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**RELATIONSHIP BETWEEN TRAINING AND DEVELOPMENT, PAY AND  
BENEFITS, TRANSFORMATIONAL LEADERSHIP AND WORKPLACE  
ENVIRONMENT WITH JOB SATISFACTION.**

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**UUM**  
Universiti Utara Malaysia

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



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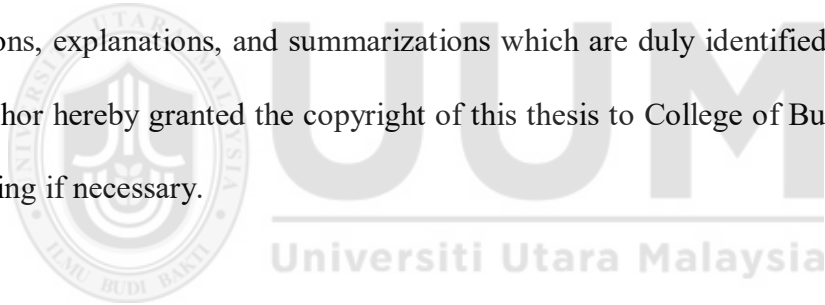
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## **ABSTRACT**

Employee attitudes are very significant to management and organizations since they determine the behaviour of employees in an organization. It is believed that employees who are satisfied are usually more productive than employees who are dissatisfied towards their job. Satisfied employees are the creator of a pleasant atmosphere within organization. Therefore, job satisfaction has been the topic of many studies. The purpose of this study is to examine whether all factors related to the employees' perceptions give impact towards job satisfaction in public sector in Malaysia.

Based on the analysis it was found that transformational leadership and workplace environment have significant contribution to compliance with job satisfaction. Hierarchically, these two factors are found to be among the strongest predictor variables to compliance with job satisfaction in public sectors. Recommendations and implications for future research and practice were also discussed.

## ABSTRAK

Sikap pekerja adalah sangat penting kepada pihak pengurusan dan organisasi kerana mereka adalah penentu tingkah laku pekerja dalam sesebuah organisasi. Adalah dipercayai bahawa pekerja yang berpuas hati biasanya lebih produktif daripada pekerja yang tidak berpuas hati terhadap pekerjaan mereka. Pekerja yang berpuas hati adalah pencipta suasana yang menyenangkan di dalam organisasi. Oleh itu, kepuasan kerja telah menjadi topik dalam banyak kajian sebelum ini. Tujuan kajian ini adalah untuk mengkaji sama ada semua faktor yang berkaitan dengan persepsi pekerja memberi kesan terhadap kepuasan kerja dalam sektor awam di Malaysia.

Berdasarkan analisis yang telah diperoleh, kepimpinan transformasi dan persekitaran tempat kerja mempunyai sumbangan yang besar terhadap kepuasan kerja. Secara dasarnya, kedua-dua faktor ini didapati merupakan antara pemboleh ubah peramal yang kuat kepada kepuasan kerja dalam sektor awam. Cadangan dan implikasi kepada penyelidikan masa hadapan juga telah dibincangkan.

## ACKNOWLEDGEMENTS

*All praise and thanks are due to Allah, Lord of the Universe, for his merciful divine and direction throughout this study.*

This acknowledgement is dedicated to Dr. Md. Lazim bin Mohd Zin for his guidance, support, and encouragement throughout the whole learning process of this dissertation. Without his consent and patient to supervise me, I may have not courage to reach to the final steps of finishing this thesis. His support and courage give me strength and nerve to present the final finding of this study.

I also would like to take this opportunity to express greater appreciation to all selected public sector employees that have lending their time to answer all the questions given for the study. Also, I am particularly grateful to my colleagues, friends, and course-mates who in anyway help me through this research paper.

Finally, I am indebted to my parents and siblings. Thanks a lot for giving me more chance and more time to complete this final report. Special thanks for their support, commitment, and understanding in helping me pull through this course. I appreciate the contribution from all of my family. All of you are wonderful helpmate. Thank you for everything.

Fadila Diana binti Zolkafli

20<sup>th</sup> June 2017



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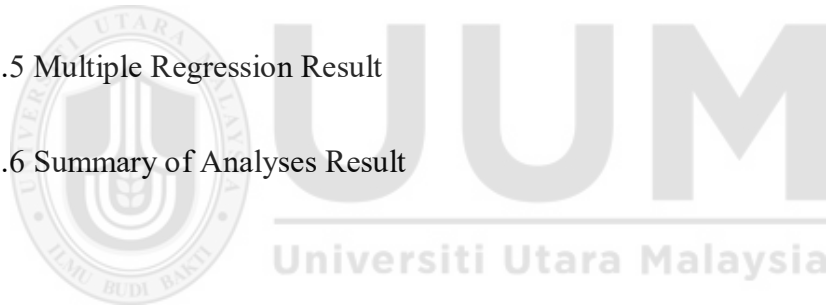
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# CHAPTER 1

## INTRODUCTION

### 1.1 Background of Study

Job satisfaction is a psychological, behavioural and occupational response by employees' towards fulfilment at their job. Indeed, it is an exhibition and expression of an employee regarding to a particular segment of the work like reward, authority or colleagues, which can be associated with particular outcomes. Malaysia economic system is heavily dominated by public sector organizations. Mostly, the nature of organizational structures is Mechanistic; hence, culture in public sector organization has a strong impact on the employee behaviour, which are translated into organizational productivity and job satisfaction. Therefore, the basic purpose of this paper is to find out and analyse the determinants of job satisfaction prevailing in public sectors' employees.

