires, normality test and reliability test are carried out.

Table 3.1 Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
aves	.149	40	.026	.945	40	.051

a. Lilliefors Significance Correction

Source: Developed for the research

Normality test is done by using Shapiro-Wilk Test as the samples size is below 50. As shown in the above table, the significant value is 0.051. Hence, the data is normal as the significant value meets the minimum requirement of 0.05 (Kinnear & Gray, 2009).

Table 3.2: Reliability Test

Reliability Statistics

Variables	Cronbach's Alpha	N of Items
Financial Incentives	0.767	5
Geographical Location	0.708	5
Workplace Environment	0.732	5
Career Advancement Opportunities	0.711	5
Job Characteristics	0.733	5
Job Satisfaction	0.753	2

Source: Developed for the research

The reliability of 40 samples were then analysed by using Cronbach's Alpha reliability test. From the above table, the Cronbach's Alpha of each variable is more than 0.70. Hence, all the variables are consistent and valid. According to Nunnally (1978), cited by Peterson (1994), the minimal acceptable reliability rate is 70%.

3.5 Constructs Measurement (Scale and Operational Definitions)

In Section A, general questions were asked to get the respondents' demographic details. Nominal scale was applied on gender, marital status, campus, states and desire occupation. On the other hand, ordinal scale was applied on age.

In Section B, all independent variables formed on future career prospect such as financial incentives, geographical location, workplace environment, career advancement opportunities and job characteristics were tested by using a 5-point Likert scale measurement which is considered as interval scales. This measurement range from “strongly disagree” to “strongly agree”.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

3.6 Data Processing

In order to make sure data is of standard quality, data processing was conducted.

3.6.1 Questionnaire Checking

Checking of questionnaire is conducted before questionnaires are distributed in order to ensure completeness and correctness of spelling. Furthermore, questionnaire checking can assist in easier understanding of the questions.

3.6.2 Data Editing

Before key in data into SPSS system for analysis, data editing is done by scanning through the questionnaire. Missing values were considered as incomplete and rejected. Thus, new questionnaire was distributed in order to obtain complete data.

3.6.3 Data Coding

Coding is the recording of data by using numerical codes. The code includes an indication of the column position (field) and data record. In Section A, the gender of respondents, “male” codes as 1 and “female” codes as 2.

3.6.4 Data Transcribing

Transferring of coded data from questionnaires or coding sheet into disks or directly into computers is the process of transcribing data (Malhotra, 2007). Key punching is used to transfer data into computers in this research.

3.6.5 Data Cleaning

SPSS is used as a cleaning tool to recognize the out-of-range values to be expelled from the existing data entered.

3.7 Data analysis

Statistical Package for Social Science (SPSS), Version 16.0 is used to generate data collected in this research.

3.7.1 Descriptive Analysis

The data analysis technique used is the descriptive analysis. According to William (2006), descriptive statistic is used to present the quantitative report in a more manageable structure. Descriptive statistics can include graphical summaries and numerical summaries that show the spread of the data (National Atlas of the United States & The National Atlas of the United States of America, 2011). This data analysis is important as it allows the raw data collected to be presented in a simpler and more meaningful way.

Pie charts and Bar charts are used to illustrate the demographic data collected into simpler forms. The mean, mode, median and frequency are calculated and analyzed. With graphical illustration, huge amount of data can be summarized and made available for readers to easily interpret the findings of this research.

3.7.2 Scale and Measurement

Normality test was conducted in this research as it is essential to remove outliers to ensure the distributed data is normal. Normality assumption is met only when the results of Kolmogorov-Smirnov or Shapiro-Wilk show a p-value > 0.05 .

Furthermore, reliability test was used to ascertain the validity and consistency of research finding. Cronbach's alpha is the most common measure of scale reliability (Field, 2006). According to Nunnally (1978), cited by Peterson (1994), the minimal acceptable reliability rate is 70%.

3.7.3 Inferential Analysis

The second data analysis technique used in this research is inferential statistics. According to William (2006), inferential statistics are used to make inferences from the data collected to a more general conditions where judgments are made according to the variation between dependable and independent variables.

3.7.3.1 Multiple Linear Regression

According to Berger (2003), multiple linear regression is a flexible method of data analysis which is suitable to be in use whenever the dependent variable is to be examined in a relationship to any other factors which are expressed as independent variables.

The relationships between all independent variables are tested against the mediating variable by using multiple linear regression in this study. It is also used to determine which independent variable has the strongest relationship with the mediating variable. Result is generated by using multiple linear regression command in SPSS. SPSS processed the data and the output is interpreted accordingly as the formula stated below.

A regression equation formed will be as stated below:

$$JS = a + b_1FI + b_2GL + b_3WE + b_4CAO + b_5JC$$

Where, a = constant

JS = Job Satisfaction

FI = Financial Incentive

GL = Geographical Location

WE = Workplace Environment

CAO = Career Advancement Opportunities

JC = Job Characteristics

3.7.3.2 Multicollinearity

When the intercorrelations among the independent variables are high, it is said that multicollinearity has occurred. According to Hair, Black, Babin, Anderson and Tatham (2006), substantial collinearity exists if the correlation between independent variables is as high as 0.9 and above.

3.7.3.3 Pearson's Correlation Coefficient

Pearson's Correlation Coefficient is a type of correlation coefficient that signifies the relationship between two variables that are measured on the same interval scale (Investopedia, 2011). The coefficient result from this test has a range of possible values from -1 to 1. The number represents the strength between the variables while the negative or positive sign indicates the direction.

This technique is used in this research to determine the strength and direction between each independent variable (Job Selection Criteria) and mediating variable (Job Satisfaction).

3.8 Conclusion

Methodologies used in this research are described in details in this chapter. In the next chapter the data obtained from the questionnaires distributed to undergraduates will be examined and detailed analysis will be given on those data obtained.

CHAPTER 4: DATA ANALYSIS

4.0 Introduction

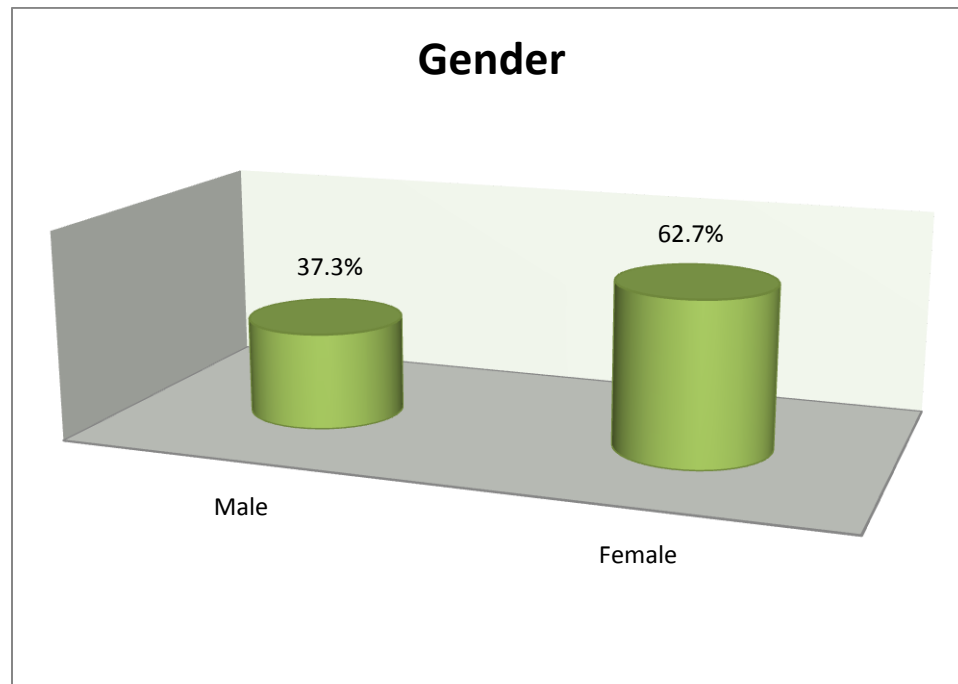
In this chapter, 389 copies of questionnaires collected will be further analyzed and explained by using descriptive analysis, reliability test, and inferential analyses such as Pearson Correlation Analysis, Multicollinearity and Multiple Regression Analysis after outliers have been removed. SPSS 16.0 software will be used to generate those analyses.

4.1 Descriptive Analysis

4.1.1 Respondent Demographic Profile

4.1.1.1 Gender

Figure 4.1: Percentage of Respondents based on Gender

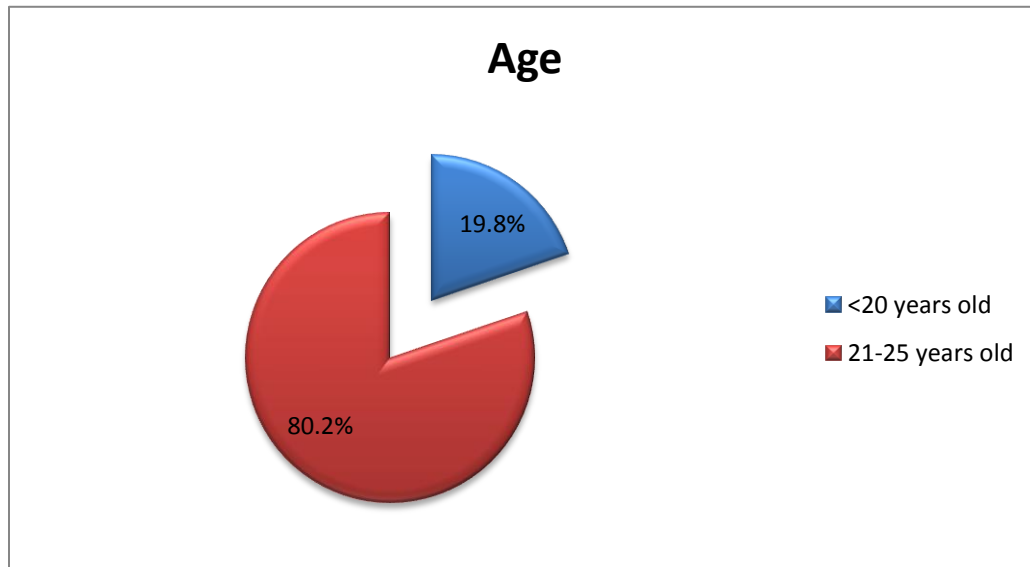


Source: Developed for the research

Based on Figure 4.1, most of the respondents are female which is 62.7% while the male respondents consist of 37.3% of the total respondents of the study. Details of the result are shown in Appendix 4.1.

