



Faculty of Cognitive Sciences and Human Development

**FACTORS ASSOCIATED WITH JOB SATISFACTION AMONG
EMPLOYEES IN SIBU MUNICIPAL COUNCIL (SMC)**

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Bachelor of Science with Honours
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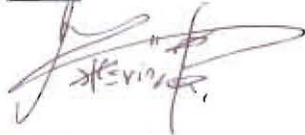
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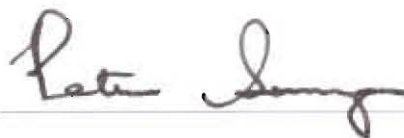
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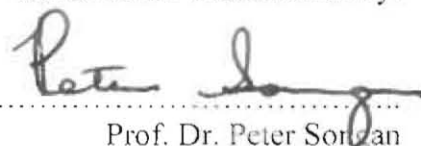
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This project is submitted in partial fulfilment of the requirements for a
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ABSTRACT

FACTORS ASSOCIATED WITH JOB SATISFACTION AMONG EMPLOYEES IN SIBU MUNICIPAL COUNCIL (SMC)

KEVIN LIM BENG TIONG

The purpose of this study is to identify the organizational factors that are associated with job satisfaction among employees in Sibu Municipal Council (SMC). In this study, Job Description Index (JDI) that was developed by Smith *et al.* (1969, 1985) was used as it is an appropriate model in every job satisfaction settings. The first specific objective of this research is to determine the level of job satisfaction among employees in government sector. Secondly, the Job Descriptive Index (JDI) that consists of pay, work, promotion, supervision and co-workers was used to examine the relationship with job satisfaction of employees in government sector. The third objective is to identify the dominant factor that influences the employees' job satisfaction in a government sector. In this study, questionnaire using a seven-point Likert scale was designed to measure the respondent perceptions towards JDI factors and unstructured interview was used to collect the data. The research location for this study was Sibu Municipal Council (SMC), Sibu, Sarawak, Malaysia. The sample of the study consisted of those who work at SMC, regardless of their position. The dependent variable represents the level of job satisfaction perceived by the employees. From the findings, it was found that a majority of the employees (78.3 percent) experienced high level of job satisfaction. Another 21.05 percent reported having a medium level of job satisfaction and 0.66 percent experienced a low level of job satisfaction. From the analysis of Pearson's correlation, it was found that work and promotion had a moderate relationship with employees' satisfaction with $r=0.597$, $p<0.01$ and $r=0.522$, $p<0.01$, respectively. The other three factors show a strong relationship with employees' satisfaction whereby pay with $r=0.649$, $p<0.01$, supervision, $r=0.689$, $p<0.01$ and co-workers with $r=0.644$, $p<0.01$. From the multiple regression analysis, it shows that supervision is the dominant factor affecting employees' job satisfaction in SMC. Empirical findings also showed that supervision appears to be the most influencing factor affecting the job satisfaction of employees. The research not only helps the managers to increase job satisfaction in government sector but also enable them to reduce the turnover intention in organization. The higher level of job satisfaction can also motivate employees to perform well in organization.

