

Job satisfaction among executives : case of Japanese electrical and electronic manufacturing companies, Malaysia

ABSTRACT

This paper reports on responses by Malaysian executives from Japanese electrical and electronic manufacturing companies on the level of job satisfaction amongst executives in Selangor, Malaysia. 35.1% of the executives were found to be highly satisfied, 31.8% moderately satisfied and 33.1% dissatisfied with their jobs. The study finds that relationship between age groups, duration of service and gender versus job satisfaction are significant at 95 % confidence level. The older executives who have more work experience showed a higher level of job satisfaction compared to the younger executives. In terms of gender, male executives experienced a higher level of job satisfaction compared to female executives. This could be attributed to the Japanese work culture that emphasizes the seniority - merit wage/ promotion and masculinity work culture. We suggest that promotion and salary increment policy should be geared towards a performance based system thus creating a healthy competitive environment that promotes excellent performance.

Keyword: Malaysian executives; Japanese electrical and manufacturing companies; Job satisfaction; Social cultural values; Work performance