

**A STUDY ON THE FACTORS THAT INFLUENCE JOB  
SATISFACTION AMONG LECTURERS IN UNIVERSITI UTARA  
MALAYSIA**

By  
**KOK SAU YEE**

**Dissertation Submitted to  
Othman Yeop Abdullah Graduate School of Business  
Universiti Utara Malaysia  
In Partial Fulfillment of the Requirement for the  
Master in Human Resource Management**

## **PERMISSION TO USE**

In presenting this research paper in partial fulfillment of the requirements for a Post Graduate degree from Universiti Utara Malaysia, I agree that the University Library makes a freely available for inspection. I further agree that permission for copying of this project paper in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor or, in their absence, by the Dean of Othman Yeop Abdullah Graduate School of Business. It is understood that any copying or publication or use of this research paper or parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition given to me and to the Universiti Utara Malaysia in any scholarly use which may be made of any material for my research paper.

Request for permission to copy or to make other use of materials in this research paper, in whole or in part should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Business

Universiti Utara Malaysia

06010 UUM Sintok

Kedah Darul Aman

## **ABSTRACT**

Job satisfaction has been an increasingly researched field of study since the past research shown the important to the organization as a whole. Despite the increase in attention given to the study of workplace satisfaction, there is still question on the relationship and affects to the satisfaction. This study tries to identify the relationship between the salary, job stress, career promotion and working environment in the academic community towards job satisfaction of the lecturers. The current research has been conducted among 226 lecturers in Universiti Utara Malaysia (UUM). A questionnaire survey based research was used to collect data and analyzed using Pearson correlation and linear regression to identify the relationship and test the hypothesis. The findings of this study indicate, that there is a significant and positive relationship between salary, job stress, career promotion, working environment and job satisfaction. Job stress was found to be not significant in affecting the job satisfaction of lecturers.

**Keywords:** Job Satisfaction, Salary, Job Stress, Career Promotion and Working Environment

## **ABSTRAK**

Kepuasan kerja dalam organisasi merupakan satu bidang kajian yang telah dikaji secara mendalam dan kajian-kajian lalu memberi keutamaan kepada bidang ini secara berterusan. Di sebalik peningkatan dalam perhatian yang diberikan kepada kajian kepuasan di tempat kerja, masih terdapat persoalan dalam perhubungan dan kesan dengan kepuasan kerja. Kajian ini cuba untuk mengenal pasti hubungan antara gaji, tekanan kerja, kenaikan pangkat dan persekitaran kerja dalam komuniti akademik terhadap kepuasan organisasi. Kajian ini telah dijalankan di kalangan 316 pensyarah di Universiti Utara Malaysia (UUM). Kajian ini dijalankan menggunakan tinjauan soal selidik untuk mengumpul data dan dianalisis menggunakan korelasi Pearson dan regresi linear untuk mengenal pasti hubungan dan menguji hipotesis. Hasil kajian ini menunjukkan, bahawa terdapat hubungan yang signifikan dan positif antara gaji, tekanan kerja, kenaikan pangkat, persekitaran kerja dan kepuasan kerja. Tekanan kerja didapati tidak signifikan dalam mempengaruhi kepuasan kerja pensyarah.

**Kata Kunci:** Gaji, Tekanan Kerja, Kenaikan Pangkat, Persekitaran Kerja dan Kepuasan Kerja

## Acknowledgement

I borrow this phrase, writing a story book is simple and easy - all you have to do is sit down at a word processor and open a vein. Working on a research project is not that easy – it would never have been completed without the incredible amount of help and support I received from my supervisor, many of my colleagues, family and friends. I would like to thank, without implicating, all of you.

Many thanks must first go to my supervisor, Prof. Madya Dr. Mohmad Yazam Sharif for giving me the invaluable guidance, insights, moral support and the direction throughout the whole process of completing this dissertation.

I also would like to record my sincere appreciation to my friend Kaiwan Abubakir, for continuously assisting me in understanding research and also providing me with materials to be used in this study. His ideas and discussion helped develop new ideas for this writing. Also thanks for him precious assistance and patience in guiding me through the analysis of data, he made it possible for me to complete my study in time.

Most importantly I dedicate this study and effort to my parents for continues trust in my pursuits, morally and financially providing me the invaluable support making it possible to go after my dreams. Also to my brother and sister, for their endless supports, loves and cheers.

Last but not least to all my dearest fellow friends who never give up in giving me support, information and assistance in completing this study. Thank you very much for all and best of luck. A word of thanks also extends to those who have indirectly provided comments and helpful suggestion especially to all respondents of this study. Any other individual whom I have not recognized by name but who gave their support and cooperation, I give my sincere thanks.