Since the emergence of job satisfaction, a large number of studies have been conducted to determine the factor that plays a crucial role in employee's job satisfaction. The determinants of job satisfaction have also drawn great amount of attentions from research scholars (Armstrong, 2006; Green, 2002; Clark & Oswald, 1996). The researchers came up with different factor pertaining to the job satisfaction of employees. Hence, from that time, the subject of employee satisfaction has been the major focus of studies by researchers. It is no more surprising that today, most of the research journal on management contains at least one study that pertains to job satisfaction (James Abugre & Shagufta Sarwar,

2012), and it has become a universal reality in the human capital studies, that satisfaction and productivity are significantly related. Besides that, there are ample evidences in the arena of management sciences, that worker satisfaction is adversely related to absenteeism and employee turnover rate. A straightforward statement is that, pleased worker loves to get nearer to work, and finds it difficult to leave their respective perk (Wright & Bonett 2007). However, Herzberg, Mausner & Snyderman (1959) in their opinion which is not much simple as it seems to be, further suggested two-factor theory of job satisfaction which has two distinct points, i.e. satisfaction and dissatisfaction. This two-factor theory further stresses that a worker can be satisfied and dissatisfied simultaneously due to distinct components in the working environment. Therefore, an employee who lost modesty in working and stick with same benefit may be or may not be fully satisfied. Workers may be in a state of happiness with the directions from supervisor, but in a state of anxiety because of physical infrastructure or vice versa. Thus, workers' satisfaction is composed of numerous facets, and each facet has distinct level of satisfaction and dissatisfaction (Smith, Kendall, & Hulin (1969).

In additional, transformational leadership has been of great interest to many researchers in current era and adopting transformational leadership behaviour helps in the success of the organization. Krishnan further explains that transformational leadership enables the creation of value system congruence between the leader and followers, thus facilitating condition where the leader and followers motivate each other to achieve the organizational goals. Doherty and Danylchuk suggest that transformational leadership is of great significance because transformational leadership helps with the increase of satisfaction and



commitment of staff through giving impetus and vision. However, some others cast doubt on its application. Due to the extreme importance of job satisfaction and transformational leadership, number of researches was conducted in this topic but there is a limited research available with respect to this topic in Malaysian context.

## **1.2 Statement of the Problem**

The decline in job satisfaction and the lack of a comprehensive approach to improve it needs immediate action particularly in investigating its possible determinants. Based on previous studies, it has been shown that attitudes and behaviours of the employees are influenced by the job related caused and non-job related problems such as family-related problems or health problems has been identified to be associated with job satisfaction. Weiss (2002) mentioned that job satisfaction is influenced by many factors including environmental and personal factors, income, nature and social status of the job, organizational prestige, promotion, and job security, lack of role ambiguity, physical job conditions and communication with co-workers.

The problem facing by the government of Malaysia is how to satisfy their employees in enhancing the productivity in the ministry. Some of the departments in some ministry suffered from low productivity, inefficiency, ineffectiveness and lack of growth because of non-motivation of the civil servant. Insufficient pay, delay in promotion, lack of status and other related factors can be the reason employees feel less satisfied towards their job. Lateness to work is always a dominant factors to contend with in public sectors. This can be as result of lack

of supervision from the superior. Higher absenteeism is becoming a normal routine in the organization as no one takes up the duty of monitoring.

On the other hand, there is very little research on job satisfaction among public sectors' employees in Malaysia. Thus, the need for this study to determine which factors among training and development, pay and benefits, transformational leadership and workplace environment affect the most in job satisfaction.

### **1.3 Research Questions**

Research questions will explore the dimensions on all four independent variables that can affect job satisfaction among the public sectors' employees. The questions will be:

- a) Is there any relationship between training and development with job satisfaction?
- b) Does pay and benefits has any relationship with job satisfaction?
- c) How the transformational leadership affect the job satisfaction?
- d) What are the relationship between workplace environments with job satisfaction?

### **1.4 Research Objectives**

This study is intended to examine the job satisfaction among public sectors' employees. It will investigate whether all the four factors have any influence on the job satisfaction

- a) To examine the relationship between training and development with job satisfaction.
- b) To determine the relationship between pay and benefits with job satisfaction.

- c) To study the relationship between transformational leadership with job satisfaction.
- d) To investigate the relationship between workplace environments with job satisfaction.

### **1.5 Scope of Study**

The study will focus on employees in public sector at Jabatan Akauntan Negara (Kedah branch). Jabatan Akauntan Negara (Kedah branch) consists of a few units. Jabatan Akauntan Negara was chose as the scope of the study due its several problems faced by their management in managing their employees.

In this study, the factors such as training and development, pay and benefits, transformational leadership and workplace environment are considered as independent variables and job satisfaction is considered to be the dependent variable. The theoretical framework is applied to develop the integrated model for this study.

