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THE INFLUENCE OF PAY, RECOGNITION AND LEADERSHIP TOWARD
JOB SATISFACTION AMONG NON ACADEMIC STAFF

By

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Thesis Submitted to the Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia
In Fulfilment of the Requirements for the Degree of Master of Human Resource
Management

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ABSTRAK

Kajian ini dijalankan untuk meneliti tahap kepuasan bekerja dalam kalangan Universiti Utara Malaysia. Tujuan utama kajian ini adalah untuk mengenal pasti pengaruh antara kepuasan bekerja dengan gaji, ganjaran, dan kepimpinan. Pembolehubah bersandar untuk kajian ini adalah kepuasan bekerja manakala pemboleh ubah bebas adalah gaji, ganjaran dan kepimpinan. Kajian ini dijalankan dengan menggunakan kaedah kuantitatif melalui pengumpulan data menggunakan set borang soal selidik. Set borang soal selidik digunakan bagi mendapatkan maklum balas daripada responden. Seramai 60 responden telah terlibat dalam kajian ini yang terdiri daripada pekerja bukan akademik di Pusat Pengajian Pasca Siswazah Othman Yeop Abdullah, Pusat Pengajian Pasca Siswazah Awang Had Salleh dan Pusat Pengajian Pengurusan. Hasil kajian menunjukkan hubungan positif diantara kepuasan bekerja dengan gaji, ganjaran, dan kepimpinan. Hal ini menunjukkan bahawa pekerja bukan akademik berpuas hati dengan kerja mereka di Universiti Utara Malaysia. Hasil kajian ini telah memberi manfaat kepada Universiti Utara Malaysia terutamanya pihak pengurusan khususnya pusat pengajian berkaitan pengetahuan tentang tahap kepuasan pekerja mereka.

Kata Kunci:Kepuasan kerja, bayaran, kepimpinan, ganjaran, motivasi kerja.

ABSTRACT

This study was conducted to investigate on the issue of non-academic employees' job satisfaction level in Universiti Utara Malaysia. The main purpose of this study was to identify the influence of pay, recognition, and leadership towards job satisfaction. The dependent variable of this study was job satisfaction whereas the independent variables consist of pay, recognition, and leadership. This study was done through quantitative method in which data was collected using a set of questionnaire. The respondents for this study consist of Universiti Utara Malaysia non academic staff whereby a total of 60 respondents from Othman Yeop Abdullah Graduate School of Business, Awang Had Salleh Graduate School of Arts and Science, and College of Business, had taken part in the survey. The findings shows that there was positive significant between pay, recognition, and leadership towards job satisfaction. This shows that employees in Universiti Utara Malaysia were satisfied with their work. The findings of this study were of immersed benefits for Universiti Utara Malaysia and will enable the institution to gain better competitive advantage to compete with local and international universities.

Keywords: Job satisfaction, pay, recognition, leadership, job performance.

ACKNOWLEDGEMENT

السَّلَامُ عَلَيْكُمْ وَرَحْمَةُ اللَّهِ وَبَرَكَاتُهُ

First and foremost, I would like to express my deepest gratitude to my supervisor, Dr. Kamal Ab. Hamid. Thank you for the continuous strong support and guidance. His guidance, insight and encouragement made writing this study an incredibly enriching learning experience. The time that he has spent in every discussion session I really appreciated. Besides, he always gives useful feedback as well as valuable suggestions that I truly appreciate from the bottom of my heart. Furthermore, my gratitude also goes to my family for the financial supported and friends who had contributed ideas and necessary information. Last but not least, I would like to thank them for sharing their experience and knowledge as well as supporting this initiative.

Thank you.



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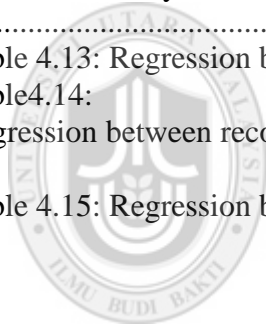
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LIST OF ABBREVIATIONS

AHS - Awang Had Salleh

COB - College of Business

OYA - Othman Yeop Abdullah

UUM - Universiti Utara Malaysia



CHAPTER 1

INTRODUCTION

1.1 Background of the study

Job is process of doing activities or task in order to get pay. According to Wrzesniewski, and Dutton, (2001), job consists of duties, responsibilities and tasks. It can be defined as specific and can be accomplished, quantified, measured and rate. However, if looked into wider perspective of job, it is related to roles and responsibilities of people who hold the position in their respective work environment. Once people looking for a job, it is actually a process of getting money for the effort they put toward the job. Every job has their uniqueness that will identify the knowledge, ability and skill of individual performance.

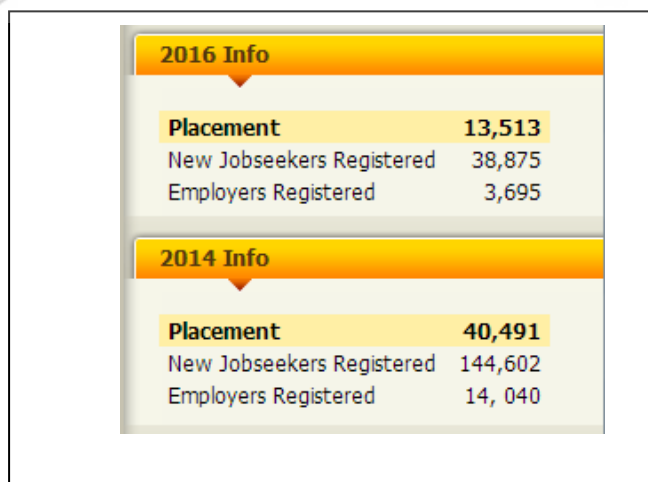


Figure 1: Statistic of Job seekers in Malaysia

Source : Ministry of Human Resources. (2016)

In Malaysia, based on the Figure 1, more than 140,000 jobseekers registered with Job Malaysia in 2014. (MoHR, 2016). The growth of job market in Malaysia increased and the demand for the job in industry were extremely high. The economic environment trends in Malaysia nowadays were developing very fast (MoHR, 2016). As far as we concern, the scenario of working environment in our country is now demanding on people who have experience to be able to work with the company.

The concept of job satisfaction comes in the picture once employee dealing with the job they were holding on. The job satisfaction closely connected to the way how employee feels when dealing with the job. It is contributing to the performance of employee in doing the job. If the employee satisfied with the organization it will reflect positivity in the job they perform. However, if the employee feel dissatisfied with the job it will bring negative effect to the job performance.

Job satisfaction is an important element in an organization as it will help in determining employee perception towards the work and organization Tong, Tak, & Wong, (2015). It is basically involve the way employee feel and expect from the organization. It is normal when employees are working with the organization; the employers are responsible to create good perception toward the organization. That is how employee builds in good impression towards the organization. Basically, good perception is one of the key elements that lead towards job satisfaction. As according to Sharjad, (2015) job satisfaction is basically involved how people feel about their jobs and it is involving difference aspect in their respective field.