I have always believed in this man, Mahatma Ghandi and his wisdom – “In doing something, do it with love or never do it at all”. Through the process of understanding and learning the research process, I have myself experienced these words, without the passion and interest it is not possible to complete this labor of love.

Kok Sau Yee  
Master of Human Resource Management  
Othman Yeop Abdullah Graduate School of Business  
Universiti Utara Malaysia

## **Table of Content**

Title	i
Certification of Research Paper	ii
Permission To Use	iii
Abstract	iv
Abstrak	v
Acknowledgement	vi
Table of Content	vii
List of Tables	ix
List of Figures	x
List of Abbreviation	x

### **CHAPTER ONE: INTRODUCTION**

1.1	Introduction	1
1.2	Background of Study	1
1.3	Problem Statement	4
1.4	Research Question	11
1.5	Research Objective	11
1.6	Significance of Study	11
1.7	Organization of the Chapters	12

### **CHAPTER TWO: LITERATURE REVIEW**

2.1	Introduction	13
2.2	Job Satisfaction	13
2.3	Salary	15
2.4	Job Stress	18
2.5	Career Promotion	21
2.6	Working Environment	24
2.7	Chapter Summary	27

### **CHAPTER THREE: RESEARCH METHODOLOGY**

3.1	Introduction	28
3.2	The Research Framework	29
3.3	Research Hypothesis	30
3.4	Research Design	31
3.5	Operational Definition	32
	3.5.1 Job Satisfaction	32
	3.5.2 Salary	32
	3.5.3 Job Stress	32
	3.5.4 Career Promotion	32
	3.5.5 Working Environment	33
3.6	Populations and Sample	33
3.7	The Sampling Technique	34
3.8	Measurement of Variables and Instruments	35
3.9	Pilot Test	36
3.10	Layout of Questionnaire	38
3.11	Data Collection Technique	39
3.12	Data Analysis Techniques	40
	3.12.1 Pre-Analysis Data Screening / Cleaning	40

3.12.2	Data Analysis	41
3.12.3	Descriptive Statistic Analysis	41
3.12.4	Inferential Statistics	42
3.12.4.1	Pearson Correlation Coefficient	42
3.12.4.2	Linear Regression	43
3.12.5	Goodness of Measure	44
3.13	Chapter Summary	45
<b>CHAPTER FOUR: RESULTS</b>		
4.1	Introduction	46
4.2	Response Rate	46
4.3	Profile of the Respondents (Demographic)	47
4.4	Goodness of Measures	49
4.4.1	Reliability	49
4.4.1.1	Reliability Analysis for Pilot Test	49
4.4.1.2	Reliability Analysis for Actual Study	50
4.4.2	Factor Analysis	52
4.4.2.1	Factor Analysis for Job Satisfaction	52
4.4.2.2	Factor Analysis for Salary	54
4.4.2.3	Factor Analysis for Job Stress	56
4.4.2.4	Factor Analysis for Career Promotion	57
4.4.2.5	Factor Analysis for Working Environment	59
4.5	Descriptive Analysis	61
4.6	Correlation	62
4.6.1	The Correlation of Salary, Job Stress, Career Promotion, Working Environment with Job Satisfaction	63
4.7	Multiple Regression	64
4.8	Hypotheses Testing	66
4.9	Chapter Summary	67
<b>Chapter Five: DISCUSSION, CONCLUSION AND RECOMMENDATION</b>		
5.1	Introduction	68
5.2	Summary of the Findings	68
5.3	Relationship between Salary, Job Stress, Career Promotion, Working Environment and Job Satisfaction	69
5.3.1	Salary and Job Satisfaction	69
5.3.2	Job Stress and Job Satisfaction	69
5.3.3	Career Promotion and Job Satisfaction	70
5.3.4	Working Environment and Job Satisfaction	70
5.4	The Major Influence of between Salary, Job Stress, Career Promotion, Working Environment to Job Satisfaction	71
5.4.1	Career Promotion and Job Satisfaction	71
5.4.2	Working Environment and Job Satisfaction	72
5.4.3	Salary and Job Satisfaction	72
5.4.4	Job Stress and Job Satisfaction	73
5.5	Limitations of the study	74
5.6	Future Recommendation	74
5.6.1	Dean of the Schools	74
5.6.2	Future Researchers	75
5.7	Conclusion	76

References	77
Appendix A: Population (UUM Registrars Department, 2014)	97
Appendix B: Questionnaire	100
Appendix C: Pilot Study Results	106
Appendix D: Reliability Test For Actual Study	107
Appendix E: Factor Analysis	108
Appendix F: Pearson Correlation	114
Appendix G: Regression Analysis	115
Appendix H: Cost of living table according to Expatistan.com analysis	117

