

Understanding Job Information Seeking Behaviour Using Motivation Herzberg Theory and Information Seeking Behaviour Theory: A Conceptual Framework

¹Noor Awanis Muslim,²Nora Dato'Yahya, ³Superintendent Noor Azman Mohamed,
⁴Mohd Danial Afiq Khamar Tazilah, ⁵Muhammad Bin Majid

¹College of Business and Accounting, Universiti Tenaga Nasional,
26700 Muadzam Shah, Pahang, Malaysia

²Uniten Institute of Professional Advancement,
Universiti Tenaga Nasional, 43000 Kajang, Selangor, Malaysia

³Maktab PDRM, 43200 Cheras, Selangor, Malaysia

⁴Department of Accounting and Commerce,
Universiti Tunku Abdul Rahman, 31900, Kampar, Perak, Malaysia

⁵Faculty of Business Management, UITM, 40450, Shah Alam, Selangor, Malaysia

Abstract: The purpose of this research is to gain insight on job motivation factors and job information seeking behavior in job search process. In the job search literature, the type and attributes of the job information available are important for job seekers. However, the most valued specific job related information varies across potential employees. This research combines theory from the context of individuals (backgrounds of potential employees), the theory of motivation to search and the theory of job information into a new research framework. This research will examine the relationship between job dissatisfaction, motivation to search and specific job related information to search. The findings of this research will contribute theoretically and practically to the job search field. The expectations from this findings is to avoid or reduce job dissatisfaction and turnover. Hence, it increases the generation of employee wellbeing among the nations.

Key words: Job dissatisfaction • Goodness-of-fit • Motivation to search • Job specific related information • Herzberg Theory • Information Seeking Behaviour Theory

INTRODUCTION

The purpose of this research is to gain insight on job motivation factors and job information seeking behavior in job search process. The phenomenon of individuals unmet need expectation may lead to the increment of job dissatisfaction within organizations [1][2][3]. In previous literature, the ultimate of job dissatisfaction is either remain within the similar organization or search for a new job (in similar or different organization) [4]. It shows that motivation plays a crucial role in sustaining the existing employment relationships [1]. But the question here is do the individual look for a job that match with their unfulfilled expectations or desires and how they will find that a particular relevant job? What play role in attracting a potential applicant to search and ultimately to apply for a job?

In relation to the above questions, it does indicate that recruitment has a crucial impact on decision-making within the organizations and by individuals [1][2][5]. This is because the good recruitment able to find a pool of quality potential applicants. In recruitment process, it involves with a way to attract applicants including the information being disseminated in advertisement. Realistic, accurate and complete information at the time of entry contributes to positive attitudes and possibly greater job survival [6][7]. In relation with the above discussion, it shows that the information is accurate, realistic and complete if it considers individuals' unmet need expectation because it may enhance job satisfaction and reduce intention to quit (eg:[8][9]). Job information searching is important for an individual's career. This is because searching and finding relevant and accurate information [6] allows individuals to match themselves

with a job and organization and to successfully cope with the new environment [10]. Barber and Roehling [11] add that information adequacy influences whether applicants decide to apply for jobs and in general, applicants are more attracted to specific (e.g., exact starting salary) than vague information. Much research has focused on the attributes of job information (e.g., [12][13]) and the consequences of using it. For example, the attributes of job information has been found to an important part of the fitness/match process that contributes to an applicant's decision to apply for a job [12]. As discussed above, different individuals prefer different types of job information. Armstrong [11] argues that specific job related information makes the greatest contribution to overall job satisfaction. He also found that different occupational levels need different specific job related information. Ellis [14] claims that individuals with different backgrounds and prior preferences need different specific job related information. Leung [15] found that individuals from different industries see the differences of specific job related information sought. Boswell, Zimmerman and Swider [16] explain that with a different background employees have different types of objectives and need different specific job related information. It shows that research conducted by Boswell *et al.* [11] and Ellis [16] has similar findings; Ellis [14] focused only on same profession but different level while Boswell *et al.* [16] extended the variability of employees background from new entrants to senior employees. Different motivations determine different types of job information. In relations with the above discussions, the problem statement is the increase of job dissatisfaction may lead to the decrease of job motivation and lead to the increase of job search, but why job motivation plays a role in this job search process? and how job motivation associates with job information in job search process? How the employees are varied in performing their job search process? On top of that, not many research are conducted on the above mentioned problems in one study.

