

# Factors and Job Satisfaction Dimension among Academic Staffs of Public Universities

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**ABSTRACT**--- *The dimensions of job satisfaction varies from one individual to another. The objective of this study was to identify the level of work control among academic staffs at public universities. This study used a questionnaire approach which is divided into 2 parts; Part A focuses the level of job satisfaction which were designed by the researcher and section B consists of the factors of job satisfaction translated from the Job Descriptive Index (JDI) developed by Smith, Kendall and Hulin in 1969 based on the Herzberg Two Factors Theory. The results of the pilot study showed that the instrument is very convenient to use and the reliability of the questionnaire accuracy was .85 for job satisfaction accuracy and .93 for Job Descriptive Index (JDI). The results showed that the level of job satisfaction of academic staffs are at a high level, namely (mean = 3.83, SP = 0.572). The results of correlation analysis showed a correlation between the work environment ( $r = 0.708$ ,  $p < 0.01$ ), promotion ( $r = 0.500$ ,  $p < 0.01$ ), salary ( $r = 0.345$ ,  $p < 0.01$ ), supervisors ( $r = 0.454$ ,  $p < 0.01$ ) and colleagues ( $r = 0.529$ ,  $p < 0.01$ ) with job satisfaction among academic staffs at public universities. In summary, it appears that the work environment, opportunities for promotion and colleagues affect the job satisfaction of academic staff at the UA.*

**Index Terms** — Dimensions of job satisfaction, factors of job satisfaction, JDI.

## I. INTRODUCTION

Every individual has the goal to live in prosperity. Among the efforts to achieve this goal is through employment. A profitable job can meet the needs of an individual's social and economic life as well as help improve the country's development. The career in the academic department is the only for those who have the qualifications, interests and credibility as an educator [1].

In today's modern era, from the challenges of work, enthusiasm and responsibility in an academic task, emphasis should be accorded to the welfare and satisfaction of their work. When job satisfaction within themselves increase exponentially, this could encourage more academic staff to continue to improve their educational skills while giving them excellence in their career [2].

Meanwhile, the level of job satisfaction of every employee is different even though they work in the same field with the same type of work. This is because the level of job satisfaction include intrinsic and extrinsic satisfaction they get from organisations and employers. The atmosphere in the organisation also influence one's level of job satisfaction [3]. In [4] emphasised that the level of job satisfaction are very important in the field of human capital and organisational psychology management. Job

dissatisfaction may stem from various factors, both intrinsic and extrinsic. This study aims to identify the level of job satisfaction, job satisfaction difference in academic staffs of public universities in Malaysia by using a questionnaire.

## II. METHODOLOGY

What is the level of job satisfaction among academic staff at Public Universities?

Is there a relationship between work atmosphere, promotion opportunities, salaries, supervision and co-workers with job satisfaction among academic staff at Public Universities?

### A. Herzberg Two Factor Theory

Herzberg Two-Factor Theory combined factors of satisfaction, in which motivation and needs must be high and not lead to dissatisfaction, this is because hygiene can lead to low needs [5]. High level of need requires inner aspects such as recognition of the achievement, the work, the responsibility and the opportunity to an individual to improve. Meanwhile, the low level of need is work environment, supervisors, work policy, salary and interpersonal relationship.

According to Herzberg, the characteristic of a worker who has satisfaction in their career is a person who has a high self-esteem in work, feels more comfortable while working, whereas for employees who have no job satisfaction are those who are not motivated to do the job. Herzberg concluded that job satisfaction is a person's feelings or attitudes toward his work, which can be influenced by various factors, whether internal factors, which are motivators or external factors, conservation factors (hygiene).

The description of the driving factors (motivator) is as follows:

1. Achievements are feelings that arise when employees are successful in performing a task. For example, an employee managed to solve something challenging and could see the success of their own career.
2. Recognition in respect or praise received from employers, colleagues or societies for having done a good job.
3. Career progress in relation to promotion, which is a higher position in the hierarchy than in previous positions. This promotion does not only entail a pay rise, but may involve a change in status among other co-workers or the community.