According to Emadi, (2016) job satisfaction among employees were one of the most challenging in any organization and other than factor such pay, recognition and leadership it was basis for many factors including environmental and personal

factors, income, nature and social status of the job, organizational prestige, promotion job security, lack of role ambiguity, leadership and physical job conditions. The scholar highlighted that if employee are satisfied with the job, it would cause them to be more motivated and enthusiastic to perform their duties, as if the employee are not satisfied with the jobs it will reduce their interest and commitment to do their tasks.(Emadi, 2016).

Job satisfaction has various importance in various area such for an example, according to Sarwar & Abugre, (2007) job satisfaction is one of the most important and significant variables in organizational behaviour and in work organization. It is because job satisfaction is the main factors that dealing with employee perception toward the organization.

However, in this study, it tends to gathered the information on pay, recognitions and leadership influences towards job satisfaction among non-academic staff in Universiti Utara Malaysia (UUM) precisely in Othman Yeop Abdullah (OYA), Awang Had Salleh(AHS) and School of Business Management (COB).

1.2 Problem Statement

Job satisfaction is the combination of feelings and belief that staff holds in relation to their current jobs (Mohanty, 2014). A worker with high level of satisfaction will generally like their job because they feel that they are being fairly treated and believe that the job has many desirable facets (Alireza Emadi, 2016). Thus, the satisfaction at work has been characterized as a positive or pleasing emotional state which emerges as the result of evaluating one's work or experiences in the workplace. It is assumed that human resource practices are closely associated with job satisfaction (Jehanzeb, Rasheed, Rasheed, & Aamir, 2012). Scholars and practitioners believe that by maintaining employee benefits it will result in better level of job satisfaction which ultimately improves organizational performance. (Jehanzeb, Rasheed, Rasheed, & Aamir, 2012).

There were several job satisfaction studies has been conducted (Brown & Lam, 2008; Yee, Yeung, & Cheng, 2008). However, as far as the researcher concern, there were very few of the study focused on job satisfaction among the university's employees. Despite of that, there few of the researchers were focused on schools in university. Based on the information, the researcher selected three major factor that been used by other scholar to measure job satisfaction on their respective topic and try to adapt in the studies of job satisfaction among non academic staff in Universiti Utara Malaysia.

Despite of that, for the studies on job satisfaction among the non academic staff in Universiti Utara Malaysia researcher only focuses on pay, recognition and leadership factor that will influence job satisfaction among the employee. Even though, there will be other potential factors that influence the job satisfaction. These 3 schools were selected based on the observation of the employees where there was the existing of the abseemtism and it does affect the job performance. In order to go deeper on the issue the researcher decided to do a study in those schools selected as to identify how to satisfy the employee in these three schools. Therefore, as the study aims to examine how the influence pay, recognition and leadership can lead to job satisfaction employees and can crucially contribute to the quality of services provided and then keep the employee satisfied and even loyal toward the institution.



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1.3 Research Objective

- i. To examine the influence of pay towards job satisfaction among non academic staff in University Utara Malaysia.
- ii. To examine the influence of recognition towards job satisfaction among non academic staff in University Utara Malaysia.
- iii. To examine the influence of leadership towards job satisfaction among non academic staff in University Utara Malaysia.

1.4 Research Question

- i. Does pay influence job satisfaction among non academic staff in University Utara Malaysia?
- ii. Does recognition influence job satisfaction among non academic staff in University Utara Malaysia?
- iii. Does leadership influence job satisfaction among non academic staff in University Utara Malaysia?

1.5 Significance of the study

The results of this research will help to make a contribution to the existing literature in job satisfaction. According to Mohanty, (2014) positive attitude from job satisfaction is one of the factors in one's life, help to earn more money. Based on the study statement, pay can be one of the factors that increase the job satisfaction. This study also helps to identify the most influence factors among pay, recognition and leadership that would prove to be indicators of job satisfaction among the schools.

Researchers believe this study will bring many benefits and advantages to both the institutions and employees as follow :

Theoretical contributions

This study offers the knowledge and information regarding job satisfaction and its contributing factor. It can be applicable to any organization precisely in Universiti Utara Malaysia. This study highlighted on the factors as pay, recognition and leadership that influences job satisfaction among non academic staff.

Practical Contributions

This study can improve job satisfaction in the institution and organizations and specifically in the selected research area in University Utara Malaysia. It can generate an idea, in order to serve the people and satisfying their needs. This study examines the influence of pay, recognition and leadership, toward job satisfaction among the non academic staff in respective school that has been selected in University Utara Malaysia.

This research also provide a clear understanding among employees about the factors that influence job satisfaction in Universiti Utara Malaysia and specifically been

conducted in three school Othman Yeop Abdullah graduate school, Awang Had Salleh graduate school, and School of Business Management. This research also provides insight about Universiti Utara Malaysia of non academic staff perception towards the three factor pay, recognition and leadership influence their job satisfaction in the organization.

1.6 Scope of the study

The research is mainly focus on factors that consists of pay, recognition and leadership that influence towards job satisfaction in non academic staff of Universiti Utara Malaysia located in Sintok, Kedah. The main factor to choose higher institution because found out that the previous studies, they were rarely choose only selected area in the institution and always want to reach the whole institution. The research at three school in Universiti Utara Malaysia consist of Othman Yeop Abdullah graduated school, Awang Had Salleh graduate school and School of Business Management. However, in this research, only focused on three factors that influence job satisfaction being examined. .

1.7 Operational Definition

1.7.1 Job Satisfaction

As defined by Locke (1969), job satisfaction is the positive emotional state developed by the employee as a result of his evaluation of his own job and other related experiences.

1.7.2 Leadership

Leadership is defined as the extent to which the leaders can influence their followers. As a result, followers admire, trust, and respect their leaders and show motivation to perform beyond the expectations to achieve the goals of individuals and organization (Bass, 1985; Keegan & Hartog, 2004). Additionally, Gibson Ivancevich, and Donnelly, (1997).define the leadership as the ability of leaders to influence, inspire and motivate their followers to achieve higher than the originally planned ones.

1.7.3 Pay

Pay is principally “determined by the difference between perceived pay and the person’s belief about what his pay should be” (Lawler, 1971).

1.7.4 Recognition

In this study, recognition was defined as the point to which employees feel the incentive provided by the organization whether financial, promotion and performance scores to influence them to share knowledge.

1.8 Organization of study

This study is structured into five chapters. The first chapter consists of Introduction, problem statement, research questions and research objectives, significance of the study, scope of the study and definition of key terms.

Chapter two covers the literature reviews, past studies review and theoretical perspectives related to the research area.

Chapter three presents the research method for the study. The chapter discusses the research design and procedure of the study. The chapter goes further to discuss the selection of the respondents, sample size, development of questionnaire for the research and data collection procedure. The chapter ends with a brief description of the strategies and procedures that were used to analyze data collection from the survey.

Chapter four discusses the interpretation of the research findings. The results are summarized in a number of tables to facilitate interpretation.