4.1.1.2 Age

Figure 4.2: Percentage of Respondents based on Age

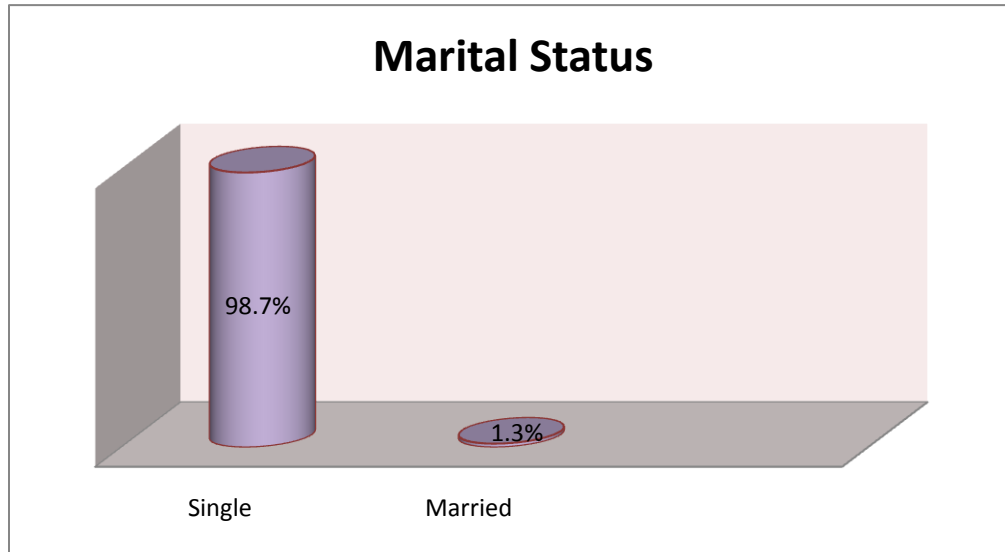


Source: Developed for the research

Based on Figure 4.2, most of the respondents fall into the age group between 21-25 years old of the total respondents of the study where 19.8% of the respondents fall into the age group of less than 20 years old. Details of the result are shown in Appendix 4.1.

4.1.1.3 Marital Status

Figure 4.3: Percentage of Respondents based on Marital Status

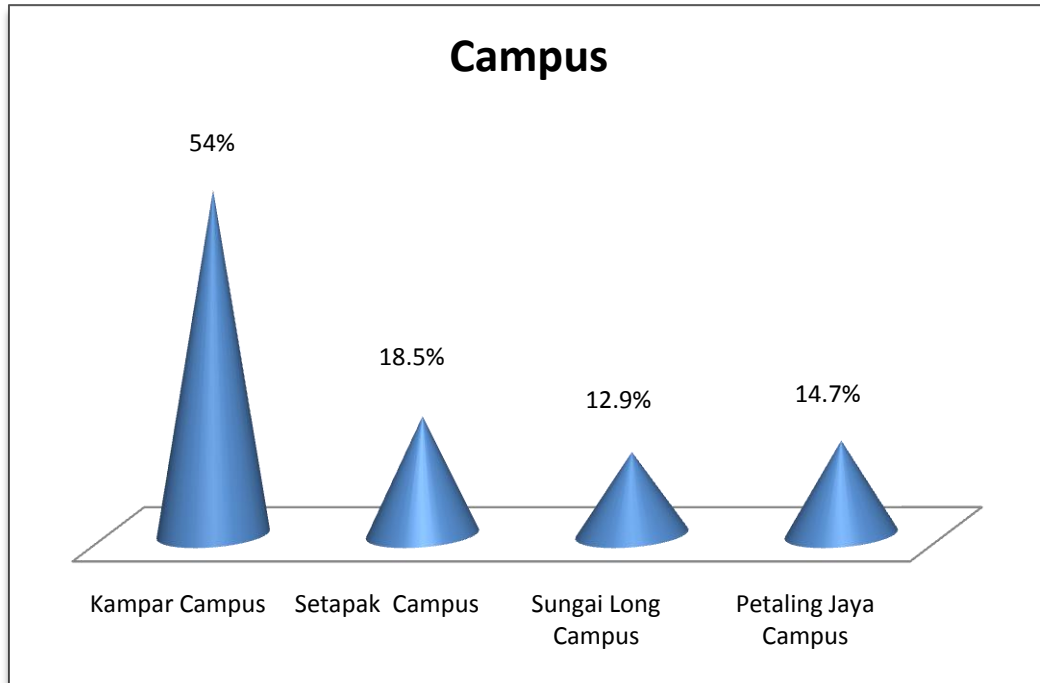


Source: Developed for the research

Based on Figure 4.3, most of the respondents are still single which consists of 98.7% while only 1.3% of the total respondents are married. Details of the result are shown in Appendix 4.1.

4.1.1.4 Campus

Figure 4.4: Percentage of Respondents based on Location of Campuses

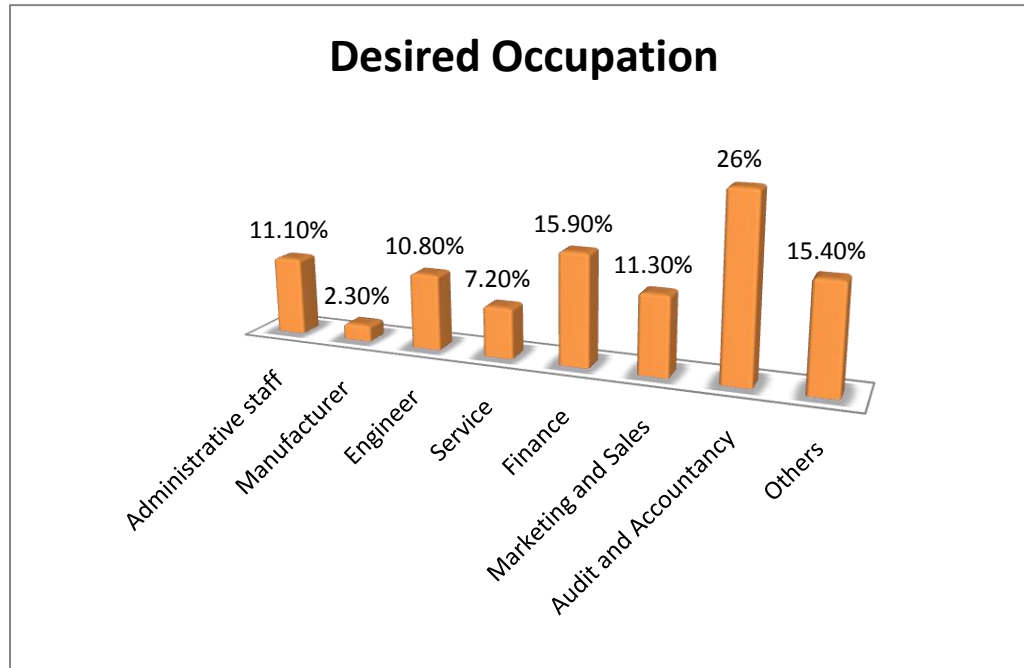


Source: Developed for the research

Based on Figure 4.4, most of the respondents come from Kamar Campus which consists of 54%. Next is the Setapak Campus (18.5%), followed by Petaling Jaya Campus (14.7%). Lastly, percentage of respondents comes from Sungai Long Campus is the least which is 12.9%. Details of the result are shown in Appendix 4.1.

4.1.1.5 Desired Occupation

Figure 4.5: Percentage of Respondents based on Desired Occupation

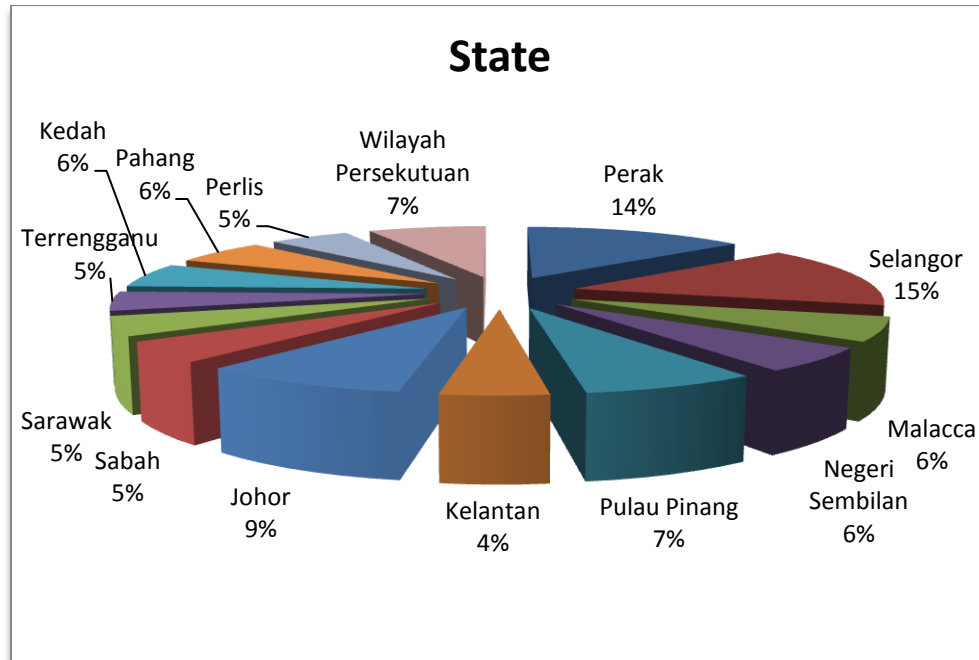


Source: Developed for the research

Based on Figure 4.5, most of the respondent's desired occupation in this study is Audit and Accountancy which is 26%. Next which is the Finance (15.90%), followed by Others (15.40%), Marketing and Sales (11.30%), Administrative staff (11.10%) and Engineer (10.80%). The least desired occupation of the respondent's in this study is Service (7.20%) and Manufacturer (2.30%). Details of the result are shown in Appendix 4.1.

4.1.1.6 State

Figure 4.6: Percentage of Respondents based on State



Source: Developed for the research

Based on Figure 4.6, most of the respondents come from the state of Selangor which is 15%. 14% of the respondents come from the state of Perak, followed by Wilayah Persekutuan and Pulau Pinang where both states comprise 7% respectively. While the state of Malacca, Negeri Sembilan, Kedah and Pahang share the same percentage which is 6% each. Besides, Sabah, Sarawak and Terengganu share the same percentage which is 5% each. Lastly, the least respondents come from Kelantan which is only 4% of the total respondents. Details of the result are shown in Appendix 4.1.

