

The determinants on job satisfaction among employees: A case study of Malaysian educator of UUM

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Abstract: Since the years of 1960s to date; the relationship between Job Satisfaction and Organizational Performance more specifically Employee's Performance have had been a matter of concern among scholars, researchers, managers and business practitioners. Since the subject matter is viable in various industries at different contexts; this study features educational industry by considering the educators of higher education in Malaysia. The study collected Data used primary data obtained from UUM: one of reputable institution in Malaysia and used to test the three predictor variables of Job Satisfaction thus the Role of Job Tension, the Role of Job Clarity and the role of Job Conflict aligned with the linking variable Empathy. This study confirmed that Empathy to stand as an originator of Job Satisfaction hence the main determinant of Job Satisfaction.

Keywords: Job Satisfaction, Productivity, Education, Employee Performance, the Role of Job Tension, the Role of Job Clarity and the role of Job Conflict.

1. INTRODUCTION

In the years of 1960s and 1970s the main concern of organizational management was on productivity of their businesses [3]. In so concern, efficient utilization of the resources that an organization have stood a key matter of utilization; that's optimization of its resources by making sure that cost is controlled and reduced, quality is controlled and maintained also efficiency is emphasized to all the resources that an organization has. This concern was mainly contributed by the shift of world economy through the exiting of broad border economy that in turn welcomed severe competition among producers of various industries; hence productivity became the core matter that can assure the company to remain competitive in that challenging business environment [7]. Humana resource is one of the resources that organizations employed in the goal of reaching productivity. By so doing the concern of employees' satisfaction rose especially on the ways that management treated in order to be productive. Unethical conducts like long working hours, scheduling of many tasks and low payment as the measure of controlling cost imposed [9].

Nonetheless, competition among business organizations still existing today; where organizations are utilizing their resources in order to gain competitive advantage over the rivals. Yet, in today's world of business the concern of ethical conduct is higher to among employees and other stakeholders [10]. Because of such concern, employees' productivity increase because the implementation of ethical conducts have had become the motivating factors rather than demotivating factors. For example, in Malaysian education industry; colleges and universities are implementing measures that motivate their educators to become more heartedly hence offer quality education to students [9]. Education is a very important sector in human life because people's knowledge, skillfulness and developments that are implemented in all other industries are a result of education; therefore educators' satisfaction in their job should highly be valued. However, still there are some matters that are implemented and in turn challenge job satisfaction among educators [10]. These are including long working hours, rewarding systems and supervision; the matters which called a concern of this study.

2. LITERATURE REVIEW

Latham & Locke substantiated that; job satisfaction is the major topic that calls the concern of many groups of individuals thus are including researchers, authors, academicians and other practitioners. The reason towards the concern of many people is due to the fact that, job satisfaction cores the performance of organizational functions by affecting motivation, behaviours, performance, morale and leadership of an organization among numerous others. Thus, studying job satisfaction enables the understanding of almost every aspect and function of an organization [5]. There are various predictor variables that different scholars have implemented in measuring job satisfaction to among the employees of different organisations and industries. This study however, employ Job tension, Role Clarity and Role Conflict in linkage with Empathy to be the predictor variables of job satisfaction among Malaysian educators; the variables which are adopted from [6]. The past results on these predictor variables confirmed inverse relationship between the predictor variables and job satisfaction, that's Job satisfaction decrease as the role of clarity increase to among employees, the role of tension and the role of conflict also increases. This is due to the meaning of the role of clarity that's an employee is aware and well informed on the roles he/she has in a particular organization hence enabling proficiency performance of the job.

The role of conflict occurs in the scenario that orders of task performance that an employee is given are out or above the scope that an employee is understood the scheduled role of clarity; hence rose dissatisfaction towards performing the unfair tasks hence occurrence of the role of conflict that affect job satisfaction in a negative way. However, in the situation of balance between tasks given and understanding of employee from the role of clarity; job satisfaction is affected positively because an employee rather motivated than being demotivated. Furthermore, the occurrence of both clarity and conflict increase tension hence declining job satisfaction. Moreover, empathy which links these predictor variables is defined as one's ability to position in another person thus stimulates interaction. That's putting the "if" thoughts from the occurred matter by causing attention that differs from one employee to another. This is to say, while a less empathetic employee gets low attention from management, a highly empathetic employee get more attention from management [1].

2.1 Job Tension and Job Satisfaction

Job Tension is a predictor variable, it's linkage with Job Satisfaction might cause problem to employees although in the most cases the beneficiaries are employees to their job and the entire organization. This is due to the fact that under these variables, satisfaction stands as a factor that regulates stress [2]. According [4]to the satisfied employee becomes loyal to an organization and due to this employee's productivity increases hence benefitting the entire organization, also in the stress related jobs; satisfaction regulates tension that in turn cause employees to work without the feel of stress; making satisfaction an intuitive element of eliminating tension but thus facilitating performance.