ABSTRAK

FAKTOR-FAKTOR YANG BERKAITAN DENGAN KEPUASAN KERJA DI KALANGAN PEKERJA-PEKERJA MAJLIS PERBANDARAN SIBU

KEVIN LIM BENG TIONG

Kajian ini bertujuan untuk mengenal pasti faktor-faktor organisasi yang berkaitan dengan kepuasan kerja di kalangan pekerja-pekerja yang berkhidmat di Majlis Perbandaran Sibu (MPS). Dalam kajian ini, "Job Descriptive Index" yang diperkenalkan oleh Smith et al. (1969, 1985) telah digunakan sebagai model yang sesuai dalam pengukuran kepuasan kerja. Objektif pertama dalam kajian ini adalah untuk mengenal pasti tahap kepuasan pekerja yang berkhidmat di sektor kerajaan. Objektif yang kedua adalah untuk mengenal pasti hubungan kait antara faktor-faktor JDI iaitu gaji, pekerjaan, promosi, pengawasan dan rakan-rakan sekerja dengan kepuasan kerja pekerja-pekerja yang berkhidmat di sektor kerajaan. Objektif yang ketiga adalah untuk mengenal pasti faktor dominan yang mempengaruhi kepuasan pekerja. Dalam kajian ini, borang soal selidik direka dalam pengukuran "7-point Likert scale" untuk mengenal pasti persepsi-persepsi responden terhadap faktor-faktor JDI. Temuduga yang tidak formal juga digunakan untuk mengetahui informasi kepuasan pekerja yang berkhidmat di MPS. Kajian ini telah dijalankan di organisasi kerajaan di Sibu, Sarawak, Malaysia iaitu Majlis Perbandaran Sibu. Responden dalam kajian ini dipilih daripada semua bahagian di MPS tanpa mengambil kira pangkat mereka. Pembolehubah bersandar dalam kajian ini adalah persepsi pekerja-pekerja terhadap tahap kepuasan kerja mereka. Hasil dapatan kajian menunjukkan bahawa sebanyak 78.29% responden mempunyai kepuasan kerja yang tinggi. 21.05% dilaporkan mempunyai tahap kepuasan kerja yang sederhana manakala 0.66% lagi menghadapi kepuasan kerja yang rendah. Analisis Pearson korelasi menunjukkan bahawa pekerjaan dan promosi masing-masing mempunyai korelasi yang sederhana iaitu $r=0.597$, $p<0.01$ dan $r=0.522$, $p<0.01$. Tiga faktor yang lain pula menunjukkan korelasi yang tinggi di mana gaji ($r=0.649$, $p<0.01$), pengawasan, ($r=0.689$, $p<0.01$) and rakan sekerja dengan ($r=0.644$, $p<0.01$). Hasil analisa Analisis Regresi telah menunjukkan bahawa pengawasan merupakan faktor dominan yang mempengaruhi kepuasan pekerja di MPS. Kajian lepas juga melaporkan bahawa pengawasan merupakan faktor utama yang berkaitan dengan kepuasan kerja. Kajian ini bukan sahaja membantu pengurus organisasi untuk meningkatkan kepuasan kerja di sektor kerajaan tetapi juga membantu mereka untuk mengurangkan keinginan untuk berhenti kerja di dalam organisasi. Tahap kepuasan kerja yang tinggi juga dapat memberi motivasi kepada pekerja untuk menjalankan kerja mereka dengan baik.

CHAPTER 1

INTRODUCTION

1.0 Introduction

In the past decade, one of the aims of Malaysia is to become a fully developed country. In conjunction with the aim, many organizations had been set up to support the economy of the country. Every organization strives to achieve the best profit that they can, and so it is important for every employees in organization to perform well. Employees are the internal customers of the business whereby their job performance affect the accomplishment of business goals and organizational development. An internal customer is anyone in an organization who is supplied with products or services by distinct organizational departments or by persons working in them (Bruhn, 2003).

According to Sergeant and Frenkel (2000), taking customer orders, cross-selling products, responding to customer inquires and compliant via telephones are some of the works in the service sector. As employees in government sector, they will always deal with the public as their customers whereby customers go to them to pay and deal with any government related properties or even complaints. Most of the employee's job is to deal with the services instead of selling the products. In this case, their appearance and attitude towards customers are important because they reflect how government services the public.

If the job performance increases, customers' satisfaction will also increase. Customers who receive better services express fewer complaints and they could

create fewer problems for the employee (Rust & Stewart, 1996). This statement had indicated that if the employees treat the customer better, they will have a greater satisfaction. Moreover, Surena Sabil *et al.* (2007) had mentioned that employees' performance is important in organization because they could maintain the customer-satisfaction, customer-loyalty and profitability of the organization. In the government sector, customer-loyalty was zoomed as the good perception of public towards the government.

Brayfield and Crockett (1955) had reported that job satisfaction and individual productivity shows no significant relationship. However Vroom's (1964) research had found that higher job satisfaction can lead to a better job performance. Even though the question of job satisfaction and individual performance is still an argument among researcher, but many research had showed that there is a low correlation (Podsakoff & Williams, 1986; Iaffaldano & Muchinsky, 1985). When job satisfaction, job performance and customer satisfaction are put together, a clearer picture of interrelationship between those issues can be created. Thus, job satisfaction can be considered as a multidimensional construct (Poulin, 1995). Therefore, studies should be carried out to identify the factors affecting the job satisfaction, and find out the solutions to overcome it.