Chapter five, the final chapter discusses the interpretation of the research findings from the study. The findings from this study are compared to those found in Past research reviewed in chapter two. Chapter five concludes with management Implications and some suggestions for future research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter explains the literature review of job satisfaction. This chapter also discusses about the pay, recognition and leadership. It highlights factors that influences the job satisfaction factors in organization.

2.2 Job Satisfaction

Job satisfaction is the most widely discussed issue in the field of organizational behavior. Some scholars defined job satisfaction as a general attitude of the workers constituted by their approach towards the wages, working conditions, control, promotion relate with the job, social relations in the work, recognition of talent and some similar variables, personal characteristic, and group relations apart from the work life (Alireza Emadi, 2016). However, according to (Yuliarini, Kamariah, Mat, & Kumar, 2012) satisfaction is the level of fulfillment of individual needs, wants and desires. Despite of that, job satisfaction as defined by (Sarwar & Abugre, 2007) is the extent to which employees enjoy their jobs, which is portrayed in their attitudes. Employee satisfaction is a measure of how employees satisfy and happy they are. In addition, the feeling is outcome result from positive appraisal of the employee's working experience. (Wright & Kim, 2004).

Thus, employees who are satisfied with their jobs tend to possess less turnover intentions and vice versa (Stander, 2009) .It is because, once the employees feel happy and enjoyed with the working environment, turnover issues will be lower. (Haunsknecht et al.,2009). They able to increase their willingness to stay and loyal to the organization. Another scholar, identify that job satisfaction together with perceived alternatives is seen as proximate causes of the decisions to stay, whereas pay, promotional opportunities, constituent attachments, kinship and organizational commitment as distal ones. (Haunsknecht et al.,2009)

According to (Javed & Ahmed, 2012) action are recognition and punished and so this determines employees action effort and performance. Similarly to job satisfaction, the staff will become more motivated as they got reconditioned for the job they did. The level of job satisfaction will increase as they feel happy with the work environment. Another scholar, (Jehanzeb et al., 2012)mentioned about the relationship between extrinsic and intrinsic motivation. Thus, most of research on job satisfaction has focused on the importance of “good” jobs it is mentioned by (Arokiasamy, Tat, & Ghani, 2013)employers often to measure their employees performance as the main factor to recognized them. So, that influences their job performance in the organization.

Job satisfaction can be identified with two major satisfaction level which is intrinsic job satisfaction and extrinsic job satisfaction. (Jehanzeb et al., 2012) .Both of these intrinsic and extrinsic were different with one another. For intrinsic job satisfaction, it much more related to the job itself. However for extrinsic job satisfaction it is associated with job environment. Most of them tend to show different importance on sources of satisfaction, which can be classified as either intrinsic or extrinsic. Intrinsic sources depend on the individual characteristics of the person, such as

attitudes. Extrinsic sources are situational and depend on the environment, such as workplace climate. Theories which rely on extrinsic sources are more typically adopted by economists, albeit by reference to a different terminology, whereas intrinsic sources are more commonly associated with other social sciences (Javed & Ahmed, 2012)

Some argued that Maslow's hierarchy of needs theory, a motivation theory, laid the foundation for job satisfaction theory. This theory explains that people seek to satisfy five specific needs in life – physiological needs, safety needs, social needs, self-esteem needs, and self-actualization Jehanzeb et al., (2012). However, job satisfaction can also be seen within the broader context of the range of issues which affect an individual's experience of work, or their quality of working life. Job satisfaction can be understood in terms of its relationships with other key factors, such as general well-being, stress at work, control at work, home-work interface, and working conditions. (Jehanzeb et al., 2012).

Nowadays, people are most valuable asset as referred by Jehanzeb et al., (2012) in which no member of any senior management team could disagree with because without people the organization mean nothing. Undervalued, under trained, underutilized, poorly motivated, and consequently perform well below their true capability. Even, if the most powerful machinery equipment will cease to operate well without people maintaining it. The rate of change facing organizations has never been greater and organizations must absorb and manage change at a much faster rate than in the past. In order to implement a successful business strategy to face this challenge, organizations, large or small, must ensure that they have the right people capable of delivering the strategy (Sesangga & Garrett, 2005)

According to Sesangga & Garrett, (2005) recognition associated with career advancement and achievement. In addition, it is also related with personal development and growth. For extrinsic factors, it is associated with individual's relationship with job environment, somehow related to companies policies, working condition, job security, salary and pay, interpersonal relations and status and supervision (Sesangga & Garrett, 2005)

However, removing the dissatisfaction characteristic from working environment does not mean that the job necessarily satisfying. According to Mondy and Noe (2005) factor that leading to job satisfaction were different to one another. The satisfaction level will be different from an individual and organization perspective. Many researcher from previous studies agreed that job satisfaction is determinant potential towards absenteeism, turn over in role job performance and extra role behaviors and also that the primary antecedents of job attitudes are within management's ability to influence (Oriarewo et al., 2013) In addition to that, (Saleem, 2015) stated that, need to study job satisfaction is stated in the seemingly observed correlation between the levels of job dissatisfaction, absenteeism, grievance expression, tardiness, low morale and high turnover among employees of an organization.

2.3 Pay

Pay represents both intrinsic and extrinsic recognitions employees gain for the job have done. Intrinsic recognition reflects employees' inner mind-set that result from performing their jobs, whereas, extrinsic comprises both monetary and non monetary method. In addition, Williams et al. (2006) referred pay to all forms of compensation, such as direct, cash payment (e.g. salary); indirect, noncash payment (e.g. benefits); and amount of increment and the process by which the compensation system is administered. Furthermore, Mondy and Noe (2005) defined compensation as the cumulative financial and non-financial recognitions payable to employees in return for their services.

Pay is an imperative factor for job satisfaction, however other related factor are like promotion, recognition, job involvement and commitment are also taken into account. The low paid and high paid within developing countries to analyze job satisfaction level and also enlighten different determinants of job satisfaction among the workers that exist in low and higher wages in across the world. (Muhammad Ehsan Malik et al, 2012)

Thus, making the connection between pay and job satisfaction motivates employees to be more productive in the workplace. Caring about employees on a personal level is important as well. Let them know that the work that they do, the lives that they lead, also are of benefit to the company (Gregory, 2009).

Highly paid employees may still be dissatisfied if they do not like the nature of their job and feel they cannot enter a more satisfying job. Bassett (1994) in Abuduaini (2009). It is because, when employee feels that they are not into that job it affects their emotion and how they feel towards that position. However, there were few empirical evidence exists to indicate that pay influences improvement of worker satisfaction or reduces dissatisfaction.

Experts may be grieved by the fact that their experience and qualifications are not consistent with the pay that they earn. In addition, colleague will compare themselves with other employees in terms of pay and what they put into their job and may leave an organization if they are not satisfied. That is the reason why pay can have a powerful effect in determining job satisfaction. People have multiple needs and money provides the means to satisfy these needs. Furthermore a desire for money stems from people trying to satisfy their physical and security needs. Once research recognized an employee's affective reaction to pay is what is important, not simply objective pay, it was necessary to determine the nature and domain of pay satisfaction, its antecedents, and consequences (Faulk, 2002).