### **1.6 Significance of Study**

This study is designed to have a better understanding of several factors that impact on public sector employees in Malaysia. Along these lines, the discoveries in this review will give opportunity in proposing the solutions for helping the Public Service Department (JPA) in enhancing the employees' satisfaction towards their job. This study is also relevant to the employers to formulate and organize the strategies regarding issues in training and development, pay and benefits, transformational leadership and workplace environment.

## **1.7 Definition of Key Terms**

### **Training and Development**

Landy's (1985) defined training and development as a set of planned activities on the part of an organization to increase the job knowledge and skills or to modify the attitudes and social behaviour of its members in ways consistent with the goals of the organization and the requirements of the job. Patrick (2000) described training as the systematic development of the knowledge, skills, and attitudes required by a person in order to effectively perform a given task or job. He goes on to note that training is a pervasive activity in society, taking place within industry and commerce, government agencies and departments, health care organizations, and all branches of the armed service.

Kraiger and Aguinis (2001) stated that in addition to training content, equally important are the informal processes by which trainees interact with their environment and form attitudes and perceptions about training or themselves. These attitudes have a direct impact on their receptivity to training and potential for learning and will result in increasing of organizational productivity.

### **Pay and Benefits**

Pay is a salary in a form of periodic payment from the employer to their employees, which may be specified in the employment contract. In addition, benefits typically refers to retirement plans, health life insurance, life insurance, disability insurance, vacation, employee stock ownership plans, etc. As views by Armstrong and Murlis (1994) that reward is a means through which various

employees' need are satisfied. The unsatisfied employees normally reduce workplace morale and lower their productivity (Garrett, 1993). Job's satisfaction could be enhanced by increasing autonomy, stress reduction and above all rises in compensation package (Whitt, 2006)

### **Transformational Leadership**

Transformational leadership is a style of leadership where a leader works with subordinates to identify needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed members of a group. Sivanathan and Fekken (2002) said that transformational leaders focus more on intrinsic motivation and personal development of their followers. They provide a sense of organizational mission and vision, inspire pride, respect and trust among their followers. Transformational leadership can exhibit various type of behaviour, such as idealized influence or charismatic, individualized consideration, inspirational motivation and intellectual stimulation (Avolio et. al., 1991).

### **Workplace Environment**

Workplace environment is divided into three broad component which are physical environment (temperature, noise, infrastructure, and ventilation), mental environment (fatigue, boredom, attitude of supervisor and colleagues) and social environment (relationship of the employees with the colleagues and their superior) (Elsbach & Pratt, 2007). Based on the journal made by Dr. Ruchi Jain and Surinder Kaur (2014), the productivity of employees is determined by

the environment in which they work and it involves all the aspects which act and react on the body and mind of an employee.

### **Job Satisfaction**

Job satisfaction or employee satisfaction has been defined in many different ways. Some believe it is simply how content an individual is with his or her job, in other words, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision. One of the most widely used definitions in organizational research is that of Locke (1976), who defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences".

### **1.8 Organization of the Study**

The study will be structured into five chapters. Chapter 1 consist of introduction, statement of research problem, research objectives and significance of the study. Chapter 2 will consist of literature review which will comprise of conceptual definitions, theoretical review, empirical analysis and research framework. Chapter 3 will contain the research methodology which comprise of the research design, study area, research population, sampling design, and data collection methods. Chapter 4 will highlight the interpretation of data as well as discussing of findings. Chapter 5 will contain the summary of the study, recommendations and conclusions.

## CHAPTER 2

### LITERATURE REVIEW

#### 2.1 Introduction

This chapter begins by describing job satisfaction concept and determinants of job satisfaction. Next, empirical studies on the relationship between training and development, pay and benefits, transformational leadership and workplace environment with job satisfaction are discussed. Finally, research framework and underpinning theory are explained at the end of this part.

#### 2.2 Job Satisfaction

Different authors have different approaches towards defining job satisfaction. During early study, Hoppock (1935) defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to satisfied with his or her job. Similarly, Vroom (1964), defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying.

Job satisfactions refers to the attitude and feelings employees have about their current work. Positive attitudes towards job also indicate job satisfaction and negative attitudes towards job indicate job dissatisfaction (Armstrong, 2006). Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a

business organization, brings with it the needs, desires and experiences which determinates expectations that he has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behaviour in the work place (Davis and Nestrom, 1985).

According to George and Jones (2008), job satisfaction is the collection of feeling and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. People also can have attitudes about various aspects of their jobs such as the kind of work they do, their colleagues, supervisors or subordinates and their pay.

### **2.3 Empirical Studies on Job Satisfaction**

The mix of positive or negative feelings the employees have towards their job is also represented as job satisfaction. Needs, desires and experiences that brought by the employees can affect the level of satisfaction. Davis et al. (1985) said that job satisfaction represents the extent to which expectations are match with the real awards and proximately linked to that individual's behaviour in the work place.

Numerous researchers, as Maslow (1943), agree that the feeling of satisfaction in a job positively influences the achievements of employees, while dissatisfaction can negatively reflect on their performance. The feeling of satisfaction or dissatisfaction develops into a condition of internal psychological



emotion, which appears as behaviours observed through the individual's performance (Motowidlo, 1996). Job satisfaction has multiple dimensions and sides, influenced by different factors; some are related to the work itself, while others are connected to the peer work group and surrounding work environment. It is erroneous to believe that increased satisfaction in one aspect of a job results in satisfaction with other dimensions of the job. For example, we may find some employees are satisfied with their relations with their colleagues, but dissatisfied with the salary or work conditions. This leads us to understand that job satisfaction is not absolute, but is a problem related to multiple factors (Borjas, 1979).