Problem Statement: Having unpleasant feelings about their job may lead individuals to search for alternative mechanisms in order to reduce the dissatisfaction [1]. Rosse and Saturay [4] claim that the more dissatisfied an individual is, the more likely he or she will engage in negative reactive behaviours, such as quitting, rather than adaptive behaviours, such as problem solving or adjusting expectations. The conclusion is that quitting is a possible behavioural outcome from job dissatisfaction. Another outcome from job dissatisfaction is job search [11][17]. Job dissatisfaction is derived from unmet

expectations; from the individuals needs or desires not being fulfilled [9] or could be a result of inaccurate information obtained at entry. Unmet individuals' need expectation may lead to not be motivated in doing their job [1][9][18]. For example, individuals are motivated when they have comfortable working conditions, job security, good salary [8][9][11] and they are motivated when they are happy with the conditions of job itself [9][19]. Much research has focused on the attributes of job information (e.g., [12][13]) and the consequences of using it. For example, the attributes of job information has been found to be an important part of the fitness/match process that contributes to an applicant's decision to apply for a job [12].

As discussed above, different individuals prefer different types of job information. Armstrong [11] argues that specific job related information makes the greatest contribution to overall job satisfaction. He also found that different occupational levels require different specific job related information. Ellis [14] claims that individuals with different backgrounds and prior preferences need different specific job related information. Leung [15] found that individuals from different industries vary in the specific job related information sought. Boswell, Zimmerman and Swider [16] explain that with a different background employees have different types of objectives and need different specific job related information. It shows that research conducted by Boswell *et al.* [16] and Ellis [14] has similar findings; Ellis [14] focused only on same profession but different level while Boswell *et al.* [16] extended the variability of employees background from new entrants to senior employees. Different motivations determine different types of job information.

The job search information and recruitment research suggests that it is important to further investigate job information search and specific job related information. The review of previous findings also showed that no research has investigated the relationship between the different backgrounds of individuals, different motivations and different specific job related information in one study. The objective of the current study is to investigate on information seeking behaviour from the employee perspective. Thus, in depth analysis on previous published research is used to answer the set research objective.

Theoretical Review: In the previous literature, it was organized by levels. The highest order level is focused on the overall process of recruitment; that is, the global level. Beneath this is the design of jobs that have