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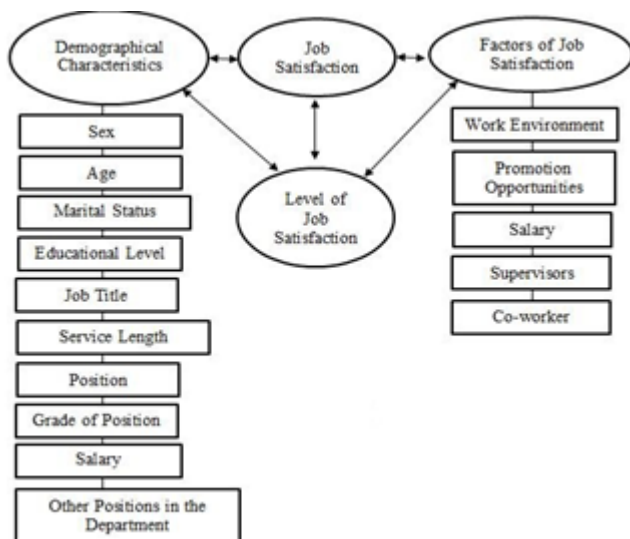
# FACTORS AND JOB SATISFACTION DIMENSION AMONG ACADEMIC STAFFS OF PUBLIC UNIVERSITIES

4. The opportunity to improve oneself, which is an opportunity given by the organisation to learn or acquire new knowledge and skills from time to time.
5. The job itself relates to the acceptance of employees on the methods of performing tasks such as routine, diverse or boring work execution methods.
6. The responsibility and trust the management gives the employees to carry out their duties. This includes trusting employees to make reasonable decisions in solving task-related issues.

The description of conservation factors (hygiene) is as follows:

1. The organisation's policies and governance refers to all aspects of strategic organisational management such as the effectiveness of organisational policy to employees. Supervision is related to the way supervisors administer, guide and evaluate employee performance in a transparent and fair manner.
2. The job security refers to the expected guarantee of the job. In other words, the job has a future and employees cannot be fired without notice and reason.
3. Workplace conditions is related to work environments with enough equipment to carry out work and a calm, cheerful atmosphere that can help smooth operation.
4. Salary is one aspect of reward in the form of money given by the employer in return for the work done by the employee.
5. Interpersonal relationships are the relationship between employees with their colleagues and employees with other individuals at work.
6. Personal life is heavily influenced by the work itself that forms the traits of one's self, lifestyle, aspiration and value.
7. Status is the position of an employee when assuming an authority in work, responsibility, rights and privileges in the organisation.

### B. Structural Concept



**Fig. 1: Conceptual work structure**

Fig. 1 is a conceptual framework for this study. Five independent variables studied in this study were job satisfaction factors according to the Job Description Index (JDI) covering working conditions, promotion opportunities,

salaries, supervisors and colleagues would be the main indicators to identify factors affecting the satisfaction of academic workforce at the public universities

In addition, this study will also include the characteristics of the respondents' demographics and their level of job satisfaction.

### C. The Dimensional Factor of Job Satisfaction Based on Job Descriptive Index (JDI)

This job satisfaction survey uses a questionnaire created by [7] named "Job Descriptive Index (JDI)". This questionnaire has been modified to meet the objectives of the study. The translation of this questionnaire into Bahasa Malaysia was done by [7] and the consistency level was 0.80 to 0.88. JDI is used specifically to investigate five key aspects of contributing to job satisfaction such as academic work, promotion opportunities, salaries, supervisors and co-workers. This questionnaire is often used by local and overseas supervisors to measure work authority like what is explained by [7].

*"The job Descriptive Index is a self-report job satisfaction rating scale measuring five job facet: the job itself, supervision, pay, promotion and co-workers [7]"*.

The above statement explains that there are five dimensions of work that illustrate the key elements through one's career, namely work environment, promotion opportunities, salaries, supervisors and co-workers.

## III. RESULTS AND DISCUSSION

Through the Influence of Workplace Factor, Promotion Opportunity, Salary, Supervisors and Co-workers in Job Satisfaction of Academic staffs In Public Universities, the results of this study are to discern the extent of the working environment factors, promotion opportunities, salaries, supervisors and colleagues affecting job satisfaction among academic staff at Public Universities as shown in Table 1.

**Table 1: Workplace factors, promotional opportunities, salaries, supervisors and co-workers' with job satisfaction**

Variable	B	Beta	T	Sig.
Work Environment	.649	.547	11.045	.000**
Promotion Opportunities	.144	.188	3.951	.000**
Salary	.000	.000	-.006	.995
Supervisors	-.089	-.083	-1.446	.149
Co-Workers	.225	.227	4.137	.000**

$R^2 = 0.564$ ;  $F(5, 292) = 75.517$ , Sig.  $F = 0.000$ ,  $**p < 0.01$

The results in Table 1 show that work environment, promotion, salary, supervisors and co-workers are significantly influencing job satisfaction among academic staffs at Public Universities,  $R^2 = 0.564$ ,  $F(5, 292) = 75.517$ ,  $p < 0.05$ . All prediction contribute towards 56.4% variance to job satisfaction among academic staffs at Public Universities.