Dunnette and Jorgenson (1972) declared that job satisfaction is the sum of relations and interactions between workers' desires, expectations, and the value of what their jobs offer. Therefore, job satisfaction is the sum of social, physiological, and environmental circumstances that make an individual pleased about their work (Clark & Oswald, 1996). The concept of job satisfaction has multiple dimensions that represent the overall satisfaction the individual gets from the work itself, as well as from work groups, superiors (Clark & Oswald, 1996), and the work environment. In achieving job satisfaction, the individual may become highly satisfied with one (Freeman, 1978) dimension while remaining dissatisfied with others. For example, it is possible for the employee to be satisfied with the organizational policies while indicating a low level of satisfaction towards colleagues. In this situation, (Al-Haydar & Bin Taleb, 2005), the organization must seek to develop the satisfaction of its employees by determining the dimensions its employees complain about to improve positive feelings. Determining the factors that create job satisfaction in the work

environment rely (Al-Haydar & Bin Taleb, 2005) upon seven dimensions: the work itself, supervision, the organization and its management, promotion opportunities, pay and other financial benefits, co-workers, and working conditions (Green, 2002).

## **2.4 Underpinning Theory**

### **2.4.1 Herzberg's Motivator-Hygiene Theory**

Frederick Herzberg (1959) stated that the opposite of job satisfaction is not job dissatisfaction but, rather, no job satisfaction; and similarly, the opposite of job dissatisfaction is not job satisfaction, but no job dissatisfaction. According to Herzberg, the factors are divided into two dimensions which are “motivators” and “hygiene”. Intrinsic factors are the factors that would directly motivate the employees and give satisfaction. Herzberg calls these factors that give intrinsic satisfaction as the “motivators” and it is included achievement, recognition, work itself, responsibility, advancement, and growth. On the other hand, “hygiene” factors, which lead to extrinsic satisfaction and cause dissatisfaction, included company policy and administration, supervision, relationship with supervisor, work conditions, salary, relationships with peers, personal life, and relationships with subordinates, status, and security (Waheed, 2011)

According to this theory, for example, the implication of the motivator-hygiene theory is that needs such as improvement of compensation,

benefits and safety, which are extrinsic factors, will prevent employees from becoming actively dissatisfied but will not motivate them to exert additional effort toward better performance (Barnet & Simmering, 2006). Conversely, in order to motivate workers, managers must focus on changing the intrinsic factors by providing to some factors such as autonomy, opportunities, responsibility, recognition, skills and careers.

On the other hand, Herzberg's motivation-hygiene theory is also criticized on some points. Stello (2012) mentioned that the level of satisfaction cannot be predicted with the only motivator or hygiene. This theory does not clarify the contrasts between the satisfaction and dissatisfaction. These two factors, called "motivators" and "hygiene", conclude differently from population to population. Any factor that causes dissatisfaction may contribute to satisfaction in any other condition or any other country. In addition, this difference is hard to put into effect, since people have different needs and expectations.



**Figure 1** Herzberg's Motivator-Hygiene Theory

## 2.4.2 Transformational Leadership Theory

Given that good leaders do have an impact on their followers and organizations, much research has gone into the field of leadership theory to better understand the characteristic behaviours of people who demonstrate success. Over the past twenty-five years, a large body of research has emerged around transformational-transactional leadership theory. First described by James Burns in 1978, transformational leadership represents a leadership style that is exemplified by charisma and shared vision between leaders and followers (Burns, 2010). The power of transformational leaders comes from their ability to stimulate and inspire others to produce exceptional work.

Bernard Bass further expanded on Burn's theory in 1985 to describe specific behaviours that comprise in transformational leadership style. We can examine transformational leadership along the following four dimensions: inspirational motivation, intellectual stimulation, individual consideration and, idealized influence (Bass, 1985). Each item is described in more detail below.

- **Inspirational Motivation**

The foundation of transformational leadership is the promotion of consistent vision, mission, and a set of values to the members. Their vision is so compelling that they know what they want from every interaction. Transformational leaders guide followers by providing them with a sense of meaning and challenge. They work

enthusiastically and optimistically to foster the spirit of teamwork and commitment.

- **Intellectual Stimulation**

Such leaders encourage their followers to be innovative and creative. They encourage new ideas from their followers and never criticize them publicly for the mistakes committed by them. The leaders focus on the “what” in problems and do not focus on the blaming part of it. They have no hesitation in discarding an old practice set by them if it is found ineffective. Intellectually stimulating leaders relate to statements such as “I re-examine critical assumptions to question whether they are appropriate” and “I suggest new ways of looking at how to complete assignments” (Alvolio and Bass, 1995).