1.1 Background of the Study

In Sarawak the government sector is still lacking of professional prerequisite compare to Peninsular Malaysia. This includes a more conducive working environment in terms of facilities and technologies. It may be caused by the difficulty to transport all the equipment and mostly the cost of transportation does not come cheap. In order to avoid higher cost and the lengthy period of transferring data, many of the government company will stay with the technologies that they had, instead of equipped and tailored themselves with the latest technologies.

Job satisfaction is a positive emotional state resulting from the pleasure of worker derives from the job (Locke, 1976; Spector, 1997). It is also one of an important issue that should be of concern by all managers in every sector.

Workers can either be satisfied and dissatisfied with their job and factors that can influence such feelings should be identified. As heads of departments, they are in position to provide solutions and alternatives to ensure organization effectiveness. This is because they are the ones who understand the job of their subordinates the most and as a superior, keeping the flow of the job right is also one of their responsibilities.

According to Smith *et al.* (1969, 1985), they had formed a model of Job Descriptive Index to describe the characteristic of job satisfaction. There are 5 facets to determining the job satisfaction of an employee which is, pay, work, promotion, supervision and co-workers.

Bagozzi (1978) had also indicated that there are three factors that could affect the job satisfaction among managers in an organization. The three factors that identify by him is job security, promotional opportunities and supervision. Besides that, Knight (2004) reported that characteristic of individual and organization also affected that job satisfaction among employees

In SMC most of the employees comes from those who aged between 41 - 50 years old. It shows that the younger employees could be affected by the job satisfaction at the organization. This is because job satisfaction could lead to turnover intention. In this case we could found that the employees of SMC are aged between 41 – 50 years old and also 21 – 30 years old. Mid-aged employees were less may be because they are less satisfied with their job.

Besides, government also played a role in giving a perception to the publics. If an employee reported that he or she was suffering low job satisfaction it could bring an impact to the society and thus leading the other employees to feel less satisfied. As government promoting the Malaysia e-government, many things had been computerized. This causes the employees at SMC to have more jobs and it affected they workload as well.

Therefore, this research aims to investigate and highlight the factors related to government sector employees' job satisfaction and dissatisfaction, based on various questionnaires provided.

1.2 Statement of the problem

Employees are one of the key successes that contribute to the business performance of every organization around the world. In order to maintain the employees to perform effectively or work with their full potential, it is important to keep them satisfied.

Job satisfaction has been found to significantly influence job performance, absenteeism, turnover and psychological distress (Andrisani, 1978; Davis, 1992; Spector, 1997). With a higher level of job satisfaction, it can increase the job performance of the organization. However, the relationship is still an open question to the researchers because a number of studies indicate a weak link (Petty *et al.*, 1984; Iaffaldano & Muchinsky, 1985), while others (Caldwell & O'Reilly, 1990; Spector, 1997) suggest a potential relationship between satisfaction and performance.

In Hong Kong, job satisfaction was studied by Lam, Baum and Pine (2001) due to the turnover of the Chinese restaurant industry. Employee turnover rate has been found to be inversely related to the level of job satisfaction (Vroom, 1964; Muchinsky & Tuttle, 1979; Porter & Steers, 1973). Without satisfaction in the workplace, employees are less motivated and it will raise their intention of switching to another job that gives them more satisfaction. As such, it is important that employees be satisfied with their job to enable organization to retain their expertise, and thus decrease the turnover rate.

Besides that, researchers like Chadwick-Jones, Nicholson and Brown (1982) argue that absenteeism is the result of social exchange processes between workers and the organization's "absence culture" that existed. In another word, job satisfaction affecting the absenteeism of employees in an organization. However in the bivariate studies of Johns (1997), relationship between satisfaction and absenteeism was found to be weak and negative.

As such, factors affecting the job satisfaction should be emphasized so that high job satisfaction and better business performance can be achieved. If the staffs are not motivated to do their job, indirectly, it will lead to customer dissatisfaction and affect the business performance. Besides, job satisfaction also affects the job stability and length of staff service. Chan (1992) indicated that there was a

positive relationship between length of service and job satisfaction among blue-collar workers in England. If the employees are not satisfied with their co-workers, the gap of communication between them will exist and cooperations of the employee will decreased as jobs in organization are mostly inter-related.

For the purpose of this study, there is an intention to find answers to the following questions:

- 1) What is the level of job satisfaction among employees?
- 2) What are the factors that influence job satisfaction of employees?
- 3) What is the dominant factor that influences the job satisfaction of employees in SMC?