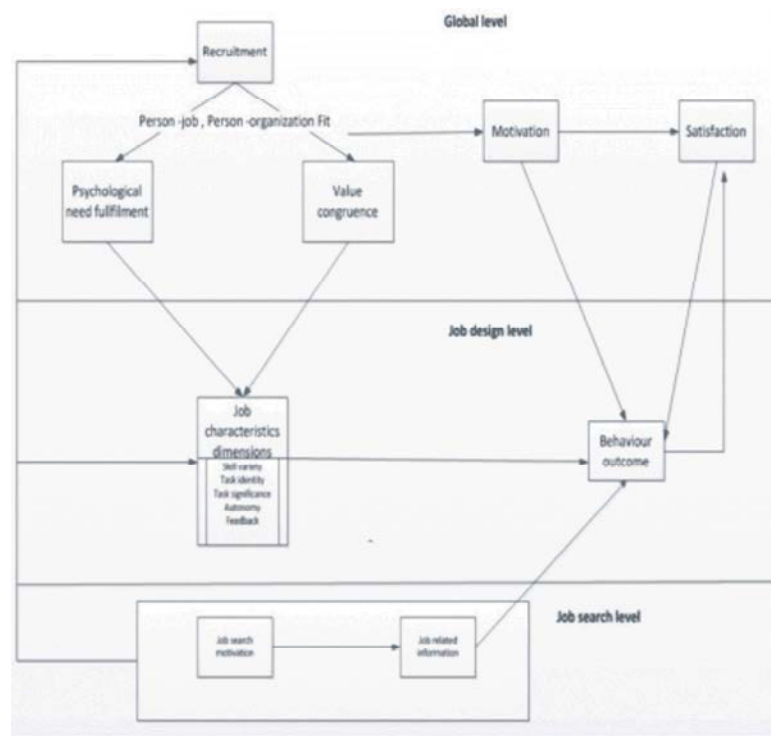


Fig. 1: Theoretical model of Information seeking behavior

characteristics that are communicated to potential applicants and that both define and describe these to interested parties. The lowest level describes the individual and their job search efforts and is called the job design level (see Figure 1). The global level shows that recruitment has two needs to fill; psychological needs and value congruence. If these two needs are filled for the job seeker, motivation is achieved which leads to satisfaction. Meanwhile in the job design level, a thorough job analysis process is required in order to identify the characteristics that need to be improved and enhanced to achieve the desired level of satisfaction. The failure to identify these particular needs will contribute to a negative behaviour outcome. Finally, the literature identifies the job search level. In this level, job-search motivation leads to job-related information. The 'job-search motivation' and the 'job-related information' relationship is used to determine multiple levels of job responsibilities of the employees. This level has been identified as the subject for this study. From that review, several potential explanatory concepts were identified and the nature of their relationships examined.

Discussion on Present Conceptual Framework:

The conceptual Job Information Seeking Behaviour model has as its outcome two simple actions: either to remain in

a job or to seek a change to new employment. Obviously then, the focus of the current research is on the relationship between dissatisfaction as a motivation for changing to a new situation. Such an action is directly connected to the recruitment process. The literature reveals that the success of recruitment efforts depend upon how well a firm is able to attract a range of quality job applicants [15][21][22]. The ability to attract a sufficiency of potential employees is an indication of a good fit between applicant and organisation [8][22][23]. The goodness-of-fit between a current employee's needs and abilities with the demands and attributes of their job in an organisation, can be seen as an indicator of job satisfaction [24]. Goodness-of-fit would therefore constitute a potential predictor of job satisfaction and thus the likelihood of changing jobs. If there is a good alignment between expectations of the job and performance, then it is likely the employee will not leave. If the alignment is not good, the employee is obviously more likely to seek an alternative position. For the organisation, a clear and accurate view of goodness-of-fit would enable them to monitor those factors that are most likely to influence employees' job performance and satisfaction and thus gauge the potential for employee churn. In addition, awareness of this relationship could then help ensure that employees achieve their targeted goals and allow the organisation to continue

providing motivation for those who work for them. If the goodness-of-fit is poor however, it is likely the employee will be dissatisfied and will then be more likely to seek alternative employment. This situation would provide useful information to the employer. For example, if an organisation was to learn of poor alignment between the departing employee's expectations and the characteristics or demands of a particular job in an exit interview, then they might redesign the job to provide better alignment, especially if the problem is documented as being wide-spread. Goodness-of-fit indicates that the employee's expectations have been fulfilled; this relates to the finding that expectations derive from motivation [25]. The current research presumes that fulfilment of an employee's job search, that is, finding alternative employment, indicates that the above noted problems (for example, unpleasant working conditions, undesirable job content) are resolved. The conceptual model integrates multiple factors to explain information seeking behaviour. These factors consist of factors that motivate employees to: seek information; to seek the type of specific job information an employee wants; and to determine motivation factors and the relationship to the job characteristics concept.