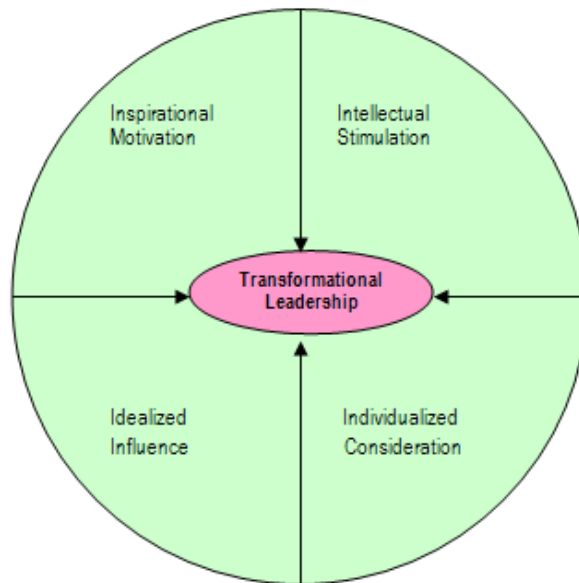
- **Individualized Consideration**

Leaders act as mentors to their followers and reward them for creativity and innovation. The followers are treated differently according to their talents and knowledge. They are empowered to make decisions and are always provided with the needed support to implement their decisions.

- **Idealized Influence**

They believe in the philosophy that a leader can influence followers only when he practices what he preaches. The leaders act as role models that followers seek to emulate. Such leaders always win the trust and respect of their followers through their action. They typically place their followers needs over their own, sacrifice their personal gains for them, and demonstrate high standards of ethical conduct. The

use of power by such leaders is aimed at influencing them to strive for the common goals of the organization.



**Figure 2** *Transformational Leadership Theory*



## **2.5 The Relationship between Training and Development and Job Satisfaction**

According to Business Dictionary (2014), training has been clarified as the well thought activity with a purpose of providing information or directions to enhance the trainees' performance or assisting them in receiving a required level of knowledge or skill. According to Macmillan Dictionary (2014), training is a process of giving necessary knowledge for a profession or activity and it is essential that all staff members should be afforded suitable training from time to time.

As pointed out by Salvi S. (2012), training is an informative procedure through which people can be trained, re-trained and reinforced where their current

knowledge and skills can be upgraded through effectiveness at work by getting trainings. Acquiring confidence and developing a feeling of competence, which result from training interventions can increase employee job satisfaction (Hartline and Ferrell, 1996).

As indicated by Taormina (1999), training appears to be related to an employee's satisfaction with workplace in general. An organization's training quality can influence the employee's satisfaction with their superior. As expressed by Edralin D. (2004), the ultimate purpose of training is to create an impact that lasts beyond the closing stages of the training itself.

Forrier A. and Sels L. (2003) said that, if an employee leaves the organization, a knowledge gap is created that can be filled via training and development. Boselie (2010) said that furnishing employees with opportunities for further self-improvement through skills and general training empower affective commitment, feeling of trust and enthusiasm.

Some previous studies revealed that job satisfaction could be predicted from professional role behaviour such as gender, age, marital status, education and other characteristics. Bakare (2012) showed that the probability that a worker voluntarily leaves his job decreases with job satisfaction, even after controlling for several worker and job characteristics.

From the previous literature review and objectives, Hypothesis 1 was generated which is there is a relationship between training and development and job satisfaction.

**H1: There is a relationship between training and development and job satisfaction.**

## **2.6 The Relationship between Pay and Benefits and Job Satisfaction**

Job satisfaction level is less for employees, who receive less amount of pay whereas higher amount receiving employees have high level of satisfaction (Hamermesh, 2001). Hamermesh (2004) stated again that the judgment of satisfaction that related to job can be made with the assistance of wage payment system. The workers of low paid and high paid with in developing countries to analyse 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. Heywood, John and Xiangdong (2006) mentioned that pay is a basic component for job satisfaction, yet other related factors like recognition, promotion, commitment and job involvement are additionally to be considered.

For an employee, pay has turned into the most vital factor in satisfying their economic need. The pay is so significant because when employees are satisfied with their pay, their attitude and behavior could be influenced towards the desired objective (Onukwube, 2012). Employees' dissatisfaction with pay can lower down their commitment and morale, increase theft and enhance employee turnover (Currall et.al., 2005).

As indicated by the study report directed by the Society for Human Resource Management (2012), it was discovered that compensation and benefits are routinely among the top three factors affecting employee job satisfaction. Despite the fact that money is not a motivator, employees demand for it because



financial independence represent with personal freedom. Thus it is the thing that one does with the money that motivates someone to work better. From here, it is no doubt that compensation and job satisfaction have a positive relationship. If the pay level or benefit level is not satisfactory, the desirability of movement will increase and it is more likely that withdrawal behaviours such as lateness, absenteeism, and turnover increases (March & Simon,1958).

From the previous literature review and objectives, Hypothesis 2 was generated which is there is a relationship between pay and benefits and job satisfaction.

**H2: There is a relationship between pay and benefits and job satisfaction.**

## **2.7 The Relationship between Transformational Leadership and Job Satisfaction**

Previous study on the relationships between transformational leadership and job satisfaction among employees have been conducted from various viewpoint. There are viewpoint from the choices of leadership style that affect job satisfaction, specific transformation leadership style to job satisfaction and the insertion of mediators between transformational leadership and job satisfaction relationship (Shim et. al., 2002) and (Yousef, 2000).