1.3 Objectives of the Study

1.3.1 General Objectives

This study aims to determine the job satisfaction of employees in the government sector, and the factors associated with it.

1.3.2 Specific Objectives

Specifically, the objectives of the study are:

1. To determine the level of job satisfaction among employees in the government sector.
2. To identify the relationship between pay and job satisfaction among employees in the government sector.
3. To identify the relationship between work and job satisfaction among employees in the government sector.
4. To identify the relationship between promotion and job satisfaction among employees in the government sector.
5. To identify the relationship between supervision and job satisfaction among employees in the government sector.
6. To identify the relationship between co-workers and job satisfaction among employees in the government sector.
7. To identify the dominant factor that influences the job satisfaction among employees in the government sector.

1.4 Conceptual Framework

The conceptual framework showed the independent and dependent variables of this study. The independent variables are adopted from the Job Descriptive Index (JDI) model that was developed by Smith *et al.* (1969, 1985) which included the variables such as pay, work, promotion supervision and co-workers. Meanwhile, the dependent variable was the job satisfaction of employees in Sibu Municipal Council (SMC).

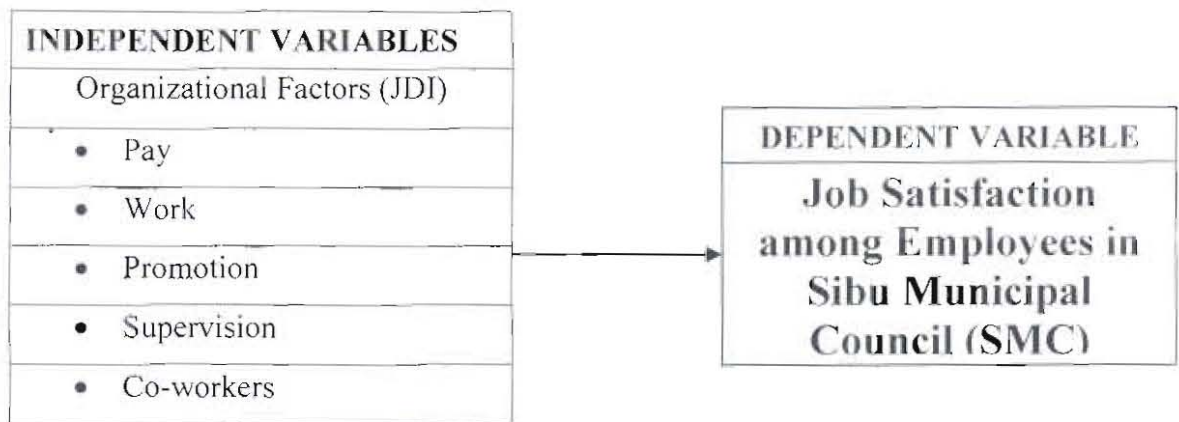


Figure 1: Conceptual Framework

Adopted from Job Descriptive Index (JDI) (Smith *et al.*, 1969,1985)

1.5 Hypotheses

The hypotheses of this study were based on the statement of the problem and objectives to be achieved. The hypotheses of this study were as follows:

- H₀₁** : There is no significant relationship between pay and job satisfaction of employees in the government sector.
- H₀₂** : There is no significant relationship between work and job satisfaction of employees in the government sector.
- H₀₃** : There is no significant relationship between promotion and job satisfaction of employees in the government sector.
- H₀₄** : There is no significant relationship between supervision and job satisfaction of employees in the government sector.

H₅ : There is no significant relationship between co-workers and job satisfaction of employees in the government sector.

H₆ : There is no dominant factor in influencing job satisfaction among employees in the government sector.

1.6 Significance of the Study

The findings of this study can give an overview to an organization on the level of job satisfaction among their employees. It provides a better understanding of the various factors that contribute to employees' job satisfaction by raising the awareness on the needs of employees in government sector.

Thus, it attempts to identify the intervention strategies to improve the policy and practice pertaining to the employees' career management, retention, and development. This research is significance to the human resource and employee relation practitioner to identify the job satisfaction in order to bring a better performance and fewer turnovers for the organization.