Further analysis found that the working environment,  $\beta = 0.547$ ,  $t(292) = 11.045$ ,  $p < 0.01$ ; promotion,  $\beta = 0.188$ ,  $t(292) = 3.951$ ,  $p < 0.01$ ; and co-workers,  $\beta = 0.227$ ,  $t(292) = 4.137$ ,  $p < 0.01$  significantly affect job satisfaction. Meanwhile, the salary,  $\beta = 0.000$ ,  $t(292) = -0.006$ ,  $p > 0.05$ ; and supervisors,  $\beta = -0.083$ ,  $t(292) = -1.446$ ,  $p > 0.05$  did not

significantly affect job satisfaction among academic staffs at Public Universities.

This chapter discusses the descriptive analysis findings as well as its inference. A total of 14 hypotheses have been tested in this study. It can therefore be concluded that thirteen hypotheses have been accepted, while the other one hypothesis has been rejected in this study.

**Table 2: Hypotheses formula**

Hypothesis		Results
H1	There was a significant relationship between the working atmosphere and the job satisfaction of academic staffs at Public Universities.	Accepted
H2	There was a significant relationship between the promotion opportunity and the job satisfaction of academic staffs at Public Universities.	Accepted
H3	There was a significant relationship between the salary and the job satisfaction of academic staffs at Public Universities.	Accepted
H4	There was a significant relationship between the supervisors and the job satisfaction of academic staffs at Public Universities.	Accepted
H5	There was a significant relationship between the co- worker and the job satisfaction of academic staffs at Public Universities.	Accepted
H6	There is a difference in the satisfaction of academic work in the Public University based on gender	Accepted
H7	There is a difference in the satisfaction of academic work in the Public University based on age	Accepted
H8	There is a difference in the satisfaction of academic work in the Public University based on marital status	Accepted
H9	There is a difference in the satisfaction of academic work in the Public University based on educational level	Accepted
H10	There is a difference in the satisfaction of academic work in the Public University based on job title	Accepted
H11	There is a difference in the satisfaction of academic work in the Public University based on service length	Rejected
H12	There is a difference in the satisfaction of academic work in the Public University based on grade of position	Accepted
H13	There is a difference in the satisfaction of academic work in the Public University based on salary	Accepted
H14	There is a difference in the satisfaction of academic work in the Public University based on other positions in the department	Accepted

There is a difference in the satisfaction of academic work at Public University based on other positions in the department. The analysis of one-way variants to examine

the differences in job satisfaction of academic staffs at Public Universities based on other positions in different departments are shown in Table 3.

**Table 3: One-way ANOVA difference between job satisfaction with other positions in the department**

		JKD	DK	MKD	F	Sig. P
Job Satisfaction	Between Group	8.443	4	2.111	6.961	.000**
	Inter-Group	88.845	293	.303		
	Total	97.287	297			

\*\*  $p < 0.01$

The results of the one-way variant analysis in Table 3 show that there is significant difference in the satisfaction of academic staffs [ $F(4, 293) = 6.961$ ,  $p = 0.000$ ] in the Public Universities based on other positions in the department. Therefore, H14 is accepted. Furthermore, Tukey's post-hoc test was conducted to identify the satisfaction of academic staffs at Public Universities

based on other positions in different departments. The test results are shown in Table 4.

# FACTORS AND JOB SATISFACTION DIMENSION AMONG ACADEMIC STAFFS OF PUBLIC UNIVERSITIES

**Table 4: Post-Hoc Tukey test on job satisfaction in public universities based on other positions in the department**

	N	Min	SP	Dean	Head of Department	Others	None	Deputy Dean
Dean	29	3.36	.549		-.372	-.687*	-.524*	-.754*
Head of Department	23	3.73	.624	.372		-.315	-.152	-.382
Others	11	4.05	.557	.687*	.315		.163	-.067
None	227	3.88	.547	.524*	.152	-.163		-.230
Deputy Dean	8	4.11	.383	.754*	.382	.067	.230	

\* p < 0.05

The results of Tukey's post-hoc test as shown in Table 4 to identify the mean difference between the different groups of respondents based on other positions in the department showed that there was a significant difference of mean in  $p < 0.05$  between the academic staffs satisfaction and the group of respondents in other positions (min = 4.05, SP = 0.557) with respondents with Dean position (mean = 3.36, SP = 0.549); between groups of respondents with no positions (min = 3.88, SP = 0.547) with respondents with Dean positions (min = 3.36, SP = 0.549); and respondents with Deputy Dean (min = 4.11, SP = 0.383) with respondents with Dean position (min = 3.36, SP = 0.549).

## IV. CONCLUSION

After identifying the problems and contributing factors to the dissatisfaction of the job, researchers have developed several hypotheses. The findings show that the level of job satisfaction among Academic Staffs at UniSZA is high. This is a good finding for the employees themselves and the University. In fact, when their level of job satisfaction has been identified, various optimistic steps can be developed to further improve the motivation and the level of competence of the employees towards a brighter future.

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