Suleiman Ibraheem et. al. (2011) and Fatima et. al. (2011) expressed that intellectual stimulation, idealized influence, inspirational motivation and individual consideration are the four dimensions of transformational leadership that have been found related to the job satisfaction. Bono and Illies (2006) reported that there is a positive relationship between charisma, positive emotion

and state of mind infection of leaders to provide inspirational motivation to their followers that influence their job satisfaction.

Transformational leaders help their followers to have the capacity to become the ones who are productive, innovative, creative and adaptable to various environment condition and directly it will increase job satisfaction level (Bushra et. al., 2011). Tutar and Tuzcuoğlu (2006) also stated that the employees who are working in organizations where transformational leadership perception climate is existing, have a high job satisfaction level and have less tendency to turnover.

From the previous literature review and objectives, Hypothesis 3 was generated which is there is a relationship between transformational leadership and job satisfaction.

**H3: There is a relationship between transformational leadership and job satisfaction.**

## **2.8 The Relationship between Workplace Environment and Job Satisfaction**

The working environment is one of the most crucial factors which influence the level of satisfaction as well as motivation of its employees. According to Strong et. al (1999), organizational and physical factors are driving force for task and activity which consequently affect the performance of workers'. The productivity of employees is determined excessively by the environment in which they work. The utmost significant empirical evidence which indicates the

deteriorating working conditions of an organization has to do with the truncated job satisfaction rate (Kaya, 1995).

Employees require adequate equipment, space, heating, lighting, ventilation and colour has also a significant effect on the work environment. Rest rooms and lockers should be clean, secure and well maintained. Dinham and Scott (2000) stated that good working environment means employees want the same condition in work lines as management, they need challenge, support from superiors equally, workplace, friendly colleagues and respect. Supervisors need to listen to them and accept their workplace ideas. Thus to better understand how to motivate employees. Bogler (2001) specified that working environment can frequently be the reason of low productivity.

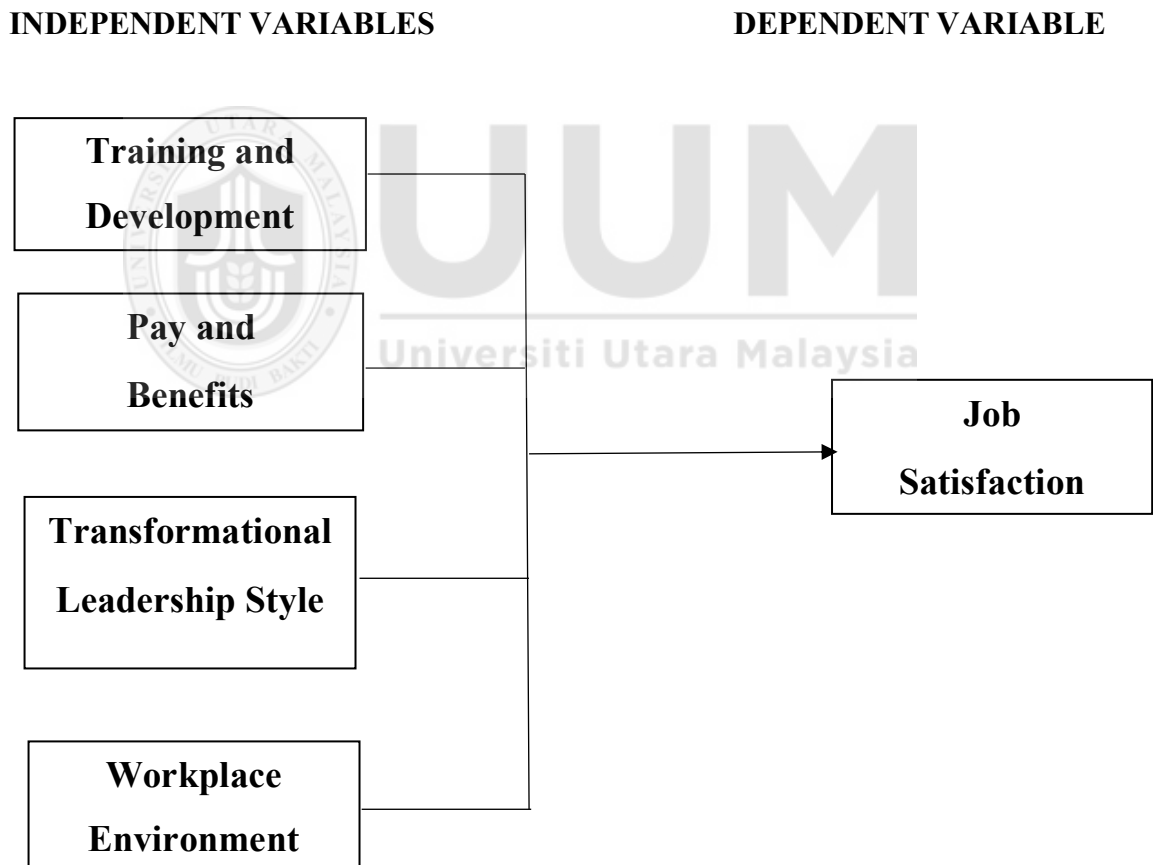
From the previous literature review and objectives, Hypothesis 4 was generated which is there is a relationship between workplace environment and job satisfaction.

**H4: There is a relationship between workplace environment and job satisfaction.**

## 2.9 Research Framework

The main objective of this study is to determine the relationship between training and development, pay and benefits, transformational leadership and workplace environment.