Based on book written by Milkovich (2011) it revealed the different views on the compensation terms from the various aspect of cultures, for instance, in English, compensation means something that counterbalances, offsets, or makes up for something else, whereas, in China, the word *dai yu* is used to represents compensation. *Dai yu* refers how an employee is being treated such as wages, benefits, training opportunities, and so on. Milkovich (2011) said "Compensation" in Japanese is *kyuyo*, which meaning "giving something."Traditionally, *kyu* is an

honorific used to indicate that the person doing the giving is someone of high rank, for instance, feudal lord, and an emperor or samurai leader. Today, business consultants in Japan had replaced it with the word *hou-syu*, which means “recognition” and no more relations with concepts of superiors. Various allowances that commonly a part of Japanese compensation system is translate as *teate*, which means “taking care of something”. *Teate* is regarded as compensation that takes care of employees’ financial needs, furthermore, this concept is consistent with the family, housing and commuting allowances that still used in many Japanese companies. Milkovich (2011), again, categorized forms of pay as total compensation returns such as cash compensation and benefits, and relational returns such as learning opportunities, status and job security.

2.4 Recognition

Recognitions can encourage employee to be more productive in performing job task in an organization. It has been mentioned by (Caruth & Handlogten, 2001), poor recognition systems lead to dissatisfaction as well as produces less productivity. Employees who experience job satisfaction are more likely to be productive, effective employee and committed to the organization. It is because, employee feel appreciated with the effort they put towards organization. In addition, the action taken by employers in giving recognitions to their employee can be as a celebration or appreciation for the effort and achievement they did towards the organization. Those recognitions can be mentioned as celebrating short term wins, it has mentioned by Kotter and Cohen (2002) achievements that can easily be visible should be planned. Short term wins should be recognized and those employees involved should be recognized.

Recognition systems are consists of compensation, incentives and benefits provided for the employee as recognition for their contribution to the organization (Sims 2002). Research has shown that increased job satisfaction improves employees' organizational commitment, performance and creativeness, and reduces absenteeism and turnover (Oshagbemi, 2010). Despite the fact that, recognition can increase job satisfaction and encourage productivity of work, poor recognition packages are seen by employees as a source of unfairness in the system which causes the employees to become dissatisfied with their jobs resulting into lack of commitment thus affecting their overall performance (Bratton & Gold, 2007).

2.5 Leadership

Leadership refer to the way leaders behave towards or treat the individuals they are leading (Brown,& Trevino, 2006). In other words, it refers to the pattern of behaviors that leaders display during their work with and through others (Amabile, Schatzel, Moneta, & Kramer, 2004). In the competitive world business environment it is vital that organizations employ leadership styles that enable organizations to survive in a dynamic environment (Shamir, & Howell, 1999). Leadership style is a fundamental concern for managers and researchers (Harris, (2002) due to its effect on subordinates who, it is suggested, work more effectively and productively when their managers adopt a specific leadership style (Kupperschmidt, 2000).

The study made by Robert, Yeh-Hsun, Fungwu (2006) shows that 45% to 65% of the total factors causing success or failure of organization are decided by leaders. Leadership style has influence on employees' behavior, including their adoption of the organizational strategies and organizational values and has been linked to both organizational outcomes and employee work performance (Oz, & Sosik, J.2000).

It has been suggested that there are two views of leadership – the traditional view of transactional leadership, involving an exchange process between leader and subordinate, and a view of transformational leadership that allows for the development and transformation of people (Bass & Avolio, 2000; Meyer & Botha, 2000).

Organizations and their environments have changed rapidly over the past years and as a result a new style of leadership, one that is less bureaucratic and more democratic, is needed in order to ensure the survival of organizations (Cairns, Sallu, & Goodman, 2014). There have also been numerous criticisms regarding the traditional approaches already discussed. Consequently, a new style of leadership has emerged in order to ensure the survival of organizations and to overcome limitations of the trait, behavioral and contingency theories of the past. (Kupperschmidt, 2000).

The new theories of leadership evolved in reaction to the increasingly sophisticated traditional models, which became difficult to implement (Bass, 1990; Carlton, 1993).

This new leadership approach suggests that there are two Views of leadership – transactional leadership and transformational leadership (Bass, 1990) .

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter explains the methodology involves in finding the answer of research question. This chapter gave more element enlightenment on the research Design, source of data, population survey, data collection procedure, question development, population, data analysis, validity instrument and research framework.

3.2 Quantitative vs. Qualitative

The methods that commonly used among the researcher to get response from the respondents consist of quantitative and qualitative. According to Acaps, (2012) both information was needed to develop a share understanding. In addition, quantitative data guides in understanding the magnitude of scale by providing a numeric selection. As for example, the question will be starting with how many and how much. While for the qualitative it is focusing on determining the result with how and why answers. In simple context the quantitative will be based on result can be measured by numbers or scale but for the qualitative it is cannot be measure by numbers. Despite of that, according to Keele, (2011) quantitative research align with positivist paradigm while for qualitative is more to naturalistic paradigm. Quantitative research was formal, objective, deductive approach to problem solving. However, for qualitative research it was more informal, subjective, and inductive into problem solving. (Keele, 2011)

3.2.1 Research design

This study focuses on quantitative non-experimental research design, for example surveys, where the researchers typically attempt to relate one variable to another or associate them rather than manipulating them (Hopkins, 2000). The survey research purposes is to simplify the sample findings to the population as it present a numeric description of trends, attitudes or opinions of a population by studying a sample of population . According to Polgar and Thomas (2000), surveys are commonly used in research for the purpose of establishing the attitudes, opinions or beliefs of persons concerning certain issues, studying characteristics of population on certain variables, and collecting information about the demographic characteristics (age, gender, income, etc.) of populations. The researcher can gather all the completed responses within a reasonable period of time and cost efficient. The cross-sectional with the data collected at one point in time is the nature of survey.

3.2.2 Source of data

For the purpose of this study, primary data were obtained through the distribution of questionnaires to the non academic staff in Universiti Utara Malaysia. For the secondary data, it was obtained from article, journal, and previous dissertation, academic report, book and statistical data. This data helps researcher in term of time, efficiency on cost and also provide a basis for comparison for the data that was collected by previous study.

3.3 Population Survey

As the unit analysis of the study is at individual level, the survey population comprises of non academics staffs in Universiti Utara Malaysia. These staffs were employed into the various departments of the University. The staffs' positions range from departmental level and the system from the human resources at Universiti Utara Malaysia. The staffs were obtained from the 3 different school consist of Othman Yeop Abdullah, Awang Had Salleh and College of Business. The total of non academic staff's population survey consists of 60 and all of them were become correspondent for this study.