### List of Tables

<b>Table</b>	<b>Title</b>	<b>Num</b>
3.1	Summary of Population and Sample	34
3.2	Summary of Variables Reliability	38
3.3	Salkind (2009) Strength of Correlation Table	43
3.4	Summary of the Data Analysis Technique	45
4.1	Summary of Response Rate	47
4.2	Profile of the Respondents	48
4.3	Summary Of Reliability Test For Pilot Test	50
4.4	Summary of Reliability Analysis For Actual Study	51
4.5	KMO and Bartlett's Test for Job Satisfaction	53
4.6	Component Matrix of Job Satisfaction	53
4.7	KMO and Bartlett's Test for Salary	55
4.8	Component Matrix of Salary	55
4.9	KMO and Bartlett's Test for Job Stress	56
4.10	Component Matrix of Job Stress	57
4.11	KMO and Bartlett's Test for Career Promotion	58
4.12	Component Matrix of Career Promotion	58
4.13	KMO and Bartlett's Test for Working Environment	59
4.14	Component Matrix of Work Environment	60
4.15	Descriptive Analysis	62
4.16	Summary of Correlation between All The Variables	64
4.17	Regression analysis of Organizational Justice dimensions to Job Satisfaction	65
4.18	Summary of Hypotheses results	66

## List of Figures

<b>Fig.</b>	<b>Title</b>	<b>Num.</b>
3.1	Research Framework	29

## List of Abbreviations

CAS	College of Arts and Sciences
COB	College of Business
COLGIS	College of Law, Government and International Studies
KMO	Keiser-Meyers-Oklin test
MOE	Ministry of Education
MOHE	Ministry of Higher Education
SPSS	Statistical Package for Social Science
UUM	University Utara Malaysia

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Introduction**

This chapter briefly explains the environment of the Malaysian Higher Education system and the importance of lecturers' job satisfactions towards the achievement of the future plan of the Ministry of Education. In addition, this chapter also highlights the problem statement of the study, research questions, and research objective and also the definition of terms used in this study.

### **1.2 Background of the Study**

For decades, many researchers have examined the topic related to job satisfaction and investigate the determinants of job satisfaction that has been reported satisfaction and dissatisfaction significantly influence an employee morale, organization productivity, commitment to job, absenteeism as well as turnover rates. It was interest and continuing topic that studied by many researchers about 5000 reports, articles and publication related to topic of job satisfaction (Cranny, Smith, & Stone, 1992).

Most researchers make an effort to investigate the concept and theories related to job satisfaction used in any of the industrial organization, banking sector and institutions of higher education. Therefore, it is important for researchers stress on and not to be overlooked the topic of job satisfaction among academics institutions of higher education.

The contents of  
the thesis is for  
internal user  
only

## REFERENCES

- Adamson, B., Kenny, D., Wilson-Barnett, J. (1995) The impact of perceived medical dominance on the workplace satisfaction of Australian and British nurses. *Journal of Advanced Nursing*, 21, 172–183.
- Adams, J.S. (1965). Injustice in social exchange in Berkowitz, L. (Ed.). *Advances in Experimental Social Psychology*. p 2, Academic Press, New York: NY.
- Aiken, L., Clarke, S., Sloane, D., Sochalski, J., Busse, R., Clarke, H., Giovannetti, P., Hunt, J., Rafferty, A., Shamian, J. (2001) Nurses' reports on hospital care in five countries. *Health Affairs*, 20 (3), 43–53.
- Aksu, A. & Aktas, A. (2005). Job satisfaction of managers in tourism: Cases in the Antalya region of Turkey. *Management Auditing Journal*, 20(5), 479-488.
- Alexandros-Stamatios G. A., Matilyn J.D., & Cary L.C., (2003). Occupational Stress, Job satisfaction, and health state in male and female junior hospital doctors in Greece. *Journal of Managerial Psychology*, 18(6), 592-621.
- Annakis, Lobo, Pillay (2011). Exploring Monitoring, Work Environment and Flexibility as Predictors of Job Satisfaction within Australian Call Centres. *International Journal of Business and Management*, 6(8).
- Anil K. A. (2013). Job Satisfaction among School Teachers. *Indian*

*Streams Research Journal*, 3(2).

Andrew, D. P. S., & Kent, A. (2007). The impact of perceived leadership behaviours on satisfaction, commitment, and motivation: An expansion of the multidimensional model of leadership. *International Journal of Coaching Science*, 1(1), 35-56.

Andrews, I.R. & Henry, M.M. (1963). Management attitudes toward pay. *Industrial Relations*, 3, 29-39.

Arnold, H.J. & Feldman, D.C. (1996). *Organizational Behaviour*. McGraw-Hill.

Ayer, K. (2005). Creating a Responsible Workplace. *Journal of Marketing Research*, 11, 323-332.

Bennett, R.R. (1997). Job satisfaction among police constables: a comparative study in three developing nations. *Justice Quarterly*, 14 (2), 295-323.