The research framework illustrated in Figure 3, shows the relationship between the independent variables (training and development, pay and benefits, transformational leadership and workplace environment) with the dependent variable (job satisfaction).



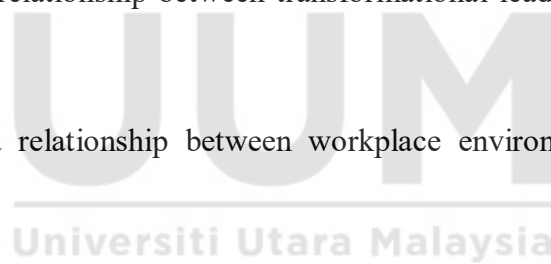
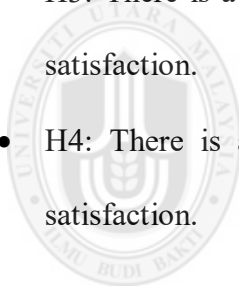
**Figure 3** *Research Framework*

## 2.10 Hypotheses

The main focus of this study is to determine whether the independent variables (training and development, pay and benefits, transformational leadership and workplace environment) will influence the job satisfaction among the public sectors' employees.

Following hypotheses were proposed:

- H1: There is a relationship between training and development and job satisfaction.
- H2: There is a relationship between pay and benefits and job satisfaction.
- H3: There is a relationship between transformational leadership and job satisfaction.
- H4: There is a relationship between workplace environment and job satisfaction.



## CHAPTER 3

### METHODOLOGY

#### 3.1 Introduction

This chapter describes the methods that were used to gather the data relevant to the study. It contains the research design, population, sample size and sampling technique, sampling procedure and explains the method and procedures for data collection, analysis and interpretation of the research findings

#### 3.2 Research Design

This study was conducted in the form of questionnaire study and survey which is a quantitative method and this involve the process of gathering information from a large number of respondents (Creswell, 2004). Data collected via questionnaire is one of the preferred method and suitable for the large respondents and it is effective to make as an evidence for the research. It is also one of the methods that save costs and save time rather than the other methods. According to Sabitha (2005), the suitable methods to collect data is by using questionnaire because it is very effective and all the returned questionnaire can be used as proof of data collections.

Quantitative research design have been used in this study as this method have been found as the most popular survey method for data collection among business and management studies and this method is suitable for this study

(Raduan, 2002). Moreover, this quantitative research design is suitable for this study due to the its suitability for a study or research that involving hypothesis which is produce a results based on testing the relationships among independent variables and dependent variable. According to Cresswell (2004), quantitative research design is used for this study because it involves numerical data that utilized to obtain information about the research due to the formal, systematic and objective process in collecting data.

### **3.3 Population of the Study**

A population is any group of individuals that has one or more characteristics in common and that are of interest to the researcher (Creswell, 2005). The population chosen for this research is only focused on employees of public sectors. As the study interest is to investigate the factors influencing job satisfaction among public sectors employees, therefore, public sectors employees in three departments are selected for population as they are easier to be approached. The total population size is 168 employees as shown in Table 3.1.

**Table 3.1** *Population of study*

<b>Department</b>	<b>Number of Employees</b>
Administrative Department	18
Salary Department	24
Pay Department	24
Account Department	31
IT Department	15
Inspectorate Department	27
Unclaimed Money Department	29
<b>Total</b>	<b>168</b>

### **3.4 Sampling Technique**

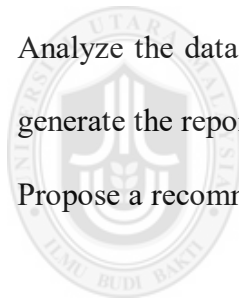
Sampling technique used in this study is convenience sampling. Convenience sampling is a type of nonprobability or nonrandom sampling where members of the target population that meet certain practical criteria, such as easy accessibility, availability at a given time, or the willingness to participate are included. For the purpose of this study, convenience sampling was deployed by distributing 147 questionnaires to staff at various departments who are willing to participate.

### **3.5 Data Collection Procedure**

This research follow the data collection procedure as stated below to ensure the research carried out in an effective and systematic procedure.



1. Select the organization that are suitable with this research. In this research, Jabatan Akauntan Negara (Kedah branch) have been selected.
2. Make an appointment with the Human Resource Officer at Jabatan Akauntan Negara and explain to them the purpose of this research and get the approval from them the purpose of this research and get the approval from them in order to get all the data information and also for distributing the questionnaire.
3. Seek an assistance from Human Resource Department to distribute the questionnaire to the employees.
4. Collect all the questionnaire that have been distributed and record the number of questionnaire returned.
5. Analyze the data that have been collected by using the SPSS systems and generate the reports of finding from the system.
6. Propose a recommendation or solution in assisting the organization.



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### **3.6 Pilot Test**

Pilot test is a minor sort of a larger study which is piloted to formulate for the study or research (Zikmund, 2003). A pilot study implicates that the pretesting of a research tool such like a new data collection technique. To test the feasibility, equipment and methods, researchers will frequently use a pilot study, a small-scale trial of the larger research design (Rowan, 2011). Moreover, the entire research is carried out in the pilot study but it will be carrying out with fewer participants that would be used for a wide-ranging of the research.