3.4 Data Collection Procedure

The researchers used a set of questionnaires to collect the data in this research. The questionnaires distributed to 60 respondents which is non-academic staff. Before distributing the questionnaires, the researchers got approval letter from the Coordinator Programme of Master in Human Resource Management with the cover letter that attached to the questionnaire. The cover letter explained the purpose of the research as well as ensures the confidentiality of the respondents. The collection data procedure involved non academic staff in OYA, AHS, and SBM. The staff were asked to answered the questionnaire that takes 5-7 minutes to completed. The respondents were involved all non academic staff in the 3 schools that consist of 60 employees. The method used to prevented the questionnaire went missing was by doing the face to face questionnaire distribution. By using this method, it will minimize the issue of questionnaire went missing and can be detected. Despite of that, doubtful issues regarding the questionnaire resolved faster because the respondents able to asked the researcher face to face.

Table 3.1: Data collection process

Date	Procedures
10 March 2016	Construct the questionnaire
April 2016	Obtained approval from supervisor
11May 2016	Questionnaire Distribution and data collection
18 May 2016	Completed questionnaire distributed and received returned questionaired.

3.5 Question Development

A set of questionnaire were distributed to non academic staff at 3 School consist of Othman Yeop Abdullah graduate school, Awang Had Salleh graduate school and school of Business Management in Universiti Utara Malaysia . Collecting data process were done by using set of questionnaire as the main instrument to gathered data from respondents. As shown in Table 3.2 , the questionnaires consist of three section. For section A highlighted on demographic factors, section B highlighted on job satisfaction and section C highlighted for factors influencing job satisfaction which consists of pay, recognition and leadership.

The number of item at section A is 7 items, for section B was 15 items, and section C also consist of 15 questionnaires that been separately for three factors which were consist of pay, recognition and leadership. All questionnaire has been approved by supervisor.

Table 3.2:

Questionnaire Structure

Section	Items	Operational Definition	Source
B	<ol style="list-style-type: none"> 1. I like my job 2. I received personal satisfaction doing my job 3. I enjoy coming to work everyday 4. I feel proud to tell people I work for the organization 5. I am more efficient in doing the job now compared to previous organization 6. I am able to take on new tasks 7. I am satisfied with my performance 8. I like the people I work with 9. I won't leave the organization in the period of time 10. I know what I expected from 	<p>Job satisfaction is the positive emotional state developed by the employee as a result of his evaluation of his own job and other related experiences.</p>	<p>Nelson.,Stone., Frye, & Chown, D. W. (2008)</p>


-
- the organization
11. I do feel that the work I do is appreciated
 12. I feel that I need to work harder to achieve recognition
 13. I often feel that I do not know what is going on with the organization
 14. I enjoy working with my friends at work
 15. My job is enjoyable
-

C
Pay

1. I am satisfied with my salary
 2. I feel that I have been paid fairly
 3. I feel that working with this organization give me more money compared to others
 4. I feel satisfied with the benefits offered from the organization
 5. I feel that my pay is enough for me
-



Heneman and Schwab
(1985)

<p>C</p> <p>Recognition</p>	<ol style="list-style-type: none"> 1. I feel really appreciated working with the organization 2. I feel that the organization value the staff effort and give recognition to the staff fairly 3. I think staff in the organization will appreciate non-monetary form of recognition 4. I personally feel that staff efforts and performance have been recognized and rewarded adequately 5. I agree that being recognized and appreciated will boost my performance and increase job satisfaction 	<p>Something given in exchange for good behaviour or good work.</p>  <p>UUM Universiti Utara Malaysia</p>	<p>Danish & Usman, . (2010)</p>
<p>C</p> <p>Leadership</p>	<ol style="list-style-type: none"> 1. I feel satisfied with the leadership practice in my workplace 	<p>Leadership is defined as the extent to which</p>	<p>Sakiru, D'Silva,Othman,</p>

-
2. I am able to voice out my opinion and get feedback
3. I get a sense of biases in the organization
4. I think the leadership promote teamwork in the organization
5. My superior is quite competent in doing his/her job
- the leaders can influence their followers
- Silong., & Busayo,. (2013).
-



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3.6 Data Analysis Technique

The data was be analyzed using statistical software SPSS version 22. The descriptive statistics included mean, mode, median, percentage, variance and frequency. Whereby for inferential relationship the researchers utilized Pearson product moment coefficient correlation to compute mean of independent variables and mean from dependent variable to analyze the relationship between all the variables.

3.6.1 Validity Analysis

Validity analysis is defined as “the extent to which a construct measures what is supposed to measure” (Hair, Babin, Money and Samouel,2003). Factor analysis was used to validate the measure. It applied for all items within a pay, recognition, leadership and job satisfaction.

3.6.2 Reliability Analysis

The Cronbach’s Alpha was used to measure the reliability of the instruments in the study and the most common form of internal consistency reliability coefficient is between two scores ranging from 0 to 1.00. In exploratory research, the common lenient cut-off is 0.60 and normally approved upon lower limit for alpha 0.70 (Hair et al., 2010) and most of researcher require cut-off 0.80 for a good scale. According to Sekaran, (2003), commonly reliability coefficient that considered poor in the range of 0.60, 0.70 are acceptable and 0.80 are considered good. Therefore, the cut-off alpha for this study during pilot survey is 0.70 and any measures below 0.70 will modify to ensure the questionnaire is clear and understood by participants.

3.6.3 Cronbach's Alpha

The reliability test adopted to determine the reliability of the instrument or questionnaire used in this study. The reliability test is coefficient that reflects how well the test is being undergone. The closer the reliability coefficient is to 1.0 the better will be.

Table 3.3 Rules of Thumb about Cronbach's Alpha Coefficient Size

Alpha Coefficient Range	Strength Association
0-0.59	Worst
Alpha Coefficient Range	Strength Association
0.6-0.69	Acceptable
0.7-0.79	Good
0.8-0.89	Very Good
0.9-0.99	Excellent
1.0	Perfect

3.6.4 Descriptive statistic

Descriptive statistic is to explore the data collected and particularly useful if to make general observation about the data collected. Standard deviation and variance in statistic gave more information about the division of each variable. According to Sekaran (2003), the frequency analysis is to summarize the whole question asked. It is a display of the frequency occurrence of each score value and can be represented in tabular form or in graphical form.