4.1.2 Central Tendencies Measurement of Constructs

4.1.2.1 Financial Incentive

Table 4.1: Summary of Central Tendency for Financial Incentive

	I will consider the salary given to me. (FI1)	I will consider the bonus that will be received. (FI2)	I will consider the pay leave offer to me. (FI3)	I will consider the EPF rate offered by the employers. (FI4)	I will consider health care benefits provided. (FI5)
Mean	4.2674	4.0308	3.8586	3.8869	4.0643
Standard Deviation	0.62630	0.69910	0.70933	0.74789	0.73111
Skewness	-0.649	-0.361	-0.226	-0.370	-0.418
Kurtosis	1.647	0.032	-0.109	0.174	-0.128

Source: Developed for the research

Table 4.1 demonstrates five statements for financial incentives. Statement “FI1” obtains the highest mean which is 4.2674 while statement “FI3” scores the lowest mean which is 3.8586. Statement “FI4” has the highest standard deviation which is 0.74789 while statement “FI1” has the lowest standard deviation which is 0.62630.

The five statements for financial incentive are all negatively skewed. There are three statements which have a positive kurtosis which means these three statements are more peaked than a normal distribution. However, the other two statements which are “FI3” and “FI5” have a negative kurtosis. Details of the result are shown in Appendix 4.2.

4.1.2.2 Geographical Location

Table 4.2: Summary of Central Geographical Location

	I would like to work at a company located near residential area. (GL1)	I would like to work at a company that located in place which has better transport service. (GL2)	I would like to select a company based on the climate in that location. (GL3)	I would like to work at a company located in place which is safe. (GL4)	I would like to work at a company located near eating places. (GL5)
Mean	4.2519	4.2699	4.0000	4.2082	4.1157
Standard Deviation	0.78207	0.70466	0.85555	0.71460	0.77625
Skewness	-0.962	-0.879	-0.546	-0.755	-0.602
Kurtosis	1.014	1.550	-0.229	1.185	0.311

Source: Developed for the research

Table 4.2 demonstrates five statements for geographical location. Statement “GL2” scores the highest mean which is 4.2699 while statement “GL3” scores

the lowest mean which is 4.0000. Statement “GL3” has the highest standard deviation of 0.85555 while statement “GL2” obtains the lowest standard deviation of 0.70466.

All five statements of geographical location are negatively skewed. However, only one statement which is “GL3” has a negative kurtosis which means it has a flatter distribution than a normal distribution. Details of the result are shown in Appendix 4.2.

4.1.2.3 Workplace Environment

Table 4.3: Summary of Central Tendency for Workplace Environment

	I prefer a company that has safety environment. (WE1)	I prefer a company that has harmonic culture. (WE2)	I prefer a company that has better facilities. (WE3)	I prefer a company that provides an environment where honesty and openness are valued. (WE4)	I prefer a company that is committed in ensuring my personal health in the workplace (eg. Provide health insurance plan) (WE5)
Mean	4.4087	4.2982	4.3290	4.1774	4.1979
Standard Deviation	0.63816	0.64097	0.62566	0.69749	0.71392
Skewness	-1.090	-0.481	-0.505	-0.577	-0.523
Kurtosis	2.919	-0.105	0.012	0.589	0.081

Source: Developed for the research

Table 4.3 demonstrates five statements for workplace environment. Statement “WE1” provides the highest mean of 4.4087 while “WE4” provides the lowest mean of 4.1774. Statement “WE5” attains the highest standard deviation of 0.71392 whereas statement “WE3” attains the lowest standard deviation of 0.62566.

All the five statements are negatively skewed. The only statement which has a negative kurtosis is “WE2”. It means this statement has a flatter distribution compare to a normal distribution. Details of the result are shown in Appendix 4.2.

4.1.2.4 Career Advancement Opportunities

Table 4.4: Summary of Central Tendency for Career Advancement Opportunities

	I would prefer improvement in my career. (CAO1)	I would prefer a company that will provide training to improve my skills. (CAO2)	I would prefer a company which will focus more on job promotion. (CAO3)	I would like to be given the opportunity to show my ability. (CAO4)	I would prefer a company that will provide me a mentor. (CAO5)
Mean	4.3599	4.3573	3.8638	4.1260	3.9100
Standard Deviation	0.59555	0.63678	0.79590	0.69762	0.74587
Skewness	-0.401	-0.596	-0.183	-0.405	-0.265
Kurtosis	-0.243	-0.014	-0.583	-0.109	-0.070

Source: Developed for the research

Table 4.4 shows five statements for Career Advancement Opportunities. Statement “CAO1” has the highest mean of 4.3599 while statement “CAO3” has the lowest mean which is 3.8638. Statement “CAO3” has the highest standard deviation of 0.79590 while statement “CAO1” has the lowest standard deviation of 0.59555.

All the five statements are negatively skewed. Besides, all the five statements also have a negative kurtosis which means all the five statements have a flatter distribution than a normal distribution. Details of the result are shown in Appendix 4.2.

4.1.2.5 Job Characteristics

Table 4.5: Summary of Central Tendency for Job Characteristics

	I would prefer a more challenging job. (JC1)	I would like to be given a task which has a significant impact on the organization or society. (JC2)	I would like a job with higher level of autonomy. (E.g. you will be given a bigger responsibility on a particular project.) (JC3)	I would like to receive feedback about job performance. (JC4)	I would prefer being given a job which is identifiable. (E.g. you are required to complete the whole project.) (JC5)
Mean	3.8046	3.7635	3.7147	4.0463	3.7275
Standard Deviation	0.80134	0.77033	0.79516	0.72362	0.78503
Skewness	-0.388	-0.281	-0.247	-0.562	-0.218
Kurtosis	0.266	0.327	0.144	0.648	-0.163

Source: Developed for the research

Table 4.5 shows five statements of job characteristics. Statement “JC4” obtains the highest mean of 4.0463 while statement “JC3” has the lowest mean of 3.7147. Statement “JC1” has the highest standard deviation of 0.80134 while statement “JC4” has the lowest standard deviation of 0.72362.

All the five statements are negatively skewed. However, the only statement that has a negative kurtosis is “JC5” which means this statement has a flatter distribution than to normal distribution. Details of the result are shown in Appendix 4.2.

4.1.2.6 Job Satisfaction

Table 4.6: Summary of Central Tendency for Job Satisfaction

	Job satisfaction will affect my commitment towards my future job performance. (JS1)	Job satisfaction will affect my loyalty towards my future job performance. (JS2)
Mean	4.3239	4.2339
Standard Deviation	0.64853	0.76609
Skewness	-0.549	-0.736
Kurtosis	-0.125	0.021

Source: Developed for the research

Table 4.6 shows two statements of job satisfaction. Statement “JS1” has a higher mean of (4.3239) compare to statement “JS2”. However, statement “JS2” has a higher standard deviation of 0.76609 compare to statement “JS1” which has a standard deviation of 0.64853.

Both statements are negatively skewed. Statement “JS1” has a negative kurtosis which means it has a flatter distribution while statement “JS2” has a

positive kurtosis which means it has a peaked distribution. Details of the result are shown in Appendix 4.2.

4.2 Scale Measurement

4.2.1 Normality Test

The following Table 4.7 shows the summary of normality test of the mediating variable (job satisfaction).

Table 4.7: Summary of Normality Test

N	Valid	389
	Missing	0
Skewness		-.536
Std. Error of Skewness		.124
Kurtosis		-.291
Std. Error of Kurtosis		.247

Source: Developed for the research

According to Table 4.7, the skewness and the kurtosis are negative. The skewness of mediating variable is -0.536 while the kurtosis is -0.291. These show that the data is normally distributed. Data is not normal if the values of skewness and kurtosis are greater than 3 or less than -3 (Abrams, 2007). A negative skewness indicates that the tail on the left side of the probability density function is longer than the right

side. A negative kurtosis shows that it has a flatter distribution than a normal distribution. Details of the result are shown in Appendix 4.3.

4.2.2 Reliability Analysis

The following table shows the summary of reliability statistics for five independent variables (financial incentive, geographical location, workplace environment, career advancement opportunities, and job characteristics) and one mediating variable (job satisfaction).

Table 4.8: Summary of Reliability Statistics

No.	Construct	Cronbach's Alpha	Number of Items
1	Financial Incentive (IV1)	0.754	5
2	Geographical Location (IV2)	0.711	5
3	Workplace Environment (IV3)	0.766	5
4	Career Advancement Opportunities (IV4)	0.700	5
5	Job Characteristics (IV5)	0.784	5
6	Job Satisfaction (MV)	0.786	2

Source: Developed for the research

According to Table 4.8, the Cronbach's alpha value for financial incentive is 0.754, geographical location is 0.711, workplace environment is 0.766, career advancement opportunities is 0.700, job characteristics is 0.784, and job

satisfaction is 0.786. By looking at Table 4.8, the Cronbach's alpha value for each constructs is more than 0.70. Therefore, it is concluded that all items in each construct of this study provide a stable and consistent results. Details of the result are shown in Appendix 4.3.

4.3 Inferential Analysis

4.3.1 Pearson's Correlation Analysis

Table 4.9: Summary of Pearson's Correlation Analysis

		Job Satisfaction (MV)
Financial Incentives (IV1)	Pearson Correlation Sig. (2 tailed)	0.239** 0.000
Geographical Location (IV2)	Pearson Correlation Sig. (2 tailed)	0.165** 0.001
Workplace Environment (IV3)	Pearson Correlation Sig. (2 tailed)	0.216** 0.000
Career Advancement Opportunities (IV4)	Pearson Correlation Sig. (2 tailed)	0.302** 0.000
Job Characteristics (IV5)	Pearson Correlation Sig. (2 tailed)	0.258** 0.000
Job Satisfaction (MV)	Pearson Correlation Sig. (2 tailed)	1

** Correlation is significant at the level 0.01 level (2-tailed).

Source: Developed for the research

According to Table 4.9, career advancement opportunities has the strongest positive association with job satisfaction ($r = 0.302$). It is then followed by the positive correlation between job characteristics and job satisfaction ($r = 0.258$); financial incentive and job satisfaction ($r = 0.239$); workplace environment and job satisfaction ($r = 0.216$). The weakest level of positive relationship is between geographical location and job satisfaction ($r = 0.165$). Details of the result are shown in Appendix 4.4

4.3.2 Multicollinearity

Table 4.10: Summary of Partial Correlation

Control Variable	FI (IV1)	GL (IV2)	WE (IV3)	CAO (IV4)	JC (IV5)	
JS (MV)	Correlation Sig. (2 tailed)	1 -				
GL (IV2)	Correlation Sig. (2 tailed)	0.382 0.000	1 -			
WE (IV3)	Correlation Sig. (2 tailed)	0.424 0.000	0.796 0.000	1 -		
CAO (IV4)	Correlation Sig. (2 tailed)	0.243 0.000	0.274 0.000	0.296 0.000	1 -	
JC (IV5)	Correlation Sig. (2 tailed)	0.228 0.000	0.232 0.000	0.229 0.000	0.466 0.000	1 -

Source: Developed for the research

According to Table 4.10, the intercorrelations amongst all independent variables are low as a result of their coefficient values which are lower than 0.90. Since the intercorrelations are not more than 0.90, it is interpreted that there is no correlation between independent variables and therefore no independent variables are removed. All the variables are used for further analysis in multiple regression method. Details of the result are shown in Appendix 4.5.