Blezek, A.G. (1987). Job satisfaction priorities of faculty in the college of agriculture, University of Nebraska. *Journal of NACTA*, 31(2), 46-48.

Bowen, B. E., & Radhakrishna, R. B. (1991). Job satisfaction of agricultural education faculty: A constant phenomena. *Journal of Agricultural Education*, 32 (2), 16-22.

Castillo, J. X., & Cano, J. (2004). Factors explaining job satisfaction among faculty. *Journal of Agricultural Education*, 45(3), 65-74.

Coakes, S.J. & Steed, L.G. (2003). *SPSS: Analysis without Anguish*. Australia: John Wiley & Sons, Ltd.

Cohen-Charash, Y., & Spector, P. E. (2001). The role of justice in organizations: A meta-analysis. *Organizational Behavior and Human Decision Processes*, 86, 278-321.

Cooper, C., U. Rout & B. Faragher. (1989). "Mental Health, Job Satisfaction, and Job Stress Among General Practitioners. *Medical Journal*, 298, 366-370.

Cranny, C.J., Smith, P.C. & Stone, E.F. (1992). *Job Satisfaction: How People Feel About Their Jobs and How It Affects Their Performance*. New York: Lexington Books.

Demaki, G.O. (2012). Business Recovery Strategies in the Economic Crisis of Recession in Nigeria. *An international multidisciplinary journal Ethiopia*, 6(1), 24.

Dessler, G. (2008). *Human resource management* (11th ed.). Upper Saddle River, NJ: Pearson, Prentice Hall.

EPU. (25 August, 2010). *Rancangan Malaysia Kesepuluh (RMKe - 10)*. Retrieved 13 November, 2013, from Economic Planning Unit:<http://www.epu.gov.my/rmkesepuluh>

Elangovan, A. R. (2001). Causal ordering of stress, satisfaction and commitment, and intention to quit: a structural equations analysis. *Leadership &*

*Organization Development Journal*, 22(4),159-165.

Ellickson. M.C., & Logsdon, K. (2002). Determinants of job satisfaction of Municipal government employees. *Public Personnel Management*, 31(3), 343-358.

Expatisan.Com. (2014), Cost of living comparison between Alor Star, Malaysia and Kuala Lumpur, Malaysia, Retrieved from <http://www.expatisan.com/cost-of-living/comparison/kuala-lumpur/alor-star?>

Evans, L, & Olumide-Aluko, F. (2010). Teacher Job Satisfaction in Developing Countries: A Critique of Herzberg's Two- Factor Theory Applied to the Nigerian Context', *International Studies In Educational Administration* (Commonwealth Council For Educational Administration & Management (CCEAM) 38, 2,73-85

Fairbrother, K., & Warn, J. (2003). Workplace dimensions, stress and job satisfaction. *Journal of Managerial Psychology*, 18 (1), 8-21.

Fletcher, C., &Williams, R. (1996). Performance management, job satisfaction and organizational commitment. *British Journal of Management*, 7, 69-179.

Fletcher, J.B., & Payne, R. (1980). Stress and Work: A Review and a Theoretical Framework. *Journal of Applied Psychology*, 9, 1-20.

Flynn, G. (1998). Is your recognition program understood? *Workforce*, 77(7), 30-35.

- Garland, R. (1991). The Mid-Point on a Rating Scale: Is It Desirable? *Marketing bulletin*. 2,66-70
- Garson, G. D. (2002). *Guide to Writing Empirical Papers, Theses, and Dissertations*. Taylor & Francis.
- Greenberg, J., & Baron, R. A. (1995). *Behavior in organizations* (5th ed.). Needham Heights, MA: Allyn and Bacon.
- Griffeth R., & Hom P.W. (1995). *Employee Turnover*, South Western Publishing, USA.
- Griffeth.W.R., Hom.P.W., & Gaertner.S. (2000). A Meta-Analysis of Antecedents and Correlates of Employee Turnover: Update, Moderator Tests, and Research Implications for the Next Millennium. *Journal of Management*. 26(3) 463-488. doi: 10.1177/014920630002600305
- Guilford, J.P. (1956). *Fundamental Statistics in Psychology and education* (p.145) New York: McGraw Hill.
- Hair,J.F., Anderson, R.E., Tatham, R.L., & Black, W.C. (1995) *Multivariate Data Analysis*. New York: Macmillan.
- Hair, J.F., Black, W.C., Babin, B.J., & Anderson, R.E. (2010). *Multivariate Data Analysis* (7<sup>th</sup> ed.). Upper Saddles River, NJ:Pearson Education.