2.2 Role of Clarity and Job Satisfaction

Role of clarity according to [1] is the informed responsibility of an employee in the particular job thus initiation of the scope of tasks. Normally, job clarity is given to employees using 'job description'. However, misunderstandings tend to occur between employees and management when the management doesn't live up to the clarification given to employees [6]. This, in turn affect employee's satisfaction to decline by being demotivated. Yet, some organizations are aware of this and use it as one of the critical measure of deriving satisfaction to its employees; that's give job description and schedule tasks based on the clarified responsibilities. Furthermore, as seen from the scholars above, the role of clarity carries huge impact on job satisfaction where the failure of management to deal properly with it may result into poor performance of any other element that creates job satisfaction.

2.3 Role of Conflict and Job Satisfaction

Conflict is the function of interaction between two or more parties as to how each part interact with the other [8]. This has to do with the portrayal of behaviour expected by an individual from another individual. For example, in an organization, the behaviour shown by an employer or a leader when interacting with employee/s is might be in a conflicting manners. The studies of many scholars proved that, the role of conflict affected employee's performance for it caused job dissatisfaction both directly and indirectly [5].

3. METHODOLOGY

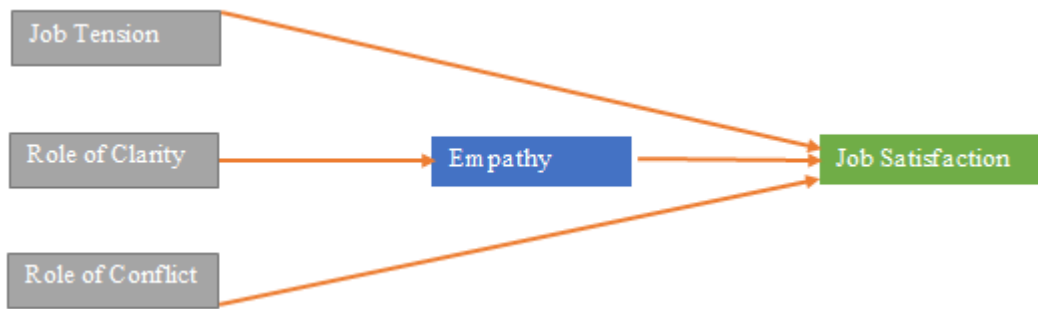


Figure 1: the structuring of hypothetical relationship that existing between Job Satisfaction and its predictor variables Job tension, Role of Clarity and Role of Conflict as linked by Empathy.

3.1 Hypothesis

As reviewed from the literatures above the formulation of hypothesis regarding the relationship that exists between each of the predictor variable and dependent variable that’s Job Satisfaction has been structured; the structuring which is linked by Empathy as intermediate factor of linkage to the subject matter.

3.2 Sampling and Data Collection

Methods that used in this study are adopted from the study of [5] that employed 100 educators who are staffs from UUM hence confirming a sample size of 100 respondents. Data collection was done using questionnaire survey, the method which was divided into six parts; thus, part one demographic information, part two overall opinion on job satisfaction covering eight items, part three the role of Job Tension covering nine items, part four the role of Clarity covering five items, part five role of Conflict covering eight items and part six the role of empathy covering six items.

3.3 Specified Model for Data analysis

The study utilized the Structural Equation Modelling by testing the 100 dataset using AMOS version 4.0. In order for each item to be run the Confirmatory Factor Analysis (CFA) were employed where each item asked in the six parts of the questionnaire were tested. Also, in measuring convergent reliability which isn’t more than 1; the Exploratory Factor Analysis (EFA) was used.

4. FINDINGS

The results are as presented on **table 1** below. From these results Empathy is confirmed to be a negative originator on Job Satisfaction; by creating inverse relationship between employees and job satisfaction. Thus seen from the results that at $p < 0.001$, $\beta = -.547$ and $Cr = -2.2442$ which confirm the assertion of the hypothesis H4 unlike the hypothesizes H1, H2 and H3 which produce positive results as seen on table 1 below to mean that the relationship exists between the predictor variables and dependent variable are direct and positive. Hence confirming that they are not the originator variables of Job Satisfaction.

Table 1: Standardized Regression Weights

			Estimate	S.E	C.R	P	Status
Job_Satisfaction	←	Role_ Clarity	.329	.241	.1375	.169	Insignificant
Job_Satisfaction	←	Role_ Conflict	.323	.088	1.388	.165	Insignificant
Job_Satisfaction	←	Role_ Tension	.374	.394	1.385	.166	Insignificant
Job_Satisfaction	←	Empathy	-.547	.181	-2.442	.015	Significant

5. CONCLUSION

Although other studies as reviewed in this study more specifically on literature review proved that the role of clarity, the role of conflict results into the role of tension leading to decrease in Job Satisfaction, the findings of this study substantiate these predictor variable not to be the originators of Job satisfaction by identifying Empathy to be the main originator of Job Satisfaction. This finding comply with the findings obtained by [2] who confirmed that Empathy influence Job Satisfaction for it shapes employees behaviour towards tasks scheduled to perform. However, there is another study of Rogers et al (1994) which produced different results from that of [2] and the results of this study by stating otherwise. Nevertheless, this study emphasized on educators especially from UUM which cant generalized all colleges and universities in the entire country of Malaysia but at least portrays an image of the original causer of Job Satisfaction. By saying so, further researches may be required to ascertain to the subject matter for the entire country by studying various colleges and universities in different states of Malaysia.

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