4.3.3 Multiple Regression Analysis

Table 4.11: Model Summary

Model	R	R Square	Adjusted R Square	Std Error of the Estimate
1	0.361 ^a	0.130	0.119	0.60457

- a. Predictors: (Constant), Financial Incentive, Geographical Location, Workplace Environment, Career Advancement Opportunities, Job Characteristics
- b. Mediating Variable : Job Satisfaction

Source: Developed for the research

According to Table 4.11, R^2 for this model is 0.130. This means that 13% of the variation in the mediating variable (job satisfaction) can be explained by the five independent variables (financial incentives, geographical location,

workplace environment, career advancement opportunities, and job characteristics).

Table 4.12: Analysis of Variance (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	21.000	5	4.200	11.491	0.000 ^a
Residual	139.987	383	0.366		
Total	160.987	383			

- a. Predictors: (Constant), Financial Incentive, Geographical Location, Workplace Environment, Career Advancement Opportunities, Job Characteristics

- b. Mediating Variable : Job Satisfaction

Source: Developed for the research

According to Table 4.11, F value for this model is 11.491 with a 0.000 significance level. Thus, the overall regression model of these five predictors (financial incentive, geographical location, workplace environment, career advancement opportunities, and job characteristics) has worked well in explaining the variation in job satisfaction.

Table 4.13: Summary of Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.741	0.354		4.918	0.000
Financial Incentive (IV1)	0.162	0.071	0.125	2.292	0.022
Geographical Location (IV2)	-0.086	0.099	-0.070	-0.871	0.384
Workplace Environment (IV3)	0.163	0.112	0.121	1.457	0.146
Career Advancement Opportunities (IV4)	0.256	0.078	0.187	3.260	0.001
Job Characteristics (IV5)	0.130	0.064	0.115	2.043	0.042

a. Mediating Variable : Job Satisfaction

Source: Developed for the research

By looking at Table 4.13, an equation is formed to find out the statistical significance of each independent variable.

Equation:

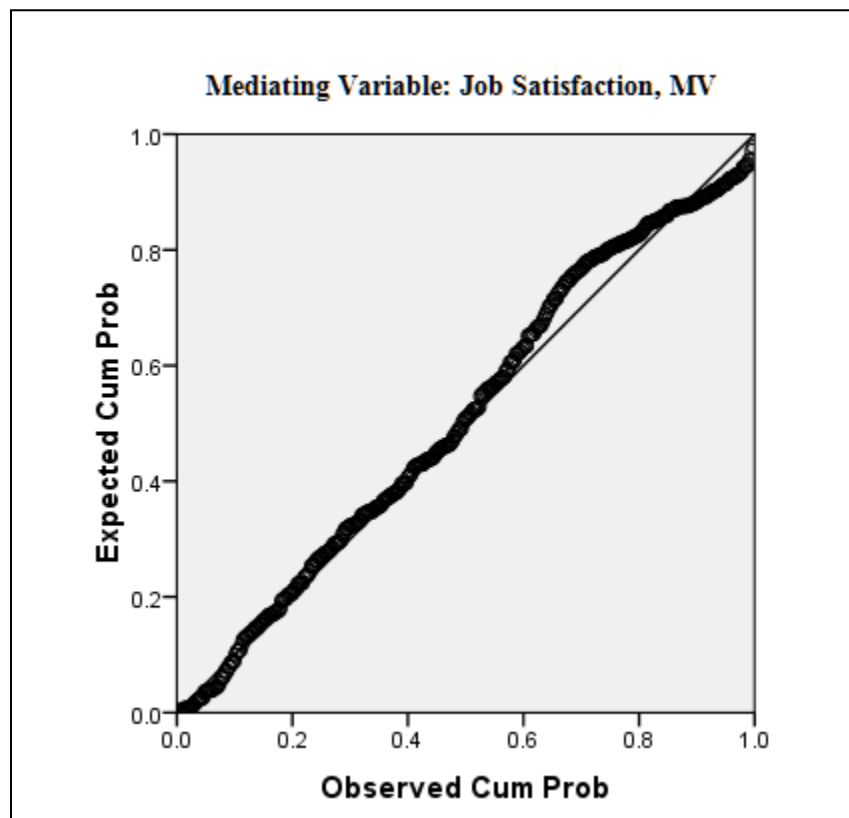
$$JS = 1.741 + 0.162FI + (-0.086) GL + 0.163WE + 0.256CAO + 0.130JC$$

According to the equation above, financial incentives, workplace environment, career advancement opportunities and job characteristics have a significant

positive relationship with job satisfaction while geographical location has a significant negative impact with job satisfaction.

Career advancement opportunities have the highest influence on job satisfaction. This is because every one unit which increases in career advancement opportunities, it will increase a total of 0.256 units of job satisfaction by holding other independent variables constant. It is then followed by workplace environment ($\beta = 0.163$), financial incentive ($\beta = 0.162$), job characteristics ($\beta = 0.130$). Geographical location has the lowest impact which is ($\beta = -0.086$) where every one unit increases, job satisfaction will then decreases 0.086 units by holding other independent variables constant.

Figure 4.7: Normal Probability Plot of Regression Standardized Residual



Source: Developed for the research

According to Figure 4.5, the plot shows that the estimated equation; $JS = 1.741 + 0.162FI + (-0.086)GL + 0.163WE + 0.256CAO + 0.130JC$ is almost linearly related. In other words, all independent variables (financial incentives, geographical location, workplace environment, career advancement opportunities, and job characteristics) are almost linearly related to the mediating dependent variable (job satisfaction).

4.4 Conclusion

In this chapter, respondents' demographic characteristics have been analyzed by using frequency analysis. The central tendencies of all five independent variables in this study were measured. The reliability test proved that all variables in this study are consistent and stable results. Pearson's Correlation and Multiple Regression analyses indicated that there are significant relationships between independent variables and dependent variable for this study.

By applying those results generated from this chapter, we will have in-depth discussion about major findings, implications of the study, limitations of the study and recommendations for future research in next chapter.

CHAPTER 5: DISCUSSION, CONCLUSION AND IMPLICATIONS

5.0 Introduction

After descriptive analysis, scale measurement and inferential analyses are presented and interpreted in details in the previous chapter, the major findings, implications, limitations of research and also recommendations for future study will be discuss in this chapter.

5.1 Summary of Statistical Analysis

5.1.1 Descriptive Analysis

5.1.1.1 Respondent Demographic Profile

Based on analysis of respondent's demographic profile in Chapter Four, majority of the respondents of this study are female with a significant percentage of 62.7%. Besides, respondents are mainly aged between 21 to 25 years old which is a total of 80.2%. The most desired occupation amongst the respondents are Audit and Accountancy (26%) and followed by Finance

(15.90%) while the least desired occupation is Manufacturer (2.30%). Furthermore, most of the respondents are generally from the Kampar Campus in Perak which consists of 54% while most of the respondents primarily come from the states of Selangor and Perak.

5.1.1.2 Central Tendencies Measurement of Constructs

In the aspect of financial incentive, “I will consider the salary given to me” obtains the highest mean (4.2674) while the statement “I will consider the pay leave offer to me” scores the lowest mean (3.8586). The statement “I will consider the EPF rate offered by the employers” has the highest standard deviation (0.74789) while “I will consider the salary given to me” has the lowest standard deviation (0.62630).

As for geographical location, “I would like to work at a company that located in place which has better transport service” scores the highest mean (4.2699) while “I would like to select a company based on the climate in that location” scores the lowest mean (4.0000). “I would like to select a company based on the climate in that location” has the highest standard deviation (0.85555) while “I would like to work at a company that located in place which has better transport service” obtains the lowest standard deviation (0.70466).

In the aspect of workplace environment, “I prefer a company that has safety environment” provides the highest mean (4.4087) while “I prefer a company that provides an environment where honesty and openness are valued” provides the lowest mean (4.1774). “I prefer a company that is committed in ensuring my personal health in the workplace (e.g. Provide health insurance plan)” attains the highest standard deviation (0.71392). The statement “I

prefer a company that has better facilities” attains the lowest standard deviation (0.62566).

For career advancement opportunities, “I would prefer improvement in my career” has the highest mean (4.3599) while the statement “I would prefer a company which will focus more on job promotion” has the lowest mean which (3.8638). “I would prefer a company which will focus more on job promotion.” has the highest standard deviation (0.79590) while the statement “I would prefer improvement in my career” has the lowest standard deviation (0.59555).

In the aspect of job characteristics, “I would like to receive feedback about job performance” obtains the highest mean (4.0463) while the statement “I would like a job with higher level of autonomy (E.g. you will be given a bigger responsibility on a particular project.)” has the lowest mean (3.7147). “I would prefer a more challenging job” has the highest standard deviation (0.80134) while the statement “I would like to receive feedback about job performance” has the lowest standard deviation (0.72362).

Finally for job satisfaction, “Job satisfaction will affect my commitment towards my future job performance” has a higher mean (4.3239). “Job satisfaction will affect my loyalty towards my future job performance” has a lower mean (4.2339). “Job satisfaction will affect my loyalty towards my future job performance” has a higher standard deviation (0.76609). “Job satisfaction will affect my loyalty towards my future job performance” which has a standard deviation (0.64853).

5.1.2 Scale Measurement

According to Table 4.7, the skewness of the normality test is -0.536 while the kurtosis of the normality test is -0.291. Therefore, the data is normally distributed as the skewness and kurtosis are in the range of -3 to 3.

According to Table 4.8, the highest Cronbach's alpha value among all variables is job characteristic which scored 0.784 while the lowest Cronbach's alpha value is career advancement opportunities which scored 0.700. All variables are considered as satisfactory internal-consistency reliable because they scored more than 0.70.

5.1.3 Inferential Analyses

5.1.3.1 Pearson's Correlation Analysis

According to Table 4.9, there is a positive correlation among all independent variables with dependent variable. Career advancement opportunities has the strongest positive association with job satisfaction ($r = 0.302$). The weakest level of positive relationship is between geographical location and job satisfaction ($r = 0.165$). Table 4.8 also showed that p-values of all the independent variables are less than 0.05. Thus, this result proved that all hypotheses of this study can be accepted.

5.1.3.2 Multicollinearity

According to Table 4.10, all coefficient values are lower than 0.7 which means the intercorrelations among all independent variables are low. None of the independent variables are removed from this study.