- Halkos, G. & Bousinakis, D. (2010). The effect of stress and satisfaction on productivity. *International Journal of Productivity and Performance Management*, 59(5), 415-431.
- Heathfield, S.M.(2012). *Salary*. Retrieved on 1 September 2012 from <http://humanresources.about.com/od/glossarys/g/salary.htm>
- Heller, D., Judge, T., & Watson, D. (2002) The confounding role of personality and trait affectivity in the relationship between job and life satisfaction. *Journal of Organizational Behavior*, 23, 815-835.
- Herzberg, F., Mausner, B. & Synderman, B. S. (1959). *The Motivation to Work* (2nd Ed.). New York: John Wiley and Sons, Inc.
- Holdsworth, L. & Cartwright, S. (2003). Empowerment, stress and satisfaction: An exploratory study of a call centre. *Leadership & Organization Development Journal*, 24(3), 131-140.
- Hussin, S., Yaacob, H., & Ismail, A. (2008). Agenda pembangunan universiti awam di Malaysia: Kesamaan dan perbezaan tindakan. *Pendidik dan Pendidikan Vol.* 23, 1 - 27.
- Idris, M. (2009). Occupational stress in academic life: A study on academics of Malaysian Public Universities.
- Ilieva, J., Bacon, S., & Healeay, N.M. (2002). Online Surveys in Marketing

Research: Pros and Cons. *International Journal of Market Research*, 44(4), 440-453.

Jacques, E. (1961). *Equitable Payment*. Wiley, New York: NY.

Johnes, J., & Taylor, J. (1990). Performance indicators in Higher Education: Buckingham, in Chen et al. (2006), The development of an employee satisfaction model for higher education. *TQM Mag.* 18 (5), 484-500.

Kahn, R.L., & Quinn, R.P. (1970). Role stress: A framework for analysis, In A. McLean (Ed.), *Occupational mental health*, New York: Wiley.

Kamal, Yasir & Hanif, Fawad , Shaheed. (2009). Pay and Job Satisfaction: A Comparative Analysis of Different Pakistani Commercial Banks. Zulfikar Ali Bhutto Institute of Science & Technology (SZABIST), Islamabad. Retrieved on 15 Feb 2012 from [mpa.ub.uni-muenchen.de/16059/1/MPRA\\_paper\\_16059.pdf](http://mpa.ub.uni-muenchen.de/16059/1/MPRA_paper_16059.pdf)

Khaleque, A. & Rahman, A. (1983). Perceived importance of job facets and overall job satisfaction of Industrial workers. *Human Relations*, 7, 401-416.

Khaleque, A. & Chowdhury, N. (1983). Perceived importance of job facets and overall job satisfaction of top and bottom levels industrial managers. *Proceedings of the 3rd Asian Regional Conference of the International Association for Cross-Cultural Psychology*.

Khatibi,A., Asadi,H., & Hamidi, M. (2009). The relationship Between Job Stress And Organisational Commitment in National Olympic and Paralympic

- Academy. *World Journal of Sports Sciences*, 2(4).
- Komorita., S.S. (1963). Attitude content, intensity, and the neutral point on a Likert Scale. *Journal of Social Psychology*, 61,327–334.
- Kreitner, R., & Kinicki, A. (2006). *Organizational behavior*, (4th Ed.) Boston: Irwin/McGraw Hill.
- Krejcie, R.V., & Morgan, D.W. (1970). Determining sample size for research activities. *Educational & Psychological Measurement*, 30, 607-610.
- Kusku, F., (2003). Employee satisfaction in higher education: the case of academic and administrative staff in Turkey. *Career Dev. Int*, 8(7), 347-356.
- Landsbergis, P.A. (1988). Occupational stress among health care workers: A test of the job demands- control model. *Journal of Organizational Behavior*, 9, 217-239.
- Lawler, E.E. (1971). *Pay and organizations effectiveness*. A Psychological View, Hill, New York, NY.
- Lease, S. H.(1998). Work attitudes and outcomes. *Journal of Vocational Behavior*, 53(2), 154–183
- Lee, Suae & Jungran, K. (1998) Job satisfaction and quality of life of highly educated unmarried female workers . *Welfare Society Study*, 2, 51-75.

Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (ed.), *Handbook of industrial and organizational psychology* (pp. 1297-1349). Chicago: Rand McNall.

Lundh, U.(1999). Job satisfaction among Swedish nurses and laboratory technologists. *British Journal of Nursing*, 8 (14), 948–952.

Lu, H., While, A.,E., & Barriball , K. L.(2005). Job satisfaction among nurse. *International Journal of Nursing Studies*, 42, 211-227

Malaysian Qualifications Agency. (2008). *Malaysian Qualifications Framework*. Petaling Jaya, Malaysia: Malaysian Qualifications Agency.

Melamed, S. Ben-Avi, I. Luz, J. & Green, M. (1995). Objective and subjective work monotony: Effects on job satisfaction, psychological distress, and absenteeism in blue-collar workers. *Journal of Applied Psychology*, 80(1), 29-42

Massy,W.F. (1996). *Resources Allocation in Higher Education*, Ann Arbor: University of Michigan Press.