Previous literature documented that job information seeking behaviour contributes to both job motivation theory and job characteristics theory. Motivation theory argues that highly motivated employees are needed for each organization. This is because highly motivated employees enhance the organisation's likelihood of survival; simply put, they are more productive [26][27][28]. Hence, motivated employees can help make an organization more competitive, with more value-added by their efforts and greater profits a potential outcome

[29]. However, it appears clear that what motivates employees changes frequently [30][31]. For example, it has long been known that when an employee's income increases, money tends to become less of a motivator [32]. Therefore, it is important to understand the factors that may lead to changes in employee motivation. The factors that are helpful for predicting changes to motivation can be either (or in combination) intrinsic or extrinsic

With sufficient motivation, an employee will be able to drive him/herself to targeted goals more easily [33]. However, motivation also leads employees to target job information when seeking a new job. Armstrong [11] argued that job information consists of two types: job content and job context. More recent studies have documented that both have different characteristics, provide different sorts of information and are preferred differently by the individual employee [14][34][35]. From a job characteristics theory perspective, Sim *et al.* [36] found that job content and job context have been used in developing a job design. Hackman and Oldham [37] suggested that this theory was able to predict employees' reactions. That is, jobs equipped with the right job content and context will cause positive motivation and affect employees' satisfaction, with for example, aspects of job context such as: pay, job-relevant policies, relationships with co-workers and quality of supervision. Sim *et al.* [36] agree with Herzberg [9][38] that if employees are not satisfied with one or more of these job context characteristics, then they are not likely to perform the job effectively because those dissatisfactions may be distracting them from their tasks. They may use their energy instead for coping with the negative experience problem. Because of the central role that job motivation and job characteristics play in

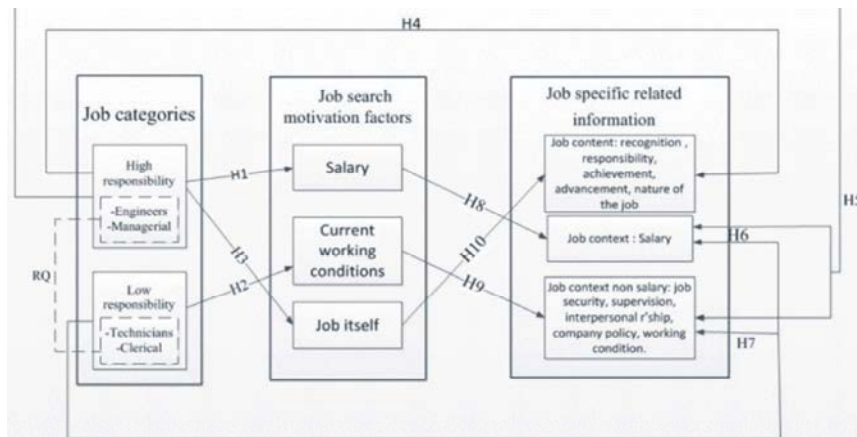


Fig. 2: A research framework for information-seeking behaviour in recruiting

theories that examine job search, these concepts are necessary components of information seeking behaviour modelling.

Hence Figure 2 below illustrates the framework designed for this research and illustrates the roles of job category, motivation for job search and the differing categories of information one might seek in a job search process. It proposes that a set of relationships are likely to exist between the level of job responsibility, job search motivation factors and job-specific related information. The current project adds to the model the idea that job category might also have an impact on information seeking behaviour. This is because in general, employees in positions of higher authority are also likely to have higher levels of job supervision responsibility

CONCLUSION

The insight gained from the above discussion lead the project to address the issue of how motivation factors affect the type of information sought. The factors to be assessed include salary, current working conditions and the nature of the job itself. This latter concept, the job itself, reflects those job characteristics that are able to motivate the employee from within. An example of internal motivation would be when the employee experiences joy in doing the tasks required by the job. The degree of enjoyment is thus one of the job characteristics which has an impact on motivation, retrieved from the job itself. In contrast, salary and current working conditions are factors that surround the job itself, but are extraneous to it. Thus, motivation for the employee can be intrinsic or extrinsic. Finally, specific job-related information will be examined in terms of information content sought by the employee when looking for a new position. This sort of information can also be divided into job content-related and job context-related categories. Content information will be assessed in terms of recognition, responsibility, achievement and advancement. The context information will be divided into two divisions: salary and non salary. The context non-salary category will include items such as job security, supervision demands, interpersonal relationships, company policies and working conditions.