5.1.3.3 Multiple Regression Analysis

According to Table 4.11, R_2 for this model is 0.130. This means that 13% of the variation in the mediating variable can be explained by the five independent variables. F value for this model is 11.491 with a 0.000 significance level. The equation formed in this study is:

$$JS = 1.741 + 0.162FI + (-0.086)GL + 0.163WE + 0.256CAO + 0.130JC$$

In relation to the equation, financial incentives, workplace environment, career advancement opportunities, and job characteristics have a significant positive relationship with job satisfaction while geographical location has a significant negative impact on job satisfaction.

5.2 Discussions of Major Findings

Based on the multiple regression results in Table 4.13, the relationships between the independent variables and the mediating variable are further explained.

5.2.1 First Hypothesis

H₁: There is a significant relationship between financial incentives and job satisfaction.

Based on the result in Chapter Four, there is a positive significant relationship between financial incentive and job satisfaction. A significant value at $p < 0.05$ is obtained. Thus, financial incentives will influence the job satisfaction of undergraduates in their future career prospect. This result supports the past study of Bakan, Suseno, Pinnington and Money (2004), which indicated that financial participation has great influence on employees' attitude and performance. Financial incentives encourage and allow employees to increase job performance and thus job satisfaction will be higher.

5.2.2 Second Hypothesis

H₁: There is a significant relationship between geographical location and job satisfaction.

The result in Chapter Four shows that there is a negative relationship between geographical location and job satisfaction. The significant value at $p > 0.05$ is obtained for this hypothesis. As a result, geographical location does not play an important role to affect the level of job satisfaction of undergraduates in their future career prospect.

This result is contradict with the past study of Gruneberga, Startup, and Tapsfield (2007), which showed that geographical location of a company will influence the job satisfaction. This may be due to the climate in Malaysia

which is only sunny and rainy seasons while some countries have four different seasons in which they will affect the job selection of their citizens.

5.2.3 Third Hypothesis

H₁: There is a significant relationship between workplace environment and job satisfaction.

From the result in Chapter Four, it shows that there is a positive relationship between workplace environment and job satisfaction with a significant value at $p > 0.05$. Consequently, this shows that workplace environment does not have a vital influence on the degree of job satisfaction of undergraduates in Malaysia.

This result is contradicted with the past study of Dawal and Taha (2006), which stated that job characteristics and environmental factors were significantly related to job satisfaction. Workplace environment does not significantly influence job satisfaction could be due to the high power distance practice in Malaysia in which employees do not exercise openness in their workplace.

5.2.4 Fourth Hypothesis

H₁: There is a significant relationship between career advancement opportunities and job satisfaction.

From the study conducted, it shows that there is a positive relationship between career advancement opportunities and job satisfaction. The result

obtains a significant value at $p < 0.05$ where career advancement opportunities will affect the job satisfaction of undergraduates in Malaysia.

This result supports the past studies in Chapter Two which revealed that career advancement opportunities are significantly correlated to job satisfaction. This is because undergraduates nowadays would like to improve themselves with the guidance of the superiors. Thus, employers should always conduct courses for self-improvement or grant job promotion to increase job satisfaction.

5.2.5 Fifth Hypothesis

H₁: There is a significant relationship between job characteristics and job satisfaction.

From the results obtained in Chapter Four, there is a positive relationship between job characteristics and job satisfaction. A significant value at $p < 0.05$ shows that job characteristics is an influencing factor on job satisfaction of undergraduates in Malaysia. Accordingly, undergraduates should decide on which job characteristics will be most satisfying in their future career.

This result supports the past studies in Chapter Two which indicated that there is a direct relationship between job characteristics and job satisfaction. This is because undergraduates would prefer an identifiable and significant task so that they will be recognized.

5.2.6 Sixth Hypothesis

H₁: There is a significant relationship between job satisfaction and future career prospect of undergraduates in Malaysia.

Based on the result shown in Chapter Four, there is a positive relationship between job satisfaction and future career prospect of undergraduates in Malaysia. A significant value at $p < 0.05$ is obtained. Hence, it shows that job satisfaction plays a significant role in affecting the future career prospect of undergraduates in Malaysia. Undergraduates should select their future career depending on which job selection criteria will affect their job satisfaction the most.

5.3 Implications of the Study

5.3.1 Managerial Implications

This research is aimed to determine the job selection criteria that will affect job satisfaction in the future career prospect of undergraduates in Malaysia. It is not popular in Malaysia however it has been done in other countries. Therefore, this study is conducted based on previous researcher's paper in other countries as a contribution to Malaysia's employers and undergraduates. It will be a reference to employers who would like to get a better understanding on the factors that could influence the job satisfaction of undergraduates in Malaysia in their future career. This may help employers in attracting and retaining skillful and qualify employees.

In this study, five stimuli of job satisfaction are conducted to identify the effect of each variable towards the future career prospects of undergraduates. The practical implications of each independent variable will be further discussed in the following.

5.3.1.1 Financial Incentive

According to Table 4.13, there is a positive significant relationship between financial incentives and job satisfaction. This means that every one unit increase in financial incentives will increase 0.162 units of job satisfaction while other independent variables remain constant.

In order to explore the fact deeply, a more detailed perspective of the attributes of financial incentive will be pondered. Those attributes are salary paid, bonus received, EPF rate offered and health care benefits. With a higher attributes of all of the stated incentives, employees will have a better job performance as a result of higher job satisfaction. For example, employees tend to put in more effort when they receive a higher pay. Besides, employers should acknowledge employees' effort and salary given to them should be appropriate to ensure job satisfaction of employees.

5.3.1.2 Geographical Location

According to Table 4.13, there is a negative relationship between geographical location and job satisfaction. This means that every one unit increase in geographical location will decrease 0.0086 units of job satisfaction while other independent variables remain constant.

This indicates that undergraduates in Malaysia do not concern about the location of the company as to whether it is located near residential area, eating places or even convenient for public transportation. Besides, undergraduates do not take into consideration of the climate. This could be due to Malaysia's climate which is different from other countries. Based on the past studies of other countries, climate is an important factor in determining the degree of job satisfaction in each individual.

5.3.1.3 Workplace Environment

According to Table 4.13, there is a positive relationship between workplace environment and job satisfaction. This means that every one unit increase in workplace environment will increase 0.163 units of job satisfaction while other independent variables remain constant.

Attributes of the workplace environment such as a safety environment, harmonic culture, honesty and openness, personal health plan and better facilities do not really being practiced by Malaysian. In Malaysia's culture, company will tend to save cost thus does not provide a better facilities. Consequently, employees do not really concern about having a good facilities. Furthermore, power distance is still practiced in Malaysia's culture. As a result, openness is not necessary in determining the degree of job satisfaction of undergraduates in Malaysia. Nevertheless, employers should start practicing a good workplace environment to enhance the work life quality of employees in Malaysia.

5.3.1.4 Career Advancement Opportunities

According to Table 4.13, there is a positive significant relationship between career advancement opportunities and job satisfaction. This means that every one unit increase in career advancement opportunities will increase 0.256 units of job satisfaction while other independent variables remain constant.

The attributes of career advancement opportunities are improvement in career and skills, focuses on job promotion, opportunity to show ability and by having a mentor. All of these attributes are essential in influencing the job satisfaction of undergraduates in Malaysia. This is due to the undergraduates' attitude where each individual would always want to be better than the rest. Additionally, most undergraduates would also rather focus on job promotion. Employees are also given a chance to improve themselves and to contribute to their company if all of the attributes are provided.

As a result, employers should provide more training in building confidence of employees to increase their job satisfaction. Besides, undergraduates who are more willing to improve themselves show that they have the initiative to improve their job performance. Consequently, employers should maintain their job satisfaction to keep them loyal to the company by understanding all of these attributes.

5.3.1.5 Job Characteristics

According to Table 4.13, there is a positive significant relationship between job characteristics and job satisfaction. This means that every one unit increase in job characteristics will increase 0.130 units of job satisfaction while other independent variables remain constant.

An identifiable job, a challenging job, receiving feedback about job performance, being given a significant task and also high level autonomy of job are all elements of job characteristics. Undergraduates like to feel being important wherever they are. As a result, they preferred a more identifiable job and also receiving a significant task from superior. Furthermore, undergraduates would also like to receive feedback about their job performance in order to improve themselves and correcting mistakes made. However, most of undergraduates do not wish to accept a challenging job.

Employers should at least offer employees a significant task or an identifiable project once in awhile to allow them to feel recognize in the company. This will consequently increase the job satisfaction.

5.3.1.6 Job Satisfaction

With a certain degree of job satisfaction, employees will tend to improve on their job performance. Job satisfaction does affect the loyalty and commitment of undergraduates in Malaysia. A higher job satisfaction will allow one to be more loyal and committed to the company. Thus, employers should make an effort to maintain the degree of job satisfaction of each employee to retain skillful and competent employees. In a nutshell, job satisfaction will affect the future career prospect of undergraduates.

5.4 Limitations of the Study

Throughout the whole process of the study, there were several limitations.

5.4.1 Respondents

In this study, questionnaires are only distributed to undergraduates in UTAR. This tend to deviate the results from producing a more reliable result as respondents are only limited to UTAR's undergraduates. Even though UTAR may represent the whole Malaysia, partly because undergraduates come from different states, this may not be an assurance that the results produced are accurate.

5.4.2 Questionnaires

Furthermore, respondents are unlikely to fully understand the questions in the questionnaires thus the results produced will be truly affected. With the use of five-point Likert-type scale in the questionnaire, respondents also may not be able to express further on their opinions for this study.

5.4.3 Limited Secondary Sources

Throughout the whole research study, references on previous studies of related topic was actually done. However, some difficulties occurred in the process of searching the relevant articles and journals related to this study.

Besides, browsing through the internet for journals and articles were done without any further reference on other sources.

5.4.4 Dependent Variable

In this study, the dependent variable which is the future career prospect of undergraduates does not clearly specified and clearly stated which career field. Different career requires different value of independent variables (e.g., job characteristics). Consequently, results obtained are general which cause some confusion as to whether the variables are important in a particular career field.

5.5 Recommendations for Future Research

5.5.1 Respondents

The respondents selected in this study should not only focus on undergraduates in UTAR. Respondents chosen to answer the questionnaires should be widen by including undergraduates from other universities within Malaysia.

5.5.2 Questionnaires

Questions inside the questionnaires should not only base on the five-point Likert-type scale. Questions such as asking about opinions and giving remarks should be included. By adopting open-ended questions, unanticipated opinions could be revealed.

5.5.3 Limited Secondary Sources

Future researchers should not conduct a study by only referring to journals and articles on the internet. Researchers should also refer to books which talk mainly about job satisfaction or how employer can retain employees in the company. Researchers will not only understand fully about this topic but will also improve studies and research on this topic.

5.5.4 Dependent Variable

Future researchers should solely determine which career field as their dependent variable. This could ensure better and more precise results of the independent variables on the mediating variable towards the dependent variable.