Table 3.4:
Data Analysis Plan

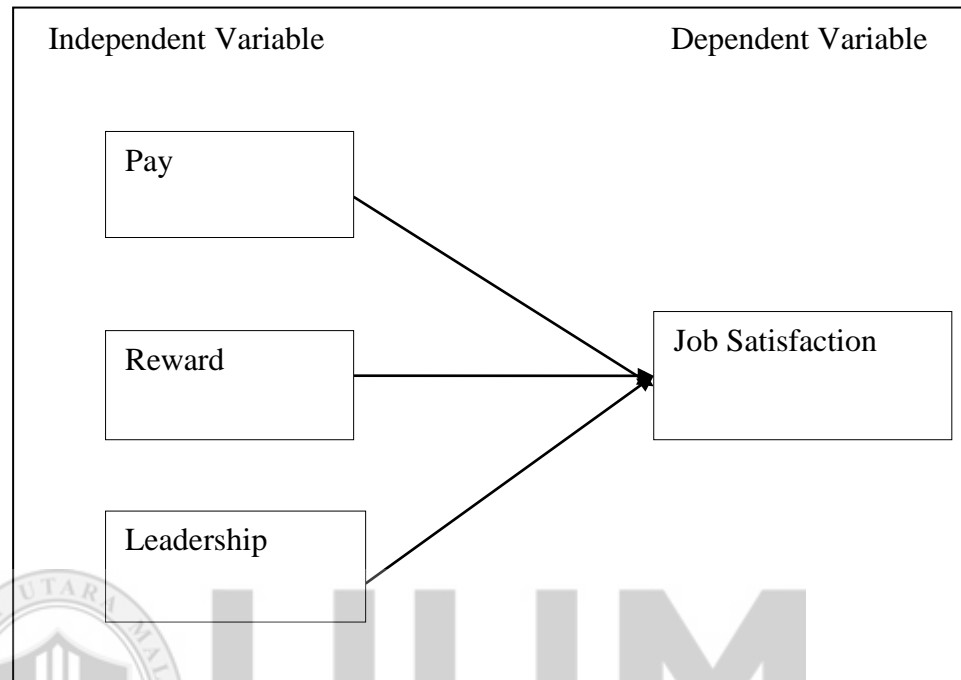
Research Questions	Test
Is there a positive and significant influence between pay and job satisfaction?	Multiple regression & correlation
Is there a positive and significant influence between recognition and job satisfaction?	Multiple regression & correlation
Is there a positive and significant influence between leadership and job satisfaction?	Multiple regression & correlation

3.7 Research framework

The theoretical framework for this study is established after carefully considered the research questions, objectives and review of relevant literature in the previous chapter. Hence, the framework focuses on the pay, recognition and leadership that could have influences factors on the job satisfaction among non academics staffs at Universiti Utara Malaysia.

The research framework of the study is depicted as follow:

Figure 3.1 Research Framework



Source :

Alireza Emadi. (2016). Studying the factors affecting job satisfaction of employees of Semnan health centers, (September 2015), 1–6.

3.7 Hypothesis of the study

Research Question 1:

Does pay influence job satisfaction among non academic staff in University Utara Malaysia?

H₀ There is no positive and significant influence between pay and job satisfaction.

H₁ There is positive and significant influence between pay and job satisfaction.

Research Question 2:

Does recognition influence job satisfaction among non academic staff in University Utara Malaysia?

H₀ There is no positive and significant influence between recognition and job satisfaction.

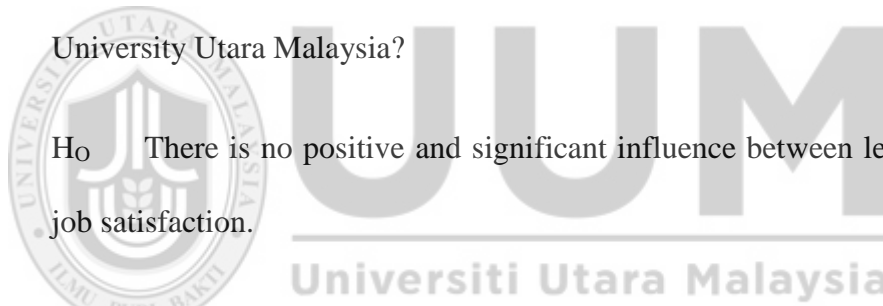
H₂ There is positive and significant influence between recognition and job satisfaction.

Research Question 3:

Does leadership influence job satisfaction among non academic staff in University Utara Malaysia?

H₀ There is no positive and significant influence between leadership and job satisfaction.

H₃ There is positive and significant influence between leadership and job satisfaction.



CHAPTER FOUR

FINDING

4.1 Introduction

This chapter discusses the findings of the study. It presents the demographic characteristics of respondents and explicates the influence between factors influencing job satisfaction dimensions and job satisfaction by using Pearson correlation and multiple regression.

4.2 Survey Return Rate

The survey questionnaire was distributed to 60 respondents in 3 schools that have been selected in Universiti Utara Malaysia which consist of Othman Yeop graduate school, Awang Had Salleh graduate school and School of Business Management. The respondents were required to complete the questionnaires. A total of 56 or 93 % set of respondents survey questionnaire were gathered back and analyzed.

4.3 Demographic Data

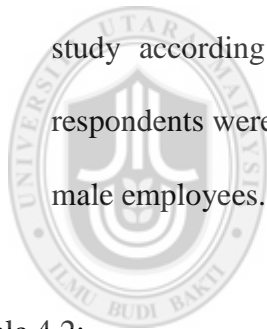
There are 56 respondents involved in the study. Frequency distributions were obtained for all demographic characteristics and also for the dependent and independent variables by using SPSS Version 22.0

Table 4.1:

		Frequency	Percent	Valid Percent	Cumulative
Percent					
Valid	Male	21	37.5	37.5	37.5
	Female	35	62.5	62.5	100.0
	Total	56	100.0	100.0	

a) Gender

Table 4.1 represents the frequency distribution of 56 respondents in this study according to their gender. It shows that a total of 35 or 62.5% respondents were female employees and 21 or 37.5% of the respondents were male employees.



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Table 4.2:

	Frequency	Percent	Valid Percent	Cumulative Percent
25 and below	2	3.6	3.6	3.6
26-35	19	33.9	33.9	37.5
36-45	21	37.5	37.5	75.0
46 and above	14	25.0	25.0	100.0
Total	56	100.0	100.0	

b) Age

The result of age distribution in table 4.2 below suggest that the greatest numbers of the respondents were in their 36-45(37.5%) age group, followed by respondents aged 26-35 (33.9%), then followed by respondents 46 and above (25.0%) and the lowest 4.4% of them aged 25 and below years.

Table 4.3:

	Frequency	Percent	Valid Percent	Cumulative Percent
Single	11		19.6	19.6
Married	45		80.4	100.0
Total	56		100.0	100.0

c) Marital Status

Out of 56 respondents, about 45 or 80.4% of the employees were married and the rest was single which represents 11 or 19.6%. Table 4.3 shows the distribution of marital status in this study.

Table 4.4:

	Frequen cy	Percent	Valid Percent	Cumulative Percent
Less than 6 months	5	8.9	8.9	8.9
1-2 years	14	25.0	25.0	33.9
3-5 years	15	26.8	26.8	60.7
6 years and above	22	39.3	39.3	100.0
Total	56	100.0	100.0	

d) Working Years

Table 4.4 represents the frequency distributions of 56 respondents in this study according to their working years. It shows that a total of 22 or 39.3% respondents were worked between 6 years and above, 15 or 26.8% of the respondents have been working for 3- 5 years and about 14 or 25.0% of the respondents were worked for 1-2 years and 5 or 8.9% new employees who worked for less than 6 months.