Maurice, A. (1998). Happy workers miss fewer days: study. *National Underwriter/Property & Casualty Risk & Benefits*, 102, 13-18.

Mayers, L.S., Gamst, G., & Guarino, A.J. (2006). *Applied Multivariate Research Design and Interpretations*. Thousand Oaks: Sage

McDonald, H., & Adam, S. (2003). A comparison of online and postal data

collection methods in marketing research. *Marketing Intelligence and Planning*, 21(2), 85–95.

Mello, J.A. (2006). *Strategic Human Resource Management*. Boulevard, Mason, Ohio: Thomson, South Western.

Mendal, P. C. (1987). “An Investigation of Factors That Influence Teacher Morale and Satisfaction with Work Conditions.” Doctoral dissertation. Eugene, Oregon: Division of Educational Policy and Management, University of Oregon, 1987.106p.

Meyer, J.P., & Allen, N.J. (1997). *Commitment in the workplace: Theory, Research, and Application*, Thousand Oaks, California.: Sage Publications, Inc.

Milkovich, G.T., & Newman, J.M. (2005). *Compensation Management*. 8th Edition

Millán, José María, Hessels, Jolanda, Thurik, Roy and Aguado Rafael, (2011), Determinants of Job Satisfaction across the EU-15: A Comparison of Self-Employed and Paid Employees, Tinbergen Institute Discussion Paper,

Milman, A. (2002). Hourly employee retention in the attraction industry: research from small and medium- size facility in Orlando, Florida. *Journal of Leisure Property*, 2, 40-51.

Ministry of Higher Education Malaysia. (2007). *The National Higher Education Strategic Plan – Beyond 2020 (Pelan Strategik Pengajian Tinggi Negara- Melangkau Tahun 2020)*. Putrajaya: Ministry of Higher Education.

Mobley, W H. (1982) *Employee Turnover: Causes, Consequences, and Control*.  
Philippines: Addison, Wesley Publishing.

Mohd Najib. A.R. (2006). *Globalising Malaysia: Towards building a developed nation*. Petaling Jaya, Selangor: MPH Group Publishing.

MoHE. (n.d.). *National Higher Education Action Plan 2007 - 2010*. Putrajaya,  
Malaysia: Ministry of Higher Education .

MoHE. (2007a). *Pelan Strategik Pengajian Tinggi Negara Melangkaui Tahun 2020*.  
Putrajaya, Malaysia: Ministry of Higher Education.

Mohsin, M., & Kamal, M. A. (2012). Managing Quality Higher Education in Bangladesh: Lessons from the Singaporean and Malaysian Strategies and Reforms. *International Journal of Business and Management*, 7(20), 59–71. doi:10.5539/ijbm.v7n20p59.

Mondy, R.W. (2008). *Human Resource Management*. Upper Saddle River, NJ:  
Pearson Prentice-Hall.

Morshidi Sirat. (2009). Strategic Planning Directions of Malaysia's Higher  
Education: University Autonomy in the Midst of Political Uncertainties.  
*Higher Education*.

Mosadeghrad, A. M. & Yarmohammadian, M. H. (2006). A study of relationship  
between managers leadership style and employee job satisfaction.

*Leadership in Health Services*, 19(2), 11-28.

Neil, J. (2009). *Exploring Research*: New Jersey: Pearson Education International, Inc.

Neumann, Y. (1978). Predicting faculty job satisfaction in university departments. *Research in Higher Education*. 9(1), 261-275.

Newell, S. (2002). *Creating the healthy organization: Well-being, diversity & ethics at Work*. London: Thomson Learning.

Nicholson, Edward. A. & Miljus, Robert C. (1972). Job satisfaction and turnover among liberal arts college professors. *Personnel Journal*, 51 (1), 840-845.

Noel, M.W., Hammel, R. J. & Bootman, J. L.(1982). Job satisfaction among hospital pharmacy personnel. *American J Hospital Pharmacy*, 39, 600-606.

Nolan, M., Nolan, J., Grant, G. (1995) Maintaining nurses' job satisfaction and morale. *British Journal of Nursing*, 4 (19), 1148–1154.

Noordin, F., & Jusoff, K. (2009). Levels of job satisfaction amongst Malaysian academic staff. *Asian Social Science Journal*, 5(5), 122–126.

Nur Anisah, A. (2011). *A survey on performance measurement in Malaysian higher education*. Penang, National Higher Education Research institute, Universiti

Sains Malaysia.

Nguyen, A. N., Taylor, J., & Bradley, S. (2003). Relative pay and job satisfaction: some new evidence. Retrieved From <http://mpa.ub.uni-muenchen.de/1382> , 01 (43).