5.6 Conclusion

In a nutshell, this research concluded that career advancement opportunities is the most important factor that affects job satisfaction in the future career prospect of undergraduates in Malaysia. On the other hand, financial incentives and job characteristics do have a positive significant relationship with job satisfaction of undergraduates in Malaysia. As for workplace environment, it does have a positive relationship with job satisfaction however it is not significant. Lastly, geographical location does not significantly affect the job satisfaction of undergraduates in Malaysia in their future career prospect.

Future research on this topic should be conducted with more in-depth knowledge because there are more factors that could influence the job selection criteria of undergraduates in Malaysia.

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APPENDICES

Appendix 2.1: Summary of Past Empirical Studies on Job Selection Criteria

Study	Country	Data	Major Findings
Lee, 2007	Korea	Data was collected through 44 studies investigating the effect of financial incentives under a repetition experimental environment.	The use of financial incentives may be necessary or at least preferred if subjects may need to learn about the task in which they are participating in.
Wagner & Westaby, 2009	United States	Data was collected through the 196 participants at a university in the northeastern part of the United States.	Financial incentive had a stronger effect on willingness to relocate to a country which had a better career choice.
Bakan, Suseno, Pinnington & Money, 2004	British	A stratified proportionate random sampling procedure was adopted to include employees at the managerial and non-managerial levels.	Financial participation had a significant relationship towards the commitment of the employees in their job performance.
Janus, Amelung, Baker, Gaitanides, Schwarts, & Rundall, 2008	Germany and United States	The surveys were conducted on German and US physicians who spent majority of their time at university-based teaching hospitals.	Monetary and non-monetary incentives should be used to maintain a good satisfaction.
Gruneberga, Startup & Tapsfield, 2007	Britian	Questionnaires were distributed to 189 university lecturers at Welsh University College.	The university lecturers attended school in Wales was significantly more satisfied than others with the geographical position of the College considered in relation to the rest of Britain.

Savage, Beall, & Woolley, 2009	United States	A 19-question survey instrument was administered to pharmacy students in each of the 4 professional pharmacy years.	The geographical location is one of the factor influencing students' career goals and to compare choices among the different classes.
Incorvaia, Ringley & Boysen, 2005	United States	A descriptive survey consisting of 20 questions was conducted. Surgical residents were surveyed about student loan debt, career decisions and influencing factors, and demographic data.	Family ties were the most quoted influencing factor for choosing a geographical location for practice.
Pitchard & Karasick, 2004	United States	Tested on 76 managers from two organizations.	The climate was influenced by the overall organization and subunits within the organization, and strongly related to individual job satisfaction and performance.
Furnham, Eracleous, & Chamorro-Premuzic, 2009	United Kingdom	202 fulltime workers completed three questionnaires measuring their personality, work motivation and satisfaction.	Factors associated with the job dissatisfaction were extrinsic including company policy, administration, interpersonal relations, and working conditions.
Dawal &Taha, 2006	Malaysia	Data was collected by interviewing 170 male employees at the production plants in Malaysia.	Job characteristics and environmental factors were significantly related to job satisfaction that affects work design in two automotive manufacturing companies in Malaysia.
Normala, 2010	Malaysia	A random sample of 500 employees in the supervisory and executives levels in various firms in Malaysia received the questionnaire.	There is a relationship between high quality of work life (QWL) such as favorable conditions and environments of work to retain employee and organizational commitment.

Lambert, Hogan & Barton, 2001	America	This research is tested by using national sample of American workers.	A poor workplace environment will impact job satisfaction and lead to turnover intent.
Sell & Cleal, 2011	Germany	Data collected for the research came from a representative panel of Danish employees.	The work environment factors, like information about decisions concerning the work place, social support, and influence, have significant impacts on the level of job satisfaction.
Monis & Sreedhara, 2011	India	Data were collected from 243 employees of India MNCs and 163 employees of foreign MNCs.	The level of satisfaction towards the career development is at 69.71% and 69.82% among the respondents of Indian and foreign MNC BPO firms respectively.
Adekola, 2011	Nigeria	Data were collected from 505 employees of a Nigeria Bank.	A proper career planning and career management is a key success of career development that will positively influence job satisfaction, professional development and productivity.
Srivastava, 2002	India	Data were collected from 100 employees from public sector.	There is a significant correlation between overall work adjustment and job satisfaction. The opportunities of career advancement are one of the dimensions of work adjustment.
Bhuiyan & Menguc, 2002	Saudi Arabia	Data were collected by distributing 700 questionnaires to sales expatriates, working in the cities of Dammam, Khobar, and Dhahran in the Eastern Province of Saudi Arabia.	Expatriate salespeople gain higher job satisfaction when they recognize higher job autonomy, identity and feedback in their jobs whereas higher job variety does not lead to higher job satisfaction.

Thomas, Buboltz & Winkelspecht, 2004	United States	Information was collected from 163 graduates from a small liberal arts college in upstate New York.	Job characteristics including job variety, autonomy, and feedback are the main factors affecting job satisfaction.
Allen, Lambert, Pasupuleti, Tolar & Ventura, 2004	United States	Data were collected through mailing of survey to employees from a broad range of social and human services in Northwest Ohio area.	Job autonomy, job variety, job stress and supervision are important determinants of job satisfaction of social and human service workers.
Aydogdu & Asikgil, 2011	Istanbul, Turkey	This study is conducted on 100 employees from production sector and 82 employees from service provider sector.	High job satisfaction and organizational commitment will avoid turnover intention, actual turnover and able to attract quality employees.
Mudor & Tooksoon, 2011	Thailand	This study is conducted based on secondary data including journals and articles based on past studies.	Job satisfaction plays an important role to employ skilled employers and avoid employees' turnover because employees would not be motivated to work if their job satisfaction are low
Cook, 2008	United States	Secondary data such as journals and articles are used in conducting this research.	Organization support, competitive excellent and fair and transport management to be significant correlated with job satisfaction while progressive management practices and supervision and guidance have insignificant correlation with it.
Nimalathasa & Akhter, 2010	Bangladesh	133 academic professionals were selected from eight private universities located at Chittagong, Bangladesh to involve in this study.	Existing employees have higher job satisfaction and willing to retain in a company if better benefit is provided.

Appendix 3.1: Measurement and Sources of Variables

Variables	Items	Description	Reference	Measurement
Financial Incentives	FI1	I will consider the salary given to me.	Newly Added	Interval Scale
	FI2	I will consider the bonus that will be received.		
	FI3	I will consider the pay leave offer to me.		
	FI4	I will consider the EPF rate offered by the employers.		
	FI5	I will consider health care benefits provided.		
Geographical Location	GL1	I would like to work at a company located near residential area.	Newly Added	Interval Scale
	GL2	I would like to work at a company that located in place which has better transport service.		
	GL3	I would like to select a company based on the climate in that location.		
	GL4	I would like to work at a company located in place which is safe.		
	GL5	I would like to work at a company located near eating places.		
Workplace Environment	WE1	I prefer a company that has safety environment.	Newly Added	Interval Scale
	WE2	I prefer a company that has harmonic culture.		
	WE3	I prefer a company that has better facilities.		
	WE4	I prefer a company that provides an environment where honesty and openness are valued.		
	WE5	I prefer a company that is committed in ensuring my personal health in the workplace (eg. Provide health insurance plan)		

Career Advancement Opportunities	CAO1	I would prefer improvement in my career.	Hudson (2011)	Interval Scale
	CAO2	I would prefer a company that will provide training to improve my skills.		
	CAO3	I would prefer a company which will focus more on job promotion.		
	CAO4	I would like to be given the opportunity to show my ability.	Newly Added	Interval Scale
	CAO5	I would prefer a company that will provide me a mentor.		
Job Characteristics	JC1	I would prefer a more challenging job.	Newly Added	Interval Scale
	JC2	I would like to be given a task which has a significant impact on the organization or society.		
	JC3	I would like a job with higher level of autonomy. (E.g. you will be given a bigger responsibility on a particular project.)		
	JC4	I would like to receive feedback about job performance.		
	JC5	I would prefer being given a job which is identifiable. (E.g. you are required to complete the whole project.)		
Job Satisfaction	S1	Job satisfaction will affect my commitment towards my future job performance.	Newly Added	Interval Scale
	S2	Job satisfaction will affect my loyalty towards my future job performance.		

Appendix 3.2: Questionnaire



UNIVERSITI TUNKU ABDUL RAHMAN

Faculty of Business and Finance

BACHELOR OF COMMERCE (HONS) ACCOUNTING

FINAL YEAR PROJECT

TITLE OF TOPIC:

**A STUDY OF JOB SELECTION CRITERIA TOWARDS THE
FUTURE CAREER PROSPECT OF UNDERGRADUATES IN
MALAYSIA**

Survey Questionnaire

Dear respondent,

We are final year undergraduate students of Bachelor of Commerce (HONS) accounting, from Universiti Tunku Abdul Rahman (UTAR). The **purpose** of this survey is to study the job selection criteria towards the future career prospect of undergraduates in Malaysia.

Thank you for your participation.

Instructions:

- 1) There are **TWO** (2) sections in this questionnaire. Please answer **ALL** questions in **ALL** sections.
- 2) Completion of this form will take you approximately 10 to 15 minutes.
- 3) The contents of this questionnaire will be kept **strictly confidential**.