Table 4.5:

	Frequency	Percent	Valid Percent	Cumulative Percent
SPM	17	30.4	30.4	30.4
STPM	11	19.6	19.6	50.0
Diploma	16	28.6	28.6	78.6
Degree	6	10.7	10.7	89.3
Master	6	10.7	10.7	100.0
Total	56	100.0	100.0	

e) Education Level

The education level of respondents was as illustrated in table 4.4 below. The highest level of education of respondents shows that 17 or 30.4% of them received their SPM (Sijil Pelajaran Malaysia), meanwhile 16 or 28.6% of the respondents received their Diploma. Then, 11 or 19.6% of respondents received STPM (Sijil Tinggi Pelajaran Malaysia) and 6 or 10.7% of respondent were Bachelor Degree and Master Degree holder.

Table 4.6:

	Frequenc y	Percent	Valid Percent	Cumulative Percent
Admin Staff	29	51.8	51.8	51.8
Clerk	21	37.5	37.5	89.3
Technician	5	8.9	8.9	98.2
4	1	1.8	1.8	100.0
Total	56	100.0	100.0	

f) Position

The result of position distribution in table 4.6 below shows that the greatest number of the respondents worked as admin staff. It consists of 29 or 51.8%, 21 or 37.5% respondents were clerk meanwhile 5 or 8.9% were as technician.



Table 4.7:

	Frequenc y	Percen t	Valid Percent	Cumulative Percent
Below RM 1,000	1	1.8	1.8	1.8
RM 1001.00 - RM 2,000	22	39.3	39.3	41.1
RM 2001.00- RM 3,000.00	28	50.0	50.0	91.1
RM 3,000.00 and above	4	7.1	7.1	98.2
5	1	1.8	1.8	100.0
Total	56	100.0	100.0	

g) Monthly Salary

Table 4.7 next represents the frequency distribution of respondents for their monthly salary. It shows that 28 or 50% of the respondents earned monthly salary for RM 2001.00-RM 3000.00, next, 22 or 39.3% of the respondents earned monthly salary for RM1001.00 – RM 2000. Then, 4 or 7.1% of respondents have received their monthly salary for RM 3000 and above and only 1 of the respondents has received their monthly salary below RM 1000 which represent of 1 or 1.8%.

4.4 Reliability Test

Table 4.8

Variables	Number of Items	Cronbach's Alpha
Pay	5	0.913
Recognition	5	0.914
Leadership	5	0.755
Job Satisfaction	15	0.943

The table 4.8 cronbach's alpha was the reliability analysis of the independent variables and the dependent variables. The value of cronbach's alpha for the first variable is 0.913 which represent excellent, next for the second variable recognition 0.914 and for the third variable leadership 0.755. The value of cronbach's alpha for dependent variables job satisfaction is 0.943.



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4.5 The Correlation between Pay, Recognition and Leadership and Job Satisfaction.

The result of the correlation analysis is used in testing all variables for independent and dependent variables and come out with four hypotheses that were discussed in the following sections. The coefficient of the correlation is ranged between -1 and +1 and such value shows the strength of relationship which has been categorized in to high, low or moderate depending on the value of correlation coefficient. The level of significance can be either 0.05 or 0.10 for lower and higher coefficient respectively. The correlation is derived by assessing the variations in one variable as another variable also varies (Sekaran et.al, 2009).

Table 4.9 Correlation between Pay and Job Satisfaction

		Pay	Job Satisfaction
pay	Pearson Correlation	1	.698**
	Sig. (2-tailed)		.000
Job Satisfaction	N	56	56
	Pearson Correlation	.698**	1
	Sig. (2-tailed)	.000	
	N	56	56

** . Correlation is significant at the 0.01 level (2-tailed).

a) Table 4.9 show the correlations analysis between pay and job satisfaction.

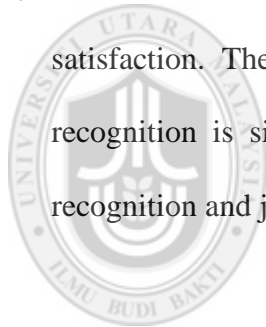
The result of correlation analysis ($r = 0.698$, $p = 0.000$) for pay is significant, which indicates that there is influence between pay and job satisfaction.

Table 4.10 Correlation between Recognition and Job Satisfaction

		Recognition	Job Satisfaction
Recognition	Pearson	.761**	.581**
	Correlation		
	Sig. (2-tailed)		.000
	N	56	56
Job Satisfaction	Pearson	.581**	1
	Correlation		
	Sig. (2-tailed)	.000	
	N	56	56

** . Correlation is significant at the 0.01 level (2-tailed).

b) Table 4.10 show the correlations analysis between recognition and job satisfaction. The result of correlation analysis ($r = 0.761$, $p = 0.000$) for recognition is significant, which indicates that there is influence between recognition and job satisfaction.



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Table 4.11 Correlation between Leadership and Job Satisfaction

		Leadership	Job Satisfaction
Leadership	Pearson	.564**	.423**
	Correlation		
	Sig. (2-tailed)		.001
	N	56	56
Job Satisfaction	Pearson	.423**	1
	Correlation		
	Sig. (2-tailed)	.001	
	N	56	56

** . Correlation is significant at the 0.01 level (2-tailed).

c) Table 4.11 show the correlations analysis between leadership and job satisfaction. The result of correlation analysis ($r = 0.564$, $p = 0.001$) for leadership is significant, which indicates that there is influence between leadership and job satisfaction. Therefore, the null hypothesis was rejected.

4.6 Multiple Regression Analysis

Regression

Table 4.12 *Regression between Pay and Job Satisfaction*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.698 ^a	.487	.478	5.57397

a. Predictors: (Constant), pay

b. Dependent Variable: Job Performance

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1594.249	1	1594.249	51.313	.000 ^b
	Residual	1677.733	54	31.069		
	Total	3271.982	55			

a. Dependent Variable: Job_Satisfaction

b. Predictors: (Constant), pay

Table 4.12 show that, pay was significant as predictor indicate that $R=0.698$ and the R Square indicated the 0.487 is significant by independent variables. For the Adjust R Square were significant at 0.478 values. As for ANOVA table, it indicated that there were positively significant between pay and job satisfaction among the non academic staff in Universiti Utara Malaysia as it represents ($F=51.313, p < 0.05$).

Table 4.13 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	24.781	5.459		4.540	.000
	pay	1.853	.259	.698	7.163	.000

a. Dependent Variable: Job Satisfaction

Table coefficients indicated that the regression of the variable followed by the testing of hypotheses:

H1 : There is positive significant influence between of pay and job satisfaction.

Table 4.13 *Regression between Recognition and Job Satisfaction*

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.581 ^a	.338	.326	6.33306

a. Predictors: (Constant), recognition

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1106.169	1	1106.169	27.580	.000 ^b
	Residual	2165.813	54	40.108		
	Total	3271.982	55			

a. Dependent Variable: Job_Satisfaction

b. Predictors: (Constant), recognition

Table 4.13 shows that, recognition was significant as predictor indicated that $R=0.581$ and the R Square indicated the 0.338 was significant by independent variables. For the Adjust R Square was significant at 0.326 values. As for ANOVA table, it indicate that there was significant influence between recognition and job satisfaction among the non academic staff in Universiti Utara Malaysia as it represents ($F=27.580, p < 0.05$).