In sum, this research will emphasise a research framework focusing on the different backgrounds of employees, the different motivation factors relating to job-search and the job-specific related information in a job information search. Furthermore, this research anticipates contributing to the academic literature by introducing

new concepts relevant to the context seeking information for alternative employment opportunities. Quality Management

REFERENCES

1. Jha, S. and S.S. Bhattacharyya, 2012. Study of perceived recruitment practices and their relationships to job satisfaction. *Synergy*, 10(1): 63-67.
2. Breaugh, J.A., 2012. Employee recruitment: Current knowledge and suggestions for future research. *The Oxford handbook of personnel assessment and selection*, pp: 68-87.
3. Momin, W.Y.M. and K. Mishra, 2015. HR Analytics as a Strategic Workforce Planning. *IJAR*, 1(4): 258-260.
4. Rosse, J. and S. Saturay, 2004, April. Individual differences in adaptation to work dissatisfaction. In *Proceedings of the Meeting of the Western Academy of Management*.
5. Barber, A.E., 1998. *Recruiting employees: Individual and organizational perspectives (Vol. 8)*. Sage Publications.
6. Wanous, J.P., 1992. *Organizational entry: Recruitment, selection, orientation and socialization of newcomers*. Prentice Hall.
7. Romle, A.R., R. Daud, N. Saberi, S.N.A. Zakinuddin, M.S.H. Zolkepli and M.Z.S. Zakaria, 2016. The relationship between total quality management practices and service quality: The case of Malaysian public institution of higher learning, *World Applied Sciences Journal*, 34(4): 513-517.
8. Mohsin, A., J. Lengler and B. Kumar, 2013. Exploring the antecedents of intentions to leave the job: The case of luxury hotel staff. *International Journal of Hospitality*.
9. Herzberg, F.I., 1956. *Work and the nature of man*. New York: World.
10. Blustein, D.L., 1997. A context-rich perspective of career exploration across the life roles. *The Career Development Quarterly*, 45(3): 260-274.
11. Armstrong, T.B., 1971. Job content and context factors related to satisfaction for different occupational levels. *Journal of Applied Psychology*, 55(1): 57.
12. Barber, A.E. and M.V. Roehling, 1993. Job postings and the decision to interview: A verbal protocol analysis. *Journal of Applied Psychology*, 78(5): 845.