Odom, R. Y., Boxx, W. R., & Dunn, M. G. (1990). Organizational cultures, commitment, satisfaction, and cohesion. *Public Productivity Management Review*, 14, 157-168.

Oh, E. (2009, June 6). Challenges facing private education. *The Star*, p SBW16

Okpara, J., Squillace, M., & Erundu, E.A. (2005). Gender differences and job satisfaction: a study of university teachers in the United States. *Women Manage. Review*, 20(3), 177-190.

Oosthuizen, T. F .J. (2001). *Motivation influencing worker performance in a technical division of Telkom SA*. *ActaCommercii*, 1, 19-30.

Patchen, M. (1961). *The Choice of Wage Comparisons*. Prentice-Hall, Englewood Cliffs: NJ.

Pergamit, M. R. & Veum, J. R. (1999), "What is a promotion?" *Industrial and Labor Relations Review*, 52 (4), 581-601.

- Peril & Promise. (2000). *Higher Education in Developing Countries*. Washington DC, USA: The World Bank.
- Peterson, J. V., & Ninsenz, B. (1999). *Orientation to counseling* (4th ed.). Boston: Allyn and Bacon.
- Ping, Du. Manhong, Lai. and Leslie. (2010). Analysis of job satisfaction of university professors from nine Chinese Universities, *Front. Educ China*, 5(3), 430-449.
- Pouliakas, K. (2010). Pay Enough, Don't Pay Too Much or Don't Pay at All? The Impact of Bonus Intensity on Job Satisfaction. *Kyklos*, 63(4), 597-626.
- Price, M. (2002). Job satisfaction of registered nurses working in an acute hospital. *British. Journal of Nursing*, 11 (4), 275–280.
- Purohit, P. (2004), *Job satisfaction and work motivation*, Sharada Publishing House, Delhi, India.
- Rating Results for : Malaysian Higher Education Institution Rating System 2011 (SETARA'11) & Malaysia Research Assessment Instrument 2011 (MyRA®), (2012). Retrieved from [http://www.studymalaysia.com/education/art\\_usefultips.php?id=setara](http://www.studymalaysia.com/education/art_usefultips.php?id=setara)
- Registrars Department. (2014). UUM Intranet links. Retrieved from: <http://www.pendaftar.uum.edu.my>
- Robbins, S.P. & Judge, T.A. (2007). *Organizational Behavior* (12th ed.). New Jersey:

Pearson Prentice Hall.

Robbins, S.P & Judge, T.A. (2009). *Organization Behavior* (13th ed). New Jersey: Pearson Prentice Hall.

Rollinson, D.(2005). *Organisational Behaviour and Analysis: An Integrated Approach*. London: Prentice-Hall.

Roscoe, J.T. (1975). *Fundamental Research Statistics for the Behavioral Sciences*, 2nd edition. New York: Holt Rinehart & Winston.

Rosen, H. & Weaver, C.G. (1960). Motivation in management: A study of four management levels. *Journal of Applied Psychology*, 12(9), 386-92.

Salkind, N.J. (2003). *Exploring Research* (5th ed.). New Jersey: Prentice Hall.

Santhapparaj, A.S.,Srineevasan, J. & Ling, K.L. (2005). Job Satisfaction among Women Managers in Malaysian Automobile Manufacturing Sector. *Journal of Applied Sciences*, 5(9), 153-158.

Schneider, B., Gunnarson, S.K. & Wheeler, J.K. (1992), "The role of opportunity in the conceptualization and measurement of job satisfaction", In Cranny, C.J., Smith, P.C., Stone, E.F. (Eds), *Job Satisfaction: How People Feel About Their Jobs and How It Affects Their Performance* (pp. 53-68). Lexington Books, New York: NY.

Schwab, D.P. & Wallace, M.J. (1974). Correlates of employee satisfaction with pay. *Industrial Relations*, 13, 78-89.

Seaward, B.L. (2005). *Managing stress: Principals & strategies for health & well-being*. Sudbury, Massachusetts: Jones & Bartlett Publishers.

Sekaran, U. (2003). *Research Methods for Business. A Skill Building Approach* (4<sup>th</sup> ed.). NY: John Wiley and Sons, Inc.

Sekaran, U., & Bougie, R. (2010). *Research Methods for Business: A Skill Building Approach* (5<sup>th</sup> ed.). West Sussex: John Wiley.

Shahzad, Hussain, Bashir, Chishti, Nasir (2005). Organizational Environment, Job Satisfaction and Career Growth Opportunities: A Link to Employee Turnover Intentions. *Journal of Management Development* 22(8), 708-728.

Sigler, R.T. & Wilson, C.N. (1988). Stress in the work place: Comparing police stress with teacher stress. *Journal of Police Science and Administration*, 16, 151–162.