Section A: Demographic Profile

Please place a tick “√” or fill in the blank for each of the following:

1. Gender:

- Male
- Female

2. Age:

- < 20
- 21-25
- 26-30
- 31-35
- > 35

3. Marital status:

- Single
- Married
- Others : _____

4. Campus:

- Perak
- Setapak
- Petaling Jaya
- Sungai Long

5. Desired Occupation:

- Administrative staff
- Manufacturer
- Engineer
- Service
- Finance
- Marketing and Sales
- Audit & Accountancy
- Others: _____

6. State:

- Perak
- Selangor
- Malacca
- Negeri Sembilan
- Pulau Pinang
- Kelantan
- Johor
- Sabah
- Sarawak
- Terengganu
- Kedah
- Pahang
- Perlis
- Wilayah Persekutuan

Section B:

Please circle your answer to each statement using 5 Likert scale [(1) = strongly disagree; (2) = disagree; (3) = neutral; (4) = agree and (5) = strongly agree]

Financial Incentive

No.	Questions :	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	What are the financial incentives you would consider as important to your future career prospect?					
F1	I will consider the salary given to me.	1	2	3	4	5
F2	I will consider the bonus that will be received.	1	2	3	4	5
F3	I will consider the pay leave offer to me.	1	2	3	4	5
F4	I will consider the EPF rate offered by the employers.	1	2	3	4	5
F5	I will consider health care benefits provided.	1	2	3	4	5

Geographical Location

No.	Questions:	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	What is the geographical location you would like in your future career prospect?					
G1	I would like to work at a company located near residential area.	1	2	3	4	5
G2	I would like to work at a company that located in place which has better transport service.	1	2	3	4	5
G3	I would like to select a company based on the climate in that location.	1	2	3	4	5
G4	I would like to work at a company located in place which is safe.	1	2	3	4	5
G5	I would like to work at a company located near eating places.	1	2	3	4	5

Workplace Environment

No.	Questions :	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	What are the workplace environment would you prefer in your future career prospect?					
W1	I prefer a company that has safety environment.	1	2	3	4	5
W2	I prefer a company that has harmonic culture.	1	2	3	4	5
W3	I prefer a company that has better facilities.	1	2	3	4	5
W4	I prefer a company that provides an environment where honesty and openness are valued.	1	2	3	4	5
W5	I prefer a company that is committed in ensuring my personal health in the workplace (eg. Provide health insurance plan)	1	2	3	4	5

Career Advancement Opportunities

No.	Questions :	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	What are the career advancement opportunities would you prefer in your future job prospect?					
C1	I would prefer improvement in my career.	1	2	3	4	5
C2	I would prefer a company that will provide training to improve my skills.	1	2	3	4	5
C3	I would prefer a company which will focus more on job promotion.	1	2	3	4	5
C4	I would like to be given the opportunity to show my ability.	1	2	3	4	5
C5	I would prefer a company that will provide me a mentor.	1	2	3	4	5

Job Characteristics

No.	Questions :	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	What type of job characteristic would you prefer in your future career prospect?					
J1	I would prefer a more challenging job.	1	2	3	4	5
J2	I would like to be given a task which has a significant impact on the organization or society.	1	2	3	4	5
J3	I would like a job with higher level of autonomy. (E.g. you will be given a bigger responsibility on a particular project.)	1	2	3	4	5
J4	I would like to receive feedback about job performance.	1	2	3	4	5
J5	I would prefer being given a job which is identifiable. (E.g. you are required to complete the whole project.)	1	2	3	4	5

Job Satisfaction

No.	Questions :	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	Will job satisfaction affect your job performance in your future career prospect?					
S1	Job satisfaction will affect my commitment towards my future job performance.	1	2	3	4	5
S2	Job satisfaction will affect my loyalty towards my future job performance.	1	2	3	4	5

Thank you for your time, opinion and comments.

~ The End ~

Appendix 4.1: Frequency Distribution Tables

Gender

Statistics

N	Valid	389
	Missing	0
Skewness		-.528
Std. Error of Skewness		.124
Kurtosis		-1.730
Std. Error of Kurtosis		.247

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid male	145	37.3	37.3	37.3
female	244	62.7	62.7	100.0
Total	389	100.0	100.0	

Age

Statistics

N	Valid	389
	Missing	0
Skewness		-1.522
Std. Error of Skewness		.124
Kurtosis		.318
Std. Error of Kurtosis		.247

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid less than 20 years old	77	19.8	19.8	19.8
21 to 25 years old	312	80.2	80.2	100.0
Total	389	100.0	100.0	

Marital Status

Statistics

N	Valid	389
	Missing	0
Skewness		8.683
Std. Error of Skewness		.124
Kurtosis		73.773
Std. Error of Kurtosis		.247

Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid single	384	98.7	98.7	98.7
married	5	1.3	1.3	100.0
Total	389	100.0	100.0	

Campus

Statistics

N	Valid	389
	Missing	0
	Skewness	.874
	Std. Error of Skewness	.124
	Kurtosis	-.734
	Std. Error of Kurtosis	.247

Campus

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Kampar Campus	210	54.0	54.0	54.0
	Setapak Campus	72	18.5	18.5	72.5
	Sungai Long Campus	50	12.9	12.9	85.3
	Petaling Jaya Campus	57	14.7	14.7	100.0
	Total	389	100.0	100.0	

Desired Occupation

Statistics

N	Valid	389
	Missing	0
	Skewness	-.612
	Std. Error of Skewness	.124
	Kurtosis	-.774
	Std. Error of Kurtosis	.247

Desired Occupation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Administrative Staff	43	11.1	11.1	11.1
	Manufacturer	9	2.3	2.3	13.4
	Engineer	42	10.8	10.8	24.2
	Service	28	7.2	7.2	31.4
	Finance	62	15.9	15.9	47.3
	Marketing and Sales	44	11.3	11.3	58.6
	Audit and Accountancy	101	26.0	26.0	84.6
	Others	60	15.4	15.4	100.0
	Total	389	100.0	100.0	

State

Statistics

N	Valid	389
	Missing	0
	Skewness	.311
	Std. Error of Skewness	.124
	Kurtosis	-1.256
	Std. Error of Kurtosis	.247

State

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Perak	55	14.1	14.1	14.1
Selangor	58	14.9	14.9	29.0
Malacca	22	5.7	5.7	34.7
Negeri Sembilan	22	5.7	5.7	40.4
Pulau Pinang	29	7.5	7.5	47.8
Kelantan	18	4.6	4.6	52.4
Johor	35	9.0	9.0	61.4
Sabah	19	4.9	4.9	66.3
Sarawak	18	4.6	4.6	71.0
Terengganu	18	4.6	4.6	75.6
Kedah	23	5.9	5.9	81.5
Pahang	23	5.9	5.9	87.4
Perlis	20	5.1	5.1	92.5
Wilayah Persekutuan	29	7.5	7.5	100.0
Total	389	100.0	100.0	

Appendix 4.2 Central Tendencies Measurement of Constructs

Financial incentives

Statistics

		FI 1	FI 2	FI 3	FI 4	FI 5
N	Valid	389	389	389	389	389
	Missing	0	0	0	0	0
Mean		4.2674	4.0308	3.8586	3.8869	4.0643
Std. Error of Mean		.03175	.03545	.03596	.03792	.03707
Median		4.0000	4.0000	4.0000	4.0000	4.0000
Mode		4.00	4.00	4.00	4.00	4.00
Std. Deviation		.62630	.69910	.70933	.74789	.73111
Variance		.392	.489	.503	.559	.535
Skewness		-.649	-.361	-.226	-.370	-.418
Std. Error of Skewness		.124	.124	.124	.124	.124
Kurtosis		1.647	.032	-.109	.174	-.128
Std. Error of Kurtosis		.247	.247	.247	.247	.247
Range		4.00	3.00	3.00	4.00	3.00
Minimum		1.00	2.00	2.00	1.00	2.00
Maximum		5.00	5.00	5.00	5.00	5.00
Sum		1660.00	1568.00	1501.00	1512.00	1581.00

FI 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Stongly Disagree	1	.3	.3	.3
	Disagree	2	.5	.5	.8
	Neutral	26	6.7	6.7	7.5
	Agree	223	57.3	57.3	64.8
	Strongly Agree	137	35.2	35.2	100.0
Total		389	100.0	100.0	

FI 2

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	7	1.8	1.8	1.8
Neutral	68	17.5	17.5	19.3
Agree	220	56.6	56.6	75.8
Strongly Agree	94	24.2	24.2	100.0
Total	389	100.0	100.0	

FI 3

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	10	2.6	2.6	2.6
Neutral	99	25.4	25.4	28.0
Agree	216	55.5	55.5	83.5
Strongly Agree	64	16.5	16.5	100.0
Total	389	100.0	100.0	

FI 4

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	.3	.3	.3
Disagree	11	2.8	2.8	3.1
Neutral	94	24.2	24.2	27.2
Agree	208	53.5	53.5	80.7
Strongly Agree	75	19.3	19.3	100.0
Total	389	100.0	100.0	

FI 5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	8	2.1	2.1	2.1
	Neutral	68	17.5	17.5	19.5
	Agree	204	52.4	52.4	72.0
	Strongly Agree	109	28.0	28.0	100.0
	Total	389	100.0	100.0	

Geographical Location

Statistics

		GL 1	GL 2	GL 3	GL 4	GL 5
N	Valid	389	389	389	389	389
	Missing	0	0	0	0	0
	Mean	4.2519	4.2699	4.0000	4.2082	4.1157
	Std. Error of Mean	.03965	.03573	.04338	.03623	.03936
	Median	4.0000	4.0000	4.0000	4.0000	4.0000
	Mode	5.00	4.00	4.00	4.00	4.00
	Std. Deviation	.78207	.70466	.85555	.71460	.77625
	Variance	.612	.497	.732	.511	.603
	Skewness	-.962	-.879	-.546	-.755	-.602
	Std. Error of Skewness	.124	.124	.124	.124	.124
	Kurtosis	1.014	1.550	-.229	1.185	.311
	Std. Error of Kurtosis	.247	.247	.247	.247	.247
	Range	4.00	4.00	4.00	4.00	4.00
	Minimum	1.00	1.00	1.00	1.00	1.00
	Maximum	5.00	5.00	5.00	5.00	5.00
	Sum	1654.00	1661.00	1556.00	1637.00	1601.00

GL 1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Stongly Disagree	2	.5	.5	.5
Disagree	7	1.8	1.8	2.3
Neutral	49	12.6	12.6	14.9
Agree	164	42.2	42.2	57.1
Strongly Agree	167	42.9	42.9	100.0
Total	389	100.0	100.0	

GL 2

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Stongly Disagree	2	.5	.5	.5
Disagree	2	.5	.5	1.0
Neutral	40	10.3	10.3	11.3
Agree	190	48.8	48.8	60.2
Strongly Agree	155	39.8	39.8	100.0
Total	389	100.0	100.0	

GL 3

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Stongly Disagree	1	.3	.3	.3
Disagree	18	4.6	4.6	4.9
Neutral	82	21.1	21.1	26.0
Agree	167	42.9	42.9	68.9
Strongly Agree	121	31.1	31.1	100.0
Total	389	100.0	100.0	

GL4

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Stongly Disagree	2	.5	.5	.5
Disagree	2	.5	.5	1.0
Neutral	49	12.6	12.6	13.6
Agree	196	50.4	50.4	64.0
Strongly Agree	140	36.0	36.0	100.0
Total	389	100.0	100.0	

GL 5

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Stongly Disagree	2	.5	.5	.5
Disagree	4	1.0	1.0	1.5
Neutral	73	18.8	18.8	20.3
Agree	178	45.8	45.8	66.1
Strongly Agree	132	33.9	33.9	100.0
Total	389	100.0	100.0	