13. Saleem, F., 2010. The impact of information specificity in recruitment advertisements on the application pursuit process in Pakistan. *African Journal of Business Management*.
14. Ellis, S., 1996. Selecting Information on job content or job context: The moderating effect of one's own epistemic authority. *Journal of Applied Social Psychology*, 26(18).
15. Leung, H., 2007. The impact of information quality of job descriptions on an applicant's decision to pursue a job, *Management science*, University of Waterloo.
16. Boswell, W.R., R.D. Zimmerman and B.W. Swider, 2012. Employee job search toward an understanding of search context and search objectives. *Journal of Management*, 38(1).
17. Zikic, J. and A.M. Saks, 2009. Job search and social cognitive theory: The role of career-relevant activities. *Journal of Vocational Behavior*, 74(1): 117-127. organizational attraction and job acceptance intentions: A longitudinal study. *Journal of Occupational and Organizational Psychology*, 78(3): 411-429.
18. Romle, A.R., S.M. Rodzi, M.S.K. Ideris, N. Saberi, A.H.M. Zabri and N.A. Mahamad, 2016. The level of TQM practices in tertiary education industry, *World Applied Sciences Journal*, 34(4): 518-522.
19. Skaalvik, E.M. and S. Skaalvik, 2011. Teacher job satisfaction and motivation to leave the teaching profession: Relations with school context, feeling of belonging and emotional exhaustion. *Teaching and Teacher Education*, 27(6): 1029-1038.
20. Costello, D., 2006. Leveraging the Employee Life Cycle. *CRM Magazine*, 10(12): 48-Retrieved February 23, 2014, from Academics Search Premier Database.
21. Breugh, J.A., 1992. *Recruitment: Science and practice*. PWS-Kent, Boston.
22. Carless, S.A., 2005. Person-job fit versus person-organization fit as predictors of and motivation: An empirical study from Pakistan. *International Journal of Business and Management*, 5(2): P159.
23. Romle, A.R., S.M. Rodzi, N. Saberi, A.A.M. Rozai, N.H.A. Ahmad and H.S.C. Azemi, 2016. Towards the integrated total quality management practices and service quality in Malaysian higher learning educations from students perspectives, *World Applied Sciences Journal*, 34(4): 523-528.
24. Romle, A.R., A.H. Salleh, M.S.H. Zolkepli, R. Daud, M.Z.S. Zakaria and S.N.A. Zakinuddin, 2016. A proposed framework on the relationship of TQM practises and customer relationship management, *World Applied Sciences Journal*, 34(5): 545-552.
25. Carr, G., 2005. Investigating the motivation of retail managers at a retail organization in the Western Cape (Unpublished mini-thesis). University of the Western Cape.
26. Alniaçik, Ü., E. Alniaçik, K. Akçin and S. Erat, 2012. Relationships Between Career Motivation, Affective Commitment and Job Satisfaction.
27. Dysvik, A. and B. Kuvaas, 2011. Intrinsic motivation as a moderator on the relationship between perceived job autonomy and work performance. *European Journal of Work and Organizational Psychology*, 20(3): 367-387.
28. Benabou, R. and J. Tirole, 2003. Intrinsic and extrinsic motivation. *The Review of Economic Studies*, 70(3): 489-520.
29. Danish, R.Q. and A. Usman, 2010. Impact of reward and recognition on job satisfaction and motivation: An empirical study from Pakistan. *International Journal of Business and Management*, 5(2): 159.
30. Parker, S.K., 2014. Beyond motivation: Job and work design for development, health, ambidexterity and more. *Annual review of psychology*, 65: 661-691.
31. Bowen, B.E. and R.B. Radhakrishna, 1991, January. Herzberg's motivator hygiene theory and the job satisfaction of agricultural education faculty. Paper presented at the National Agricultural Education Research Meeting, Cincinnati, OH.
32. Kovach, K.A., 1987. What motivates employees? Workers and supervisors give different answers. *Business Horizons*, 30(5): 58-65.
33. McKenzie-Mohr, D. and P.W. Schultz, 2014. Choosing effective behavior change tools. *Social Marketing Quarterly*, 20(1): 35-46.
34. Kaufman, D. and M.L. Feters, 1980. Work motivation and job values among professional men and women: A new accounting. *Journal of Vocational Behavior*, 17(3): 251-262.
35. Romle, A.R., S. Pohyae, M.M. Udin, N.H. Saleh, M. Darus, S.S. Saleh and S.K.B. Mohamood, 2016. The level of service quality among international students: A case of Universiti Utara Malaysia, *World Applied Sciences Journal*, 34(5): 566-570.
36. Sims, H.P., A.D. Szilagyi and R.T. Keller, 1976. The measurement of job characteristics. *Academy of Management journal*, 19(2): 195-212. D. Sirota, 1973. Job enrichment-Is it for real? *SAM Advanced Management Journal*, 38(2): 22-27.
37. Hackman, J.R. and G.R. Oldham, 1976. Motivation through the design of work: Test of a theory. *Organizational behavior and human performance*, 16(2): 250-279.
38. Herzberg, F.I., 1966. Work and the nature of man.