Table 4.13 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	29.596	6.514		4.543	.000
	recognitio n	1.655	.315	.581	5.252	.000

a. Dependent Variable: Job_Satisfaction

Table coefficients indicate that the regression of the variable followed by the testing of hypotheses:

H1 : There is positive significant influence between of recognition and job satisfaction.

Table 4.14 *Regression between Leadership and Job Satisfaction*

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.423 ^a	.179	.163	7.05498

a. Predictors: (Constant), leadership

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	584.252	1	584.252	11.738	.001 ^b
	Residual	2687.730	54	49.773		
	Total	3271.982	55			

a. Dependent Variable: Job_Satisfaction

b. Predictors: (Constant), leadership

Table 4.14 shows that, leadership was significant as predictor indicate that R=0.423 and the R Square indicated the 0.179 was significant by independent variables. For the Adjust R Square are significant at 0.163 values. As for ANOVA table, it indicate that there was significant influence between leadership and job satisfaction among the non academic staff in Universiti Utara Malaysia as it represent (F=11.738,p <0.05).

Table 4.15 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	32.321	9.154		3.531	.001
	leadership	1.564	.457	.423	3.426	.001

a. Dependent Variable: Job Satisfaction

Table coefficients indicated that the regression of the variable followed by the testing of hypotheses:

H1 : There is positive significant influence between of leadership and job satisfaction

4.7 Summary

This chapter presented the results of the analysis. The results were obtained using SPSS version 22.0. The analysis was carried out using the descriptive, frequency, reliability, Pearson correlation, and multiple regression analysis. The next chapter will discuss the findings in relation to the literature review. It will discuss in-depth of the interpreted of the results.

CHAPTER FIVE

DISCUSSION, CONCLUSION, AND RECOMMENDATION

5.0 Introduction

The chapter attempted to discuss the results of the data analysis stage as mentioned in the previous chapter. It will elaborate some important points such as the discussions on each hypothesis of the study, practical implication, recommendation for organization and for future research and the conclusions of the study.

5.1 Overview of the Findings

The study measured the factors consist of pay, recognition and leadership that have influences towards job satisfaction in the organization. There were 3 school in Universiti Utara Malaysia has been selected which were from Othman Yeop Graduate school, Awang Had Salleh graduate school and School of Business Management has been selected as a scope of the study on factors influencing and job satisfaction. Out of 60 survey distributed, 56 questionnaires were managed to be gathered and analyzed.

According to the study, it able to recognized the factor has highest influence toward job satisfaction. These was done by the construction of questionnaire which contained of demographic characteristic of respondent in section A, job satisfaction in section B and the factors influence in section C.

5.2 Discussions

The concern of this study is to identify the influence of pay, recognition and leadership with the job satisfaction. Based on the analysis tested, all the three factor supported and significant.

This section provided with the scale of all factors to ensure exactly which factor among pay, recognition and leadership was giving biggest influence the job satisfaction. All the data has been analyzed using the SPSS data software version 22.

5.2.1 There is positive significant between pay and job satisfaction

The result shows that it is positive significant between pay and job satisfaction. It is consistent that with the hypothesis that pay do have influence with the job satisfaction. According to Bassett (1994) in Abuduaini (2009), a lack of empirical evidence exists to indicate that pay alone improves worker satisfaction or reduces dissatisfaction. Highly paid employees may still be dissatisfied if they do not like the nature of their job and feel they cannot enter a more satisfying job and it shows significant influence between pay and job satisfaction level. As for the schools that been examined, pay become the most highly influence factors among the respondent as the respondents feel happy as the institution pay them according to their job.

5.2.2 There is positive significant between recognition and job satisfaction

The result shows that it is a positive significant between recognition and job satisfaction. It is consistent that with the hypothesis that recognition do have influence with the job satisfaction. This study examined the recognition affect the worker's job satisfaction. Therefore, the recognition also refers to non-monetary benefits offered and provided to employees in length of the services provided by them to the organization. As a result, the institution understanding of recognition benefit toward their employees had been increased. The recognition, such as award of the year, best employee, vacation package were definitely increase job satisfaction among employee in the institution.

5.2.3 Leadership and Job Satisfaction

The result shows that it is a positive significant between leadership and job satisfaction. It is consistent with the hypothesis that leadership do have influence with job satisfaction. The leader can lead the organization well and prevent turn over and absenteeism. Based on the study, when the employee feel satisfied with the leader, they feel comfortable and happy working with the organization. It is supported by the scholar stated that leadership refer to the way leaders behave towards or treat the individuals they are leading (Brown,& Trevino, 2006) . As a result, in this study, the respondents agreed that leadership influence their job satisfaction as they know that good leader will lead the organization smoothly and without work stress.

5.3 Limitation of study

This study is limited to identifying the variables of Job Satisfaction, pay, recognition and leadership that have an influence on employee satisfaction among non academic staff in the ranks of Universiti Utara Malaysia only. Therefore, the study only involves survey of non academic staff in Universiti Utara Malaysia and specifically been conducted in three school Othman Yeop Abdullah graduate school, Awang Had Salleh graduate school, and School of Business Management. Although there are besides that, the limitation is that population is limited that only selected non academic staff in Universiti Utara Malaysia.

5.4 Future Recommendation

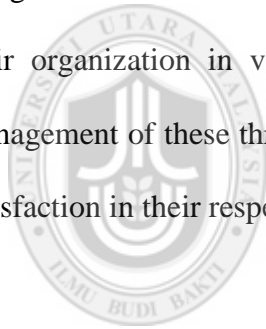
For future research, a comparative study between smaller and larger organization and also higher institution should be conducted not only focuses on staff in administration line. Future research can reach out the services line as they might hold their voice to be heard regarding job satisfaction. Hence, the research should be expanded to the other kind of academic institution.

The results explained that the job satisfaction can be examined by these three factor. The concept of examined the job satisfaction already highlighted, however in reality it actually has wide differences between how individual and employees perceived about this. Future research also might include other variables such as working condition and performance towards job satisfaction. Thus, the method of collecting data should not be confined to only questionnaire. It is recommended that interview should be conducted to make the strong findings.

5.5 Conclusion

In conclusion, the purpose of this study to examined the influences between pay, recognition and leadership towards job satisfaction. Job satisfaction is very important element that an organization needed to focus and concern. Organization should practice a good management in order to minimize turnover issue in organization. The findings from this study indicated that pay has high influences on job satisfaction in an organization. The result also showed that pay, recognition and leadership become an important point for employees to remain in the organization as they feel satisfied with what the organization have been provided.

In this study, the factor that influences job satisfaction has been highlighted as pay recognition and leadership. It is possible for the employee to feel dissatisfied with their organization in various ways. For the institution, based on this study the management of these three schools could have clear understanding regarding the job satisfaction in their respective working area.



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