Hence, it is significance to the society because employee satisfaction will indirectly lead to a better business performance to increase the satisfaction level of customers towards the products and services of the organization. Job satisfaction has been shown to be related to job performance, workplace turnover and life satisfaction (Tait *et al.*, 1989; Dickter *et al.*, 1996; Judge *et al.*, 2001).

Crossman and Abou-Zaki (2003) using JDI to look at the job satisfaction and employee performance of Lebanese Banking staff which is in the western perspective. Their result shows that the main factors affecting job satisfaction is pay and followed by work, co-workers, promotion and supervision. In this study, JDI was applied in the context of government sector, which contribute to applying the model in different sector in the eastern perspective. It determines if the model is applicable for both western and eastern perspective and different industry.

1.7 Definition of terms

1.7.1 Job Satisfaction

Operational definition: Job satisfaction refers to the level of employee's contented attitude towards his/her job, taking into consideration the pay, work, promotion, supervision and co-workers

1.7.2 Pay

Operational definition: Pay refers to the form of return or income that deserves to be received by the employee in exchange for return of what they had done for the organization which also depends on the difficulty of task

1.7.3 Work

Operational definition: Work refers to the task or also known as the job itself that employees perform by using a physical or mental effort

1.7.4 Promotion

Operational definition: Promotion refers to the frequency of opportunities given to workers for advancement to higher position in conjunction with his improvement on job performance and academic qualification.

1.7.5 Supervision

Operational definition: It is the style of guidance in a work, professional or personal context which refers to the act of monitoring over of work or task of someone who had lower level of skill, knowledge and ability of the concept at hand

1.7.6 Co-workers

Operational definition: It refers to close and intimate relationship among workers whereby it includes the perceived competence and pleasantness of one's colleagues.

1.7.7 Employee

Operational definition: Employee is a person or a staff who is hire by an employer to do a specific job. They contribute to the labor and become the organizational expertise for the organization.

1.8 Limitations of the Study

There are a few limitations in this study. First, this research was only done by conveniently selecting one hundred and fifty employees from all the departments in the Sibul Municipal Council. The sample only comes from a single organization. Therefore, findings of this study might not be accurate in representing all the employees in the government sector.

Secondly, the study was carried out at Sibul Municipal Council as one of the government based company in Sibul. The result of this study as regards to the satisfaction level confined only to SMC. Thus, comparison with the satisfaction level of employees in other sector such as manufacturing or agriculture cannot be accurately made.

Another limitation of this study is that life style and culture in Sibul may be different compare with other places. Even though other state and country also had their own government sector, however, the life style and culture across places may be different. Therefore it will cause difficulty in generating an accurate result.

Besides that, factors associated with job satisfaction are also another limitation. This is because the facets are adopted from Job Descriptive Index (JDI) (Smith *et al.*, 1969, 1985). Other factors such as achievement, recognition, work itself, responsibility and opportunity for advancement from the satisfiers' theory of Herzberg (1959, 1966) and demographic factors such as gender, academic qualification, and length of service were not investigated in this study.

1.9 Summary

This chapter aims at providing an introduction on topic to be studied and discussing on the background, statement of the problem, objectives and conceptual framework of the study. In addition, this chapter also stated hypotheses to be tested, significance and limitation of the study. Definitions of important

terms are also included to ensure better understanding of these variables in this study.

In Chapter Two, the concept, and theory of job satisfaction were discussed. In addition, theoretical and empirical studies of job satisfaction were also reported.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

This chapter looked into the view of various writers and studies by researchers, which included the concept of job satisfaction, theory of job satisfaction, past and empirical studies of job satisfaction and the demographical factors that were related to job satisfaction.

2.1 Concept of Job Satisfaction

The concept of job satisfaction can be conceived as a multi-dimensional concept that includes a set of favourable or unfavourable feelings by which employees perceive their job (Davis & Newstrom, 1999).

The past study of Smith *et al.* (1969, 1985) showed that the concept of job satisfaction was determined by few factors. They had formed a model of Job Descriptive Index (JDI) to indicate the job satisfaction of employees. JDI is one of the most popular measures of job satisfaction and has been found to produce highly reliable results (Imparato, 1972). Under JDI, there were five important facets that include, pay, work, promotion, supervision and co-workers. Pay is determined by the wages and benefits that are received by an employee. Meanwhile, work in this context means the nature of work or occupation that is given by an employer. Promotion refers to the opportunities to get promoted from