Singh, P. & Loncar, N. (2010). “Pay Satisfaction, Job Satisfaction and Turnover Intent”. *Industrial Relations*, 65(3), 470-490.

Slack, N., Chambers, S. & Johnston, R. (2001). *Operations Management ( 3<sup>rd</sup> ed)*. England: Financial Times Prentice Hall.

Smith, P. C., Kendall, L. M., & Hulin, C. L. (1969). *Measurement of satisfaction in*

*work and retirement*. Chicago: Rand McNally.

Snelgrove, S.r. (1998). Occupational stress and job satisfaction: A comparative study of health visitors, districts nurses and community psychiatric nurses. *Journal of Nursing Management*, 6(2), 97-104.

Sohail, S.M., & Salina Daud. (2009). Knowledge Sharing in Higher Education Institutions Perspective of Malaysia. *The Journal of Information and Knowledge Management Systems*. 39(2),125-142.

Spanier, G. (2010). Creating Adaptable Universities. *Innovative Higher Education* 35(10).

Ssesanga, K. & Garrett, M. (2005). Job satisfaction of university academics: Perspectives from Uganda. *Higher Education*, 50, 33-56.

Stamps, P.L., & Piedmonte,E.B. (1986). *Nurses and work satisfaction: An index for measurement*. Ann Arbor, MI: Health Administration Press Perspectives.

Suliman, A.M.T. (2007). Links between Justice, Satisfaction, and Performance in the Workplace: A Survey in the UAE and Arabic Context. *Journal of Management Development*, 26 (4), 294-311.

Swanson, V., Power, K., & Simpson, R. (1998). A comparison of stress and job satisfaction in female and male GPs and consultants. *Stress Medicine*, 12(1), 17-26.

Tack, M. W. & Patitu, C. L. (1992). Faculty Job Satisfaction: Women and Minorities

in Peril. ERIC Clearing house on Higher Education, Washington, D.C.

- Tack, M.W. & Patitu, C.L. (2000). *Faculty and job satisfaction: Women and minorities in peril*. (Report four.) ASHE-ERIC Higher Education Reports. School of Education and Human Development, George Washington University, Washington D.C.
- Ting, Y. (1997). Determinants of job satisfaction of federal government employees. *Public Personnel Management*, 26 (3), 313-34.
- Titus, O. (1999). Academic and their Managers: A Comparative Study in Job Satisfaction. *Journal of Personnel Review*, 28(1), 108-123.
- Tuckman, B.W. (1999). *Conducting Educational Research*. Rowman & Littlefield Publishers.
- Tzeng, H.M. (2002). The influence of nurses' working motivation and job satisfaction on intention to quit: an empirical investigation in Taiwan. *International Journal of Nursing Studies*, 39, 867–878.
- Uma, S., & Rogers, B. (2009). *Research Methods for Business: A Skill Building Approach*. 5th ed, Wiley.
- Usman, A. (2010). Impact of Reward and Recognition on Job Satisfaction and Motivation: An Empirical Study from Pakistan. *International Journal of Business Management*, 5(2), 159–168. University Utara Malaysia. (2013). Vision and Mission.

Retrieved From <http://www.uum.edu.my/index.php/en/visitor/the-university/vision-mission> Universiti Utara Malaysia. (Personal Communication, April 2014). Statistic Staff Akademik Penarah di UUM Mengikut Jabatan.

Vinokur., Kaplan J.X. (1991). Job Satisfaction among Social Workers in Public and Voluntary Child Welfare Agencies. *Child Welfare*, 155, 81-91.

Vroom, V. H. (1964). *Work and motivation*. New York: Wiley.

Walker, J. (1998). Satisfying employees is a profitable strategy. *New Hampshire Business Review*, 20, 17-20.

Williams, M. L., McDaniel, M. A. & Nguyen, N. T. (2006). A Meta-Analysis of the Antecedents and Consequences of Pay Level Satisfaction. *Journal of Applied Psychology*, 91(2), 392-413.

Wilson, A., & Laskey, N. (2003). Internet based marketing research: A serious Alternative to traditional research methods?. *Marketing Intelligence and Planning*, 21(2), 79–84.

Wink, D.M. (2009). Web-based collaboration tools. *Nurse Educator* 34(6):235-7.

Wong, E. S. K. & Heng, N. T. (2009). Case study of factors influencing job satisfaction in two Malaysian Universities. *International Business Research*, 2(2).

Zailan, M. (2007). *50 tahun pembangunan pendidikan tinggi di Malaysia (1957-2007)*. Pulau Pinang, Malaysia: Penerbit Universiti Sains Malaysia.

Zikmund, W.G. (2000). *Business Research Methods* (6<sup>th</sup> Ed.) Mason, OH: Thompson South Western.