Workplace Environment

Statistics

		WE 1	WE 2	WE 3	WE 4	WE 5
N	Valid	389	389	389	389	389
	Missing	0	0	0	0	0
Mean		4.4087	4.2982	4.3290	4.1774	4.1979
Std. Error of Mean		.03236	.03250	.03172	.03536	.03620
Median		4.0000	4.0000	4.0000	4.0000	4.0000
Mode		5.00	4.00	4.00	4.00	4.00
Std. Deviation		.63816	.64097	.62566	.69749	.71392
Variance		.407	.411	.391	.486	.510
Skewness		-1.090	-.481	-.505	-.577	-.523
Std. Error of Skewness		.124	.124	.124	.124	.124
Kurtosis		2.919	-.105	.012	.589	.081
Std. Error of Kurtosis		.247	.247	.247	.247	.247
Range		4.00	3.00	3.00	4.00	4.00
Minimum		1.00	2.00	2.00	1.00	1.00
Maximum		5.00	5.00	5.00	5.00	5.00
Sum		1715.00	1672.00	1684.00	1625.00	1633.00

WE 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Stongly Disagree	2	.5	.5	.5
	Neutral	20	5.1	5.1	5.7
	Agree	182	46.8	46.8	52.4
	Strongly Agree	185	47.6	47.6	100.0
	Total	389	100.0	100.0	

WE 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	.5	.5	.5
	Neutral	33	8.5	8.5	9.0
	Agree	201	51.7	51.7	60.7
	Strongly Agree	153	39.3	39.3	100.0
	Total	389	100.0	100.0	

WE 3

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	2	.5	.5	.5
Neutral	27	6.9	6.9	7.5
Agree	201	51.7	51.7	59.1
Strongly Agree	159	40.9	40.9	100.0
Total	389	100.0	100.0	

WE 4

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	.3	.3	.3
Disagree	3	.8	.8	1.0
Neutral	51	13.1	13.1	14.1
Agree	205	52.7	52.7	66.8
Strongly Agree	129	33.2	33.2	100.0
Total	389	100.0	100.0	

WE 5

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	.3	.3	.3
Disagree	1	.3	.3	.5
Neutral	59	15.2	15.2	15.7
Agree	187	48.1	48.1	63.8
Strongly Agree	141	36.2	36.2	100.0
Total	389	100.0	100.0	

Career Advancement Opportunities

Statistics

		CAO 1	CAO 2	CAO 3	CAO 4	CAO 5
N	Valid	389	389	389	389	389
	Missing	0	0	0	0	0
Mean		4.3599	4.3573	3.8638	4.1260	3.9100
Std. Error of Mean		.03020	.03229	.04035	.03537	.03782
Median		4.0000	4.0000	4.0000	4.0000	4.0000
Mode		4.00	4.00	4.00	4.00	4.00
Std. Deviation		.59555	.63678	.79590	.69762	.74587
Variance		.355	.405	.633	.487	.556
Skewness		-.401	-.596	-.183	-.405	-.265
Std. Error of Skewness		.124	.124	.124	.124	.124
Kurtosis		-.243	-.014	-.583	-.109	-.070
Std. Error of Kurtosis		.247	.247	.247	.247	.247
Range		3.00	3.00	3.00	3.00	4.00
Minimum		2.00	2.00	2.00	2.00	1.00
Maximum		5.00	5.00	5.00	5.00	5.00
Sum		1696.00	1695.00	1503.00	1605.00	1521.00

CAO 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	.3	.3	.3
	Neutral	21	5.4	5.4	5.7
	Agree	204	52.4	52.4	58.1
	Strongly Agree	163	41.9	41.9	100.0
	Total	389	100.0	100.0	

CAO 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	.5	.5	.5
	Neutral	28	7.2	7.2	7.7
	Agree	188	48.3	48.3	56.0
	Strongly Agree	171	44.0	44.0	100.0
	Total	389	100.0	100.0	

CAO 3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	14	3.6	3.6	3.6
	Neutral	111	28.5	28.5	32.1
	Agree	178	45.8	45.8	77.9
	Strongly Agree	86	22.1	22.1	100.0
	Total	389	100.0	100.0	

CAO 4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	5	1.3	1.3	1.3
	Neutral	58	14.9	14.9	16.2
	Agree	209	53.7	53.7	69.9
	Strongly Agree	117	30.1	30.1	100.0
	Total	389	100.0	100.0	

CAO 5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Stongly Disagree	1	.3	.3	.3
	Disagree	7	1.8	1.8	2.1
	Neutral	100	25.7	25.7	27.8
	Agree	199	51.2	51.2	78.9
	Strongly Agree	82	21.1	21.1	100.0
	Total	389	100.0	100.0	

Job Characteristics

Statistics

		JC 1	JC 2	JC 3	JC 4	JC 5
N	Valid	389	389	389	389	389
	Missing	0	0	0	0	0
Mean		3.8046	3.7635	3.7147	4.0463	3.7275
Std. Error of Mean		.04063	.03906	.04032	.03669	.03980
Median		4.0000	4.0000	4.0000	4.0000	4.0000
Mode		4.00	4.00	4.00	4.00	4.00
Std. Deviation		.80134	.77033	.79516	.72362	.78503
Variance		.642	.593	.632	.524	.616
Skewness		-.388	-.281	-.247	-.562	-.218
Std. Error of Skewness		.124	.124	.124	.124	.124
Kurtosis		.266	.327	.144	.648	-.163
Std. Error of Kurtosis		.247	.247	.247	.247	.247
Range		4.00	4.00	4.00	4.00	4.00
Minimum		1.00	1.00	1.00	1.00	1.00
Maximum		5.00	5.00	5.00	5.00	5.00
Sum		1480.00	1464.00	1445.00	1574.00	1450.00

JC 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Stongly Disagree	3	.8	.8	.8
	Disagree	13	3.3	3.3	4.1
	Neutral	113	29.0	29.0	33.2
	Agree	188	48.3	48.3	81.5
	Strongly Agree	72	18.5	18.5	100.0
	Total	389	100.0	100.0	

JC 2

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Stongly Disagree	3	.8	.8	.8
Disagree	9	2.3	2.3	3.1
Neutral	127	32.6	32.6	35.7
Agree	188	48.3	48.3	84.1
Strongly Agree	62	15.9	15.9	100.0
Total	389	100.0	100.0	

JC 3

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Stongly Disagree	3	.8	.8	.8
Disagree	14	3.6	3.6	4.4
Neutral	134	34.4	34.4	38.8
Agree	178	45.8	45.8	84.6
Strongly Agree	60	15.4	15.4	100.0
Total	389	100.0	100.0	

JC 4

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Stongly Disagree	1	.3	.3	.3
Disagree	8	2.1	2.1	2.3
Neutral	63	16.2	16.2	18.5
Agree	217	55.8	55.8	74.3
Strongly Agree	100	25.7	25.7	100.0
Total	389	100.0	100.0	

JC 5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Stongly Disagree	1	.3	.3	.3
	Disagree	19	4.9	4.9	5.1
	Neutral	124	31.9	31.9	37.0
	Agree	186	47.8	47.8	84.8
	Strongly Agree	59	15.2	15.2	100.0
	Total	389	100.0	100.0	

Job Satisfaction

Statistics

		JS 1	JS 2
N	Valid	389	389
	Missing	0	0
	Mean	4.3239	4.2339
	Std. Error of Mean	.03288	.03884
	Median	4.0000	4.0000
	Mode	4.00	4.00
	Std. Deviation	.64853	.76609
	Variance	.421	.587
	Skewness	-.549	-.736
	Std. Error of Skewness	.124	.124
	Kurtosis	-.125	.021
	Std. Error of Kurtosis	.247	.247
	Range	3.00	3.00
	Minimum	2.00	2.00
	Maximum	5.00	5.00
	Sum	1682.00	1647.00

JS 1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	2	.5	.5	.5
Neutral	33	8.5	8.5	9.0
Agree	191	49.1	49.1	58.1
Strongly Agree	163	41.9	41.9	100.0
Total	389	100.0	100.0	

JS 2

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	9	2.3	2.3	2.3
Neutral	52	13.4	13.4	15.7
Agree	167	42.9	42.9	58.6
Strongly Agree	161	41.4	41.4	100.0
Total	389	100.0	100.0	

Appendix 4.3: Reliability Statistics

Financial Incentives

Case Processing Summary

		N	%
Cases	Valid	389	100.0
	Excluded ^a	0	.0
	Total	389	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.754	5

Geographical Location

Case Processing Summary

		N	%
Cases	Valid	389	100.0
	Excluded ^a	0	.0
	Total	389	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.711	5

Workplace Environment

Case Processing Summary

		N	%
Cases	Valid	389	100.0
	Excluded ^a	0	.0
	Total	389	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.766	5

Career Advancement Opportunities

Case Processing Summary

		N	%
Cases	Valid	389	100.0
	Excluded ^a	0	.0
	Total	389	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.700	5

Job Characteristics

Case Processing Summary

		N	%
Cases	Valid	389	100.0
	Excluded ^a	0	.0
	Total	389	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.784	5

Job Satisfaction

Case Processing Summary

		N	%
Cases	Valid	389	100.0
	Excluded ^a	0	.0
	Total	389	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.786	2

Appendix 4.4 Pearson's Correlation Analysis

Correlations

		F1	GL	WE	CAO	JC	JS
FI	Pearson Correlation	1	.406**	.453**	.297**	.276**	.239**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	389	389	389	389	389	389
GL	Pearson Correlation	.406**	1	.802**	.308**	.264**	.165**
	Sig. (2-tailed)	.000		.000	.000	.000	.001
	N	389	389	389	389	389	389
WE	Pearson Correlation	.453**	.802**	1	.341**	.271**	.216**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	389	389	389	389	389	389
CAO	Pearson Correlation	.297**	.308**	.341**	1	.507**	.302**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	389	389	389	389	389	389
JC	Pearson Correlation	.276**	.264**	.271**	.507**	1	.258**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	389	389	389	389	389	389
JS	Pearson Correlation	.239**	.165**	.216**	.302**	.258**	1
	Sig. (2-tailed)	.000	.001	.000	.000	.000	
	N	389	389	389	389	389	389

** . Correlation is significant at the 0.01 level (2-tailed).

Appendix 4.5: Partial Correlation

Correlations

Control Variables			FI	GL	WE	CAO	JC
JS (MV)	FI	Correlation	1.000	.382	.424	.243	.228
		Significance (2-tailed)	.	.000	.000	.000	.000
		df	0	386	386	386	386
	GL	Correlation	.382	1.000	.796	.274	.232
		Significance (2-tailed)	.000	.	.000	.000	.000
		df	386	0	386	386	386
	WE	Correlation	.424	.796	1.000	.296	.229
		Significance (2-tailed)	.000	.000	.	.000	.000
		df	386	386	0	386	386
CAO	Correlation	.243	.274	.296	1.000	.466	
	Significance (2-tailed)	.000	.000	.000	.	.000	
	df	386	386	386	0	386	
JC	Correlation	.228	.232	.229	.466	1.000	
	Significance (2-tailed)	.000	.000	.000	.000	.	
	df	386	386	386	386	0	