In this research, researchers were circulated 30 sets of questionnaires to the employees who are working in the University Utara Malaysia. It took about 1 week time to gather back all the feedback and information. The results and feedback from the pilot test are facilitating the researchers for the big scale of research or study which is conduct after the pilot test.

**Table 3.2** *Cronbach's Alpha of Pilot Test*

<b>Variables</b>	<b>Pilot Test Cronbach's Alpha</b>
Training and Development	0.726
Pay and Benefits	0.914
Transformational Leadership	0.917
Workplace Environment	0.891
Job Satisfaction	0.913

### **3.7 Instrumentation**

This study utilized the questionnaire design as a major instrument in data collection method. The variables used in this study were adapted from past instrumentation in the field relevant to job satisfaction, training and development, pay and benefits, transformational leadership and workplace environment. A copy of the full set questionnaire was attached in Appendix A which all the questions contain 39 items.

A set of questionnaire in this study was divided into six sections. Section A was used to measure respondents' background, Section B was used to measure

training and development, Section C was used to measure pay and benefits, Section D was used to measure transformational leadership, Section E was used to measure workplace environment and Section F was used to measure job satisfaction.

### **3.7.1 Demographic Profile**

These types of questions were focused on demographic factors, such as gender, age, and educational level, year of employment, salary, position category and current position in the organization. These questionnaire items were personally construct by the researcher.

### **3.7.2 Training and Development**

The measurement instrument for training and development were adapted from newly construct of purposed model and measurement developed by Mulatu Masresha Mekonnen (2014). Each item was operationalized using 5-point Likert-type scales (strongly disagree to strongly agree). The coefficient alpha estimate of internal consistency reliability for 5-item was 0.829.

### **3.7.3 Pay and Benefits**

The measurement instrument for pay and benefits were adapted from Timothy A. Judge (1993). Each item was operationalized using 5-point

Likert-type scales (strongly disagree to strongly agree). The coefficient alpha estimate of internal consistency reliability for 8-item was 0.947.

### **3.7.4 Transformational Leadership**

The measurement instrument for pay and benefits were adapted from Robert J. Alban-Metcalf and Beverly Alimo-Metcalf (2000). Each item was operationalized using 5-point Likert-type scales (strongly disagree to strongly agree). The coefficient alpha estimate of internal consistency reliability for 5-item was 0.871.

### **3.7.5 Workplace Environment**

The measurement instrument for pay and benefits were adapted from The Work Environment Survey by the Public Service Secretariat (2011). Each item was operationalized using 5-point Likert-type scales (strongly disagree to strongly agree). The coefficient alpha estimate of internal consistency reliability for 6-items was 0.889.

### **3.7.6 Job Satisfaction**

The measurement instrument for pay and benefits were adapted from Richard Bellingham (2011). Each item was operationalized using 5-point

Likert-type scales (strongly disagree to strongly agree). The coefficient alpha estimate of internal consistency reliability for 7-items was 0.903.

### **3.8 Reliability**

The reliability can be translated as the consistency of the measurement across time and across the variety of items in an instrument (Sekaran, 2001). The correlation value between the questions in this instrument would be computed using the Cronbach's Alpha. The Cronbach's Alpha splits all the questions in the instrument in every possible way and computes the correlation values for them. The generated number for the Cronbach's Alpha is just like a correlation coefficient; the closer it is to 'one', the higher would be the reliability estimate of the instrument. The weakest value of the Cronbach Alpha in a reliability analysis is less than 0.6 and the value is more above than 0.6 would be acceptable value. If the value is at par or more than 0.6, the instrument is acceptable but considered weak. Value of more than 0.7 would be considered acceptable and more than 0.8 is good. The value of calculated alpha should not exceed 1.0 (Sekaran, 2001).

### **3.9 Data Collection**

Data was obtained through questionnaire. The questionnaire consists of six sections. Section A is on demographic profile, Section B is on training and development, Section C is on pay and benefits, Section D is on transformational leadership, Section E is on workplace environment and Section F is on job satisfaction. Questionnaire was given personally to respondent, and the

respondent was asked to return back straight away or on the next day. This process took nearly two weeks to obtain 147 questionnaires.

### **3.10 Data Analysis Technique**

For the data analysis technique, descriptive, inferential and multivariate analysis techniques will be used for this research.

- **Descriptive Analysis**

To analyse the respondents' demographic factors and their responses towards every item, descriptive statistics including mean, frequency and percentage will be used to show the result.

- **Pearson r-Correlation Analysis**

In order to determine the relationship of all variables, the tool to be used was Pearson r-correlation. Using this tool, an analysis of relationships could be made for training and development with job satisfaction, pay and benefits with job satisfaction, transformational leadership with job satisfaction and workplace environment with job satisfaction. To determine the relationship between independent variable and dependent variable, the hypotheses accepted when  $p < 0.05$ .

- **Multiple Linear Regression Analysis**

Regression analysis is used to determine the relationship between the dependent variable and independent variables. In addition, it can also help the researcher to understand how the typical value of dependent variable affected

by the changes in value when one of the independent variables is varied while the dependent variable is held as fixed.

This process need to use several tests to determine all the significant relationship between the variables. The test used is F test and if the model have been dismissed it means that the test result is not significant. Then the individual statistical test have been examined. The level of significant have been set to 0.05. From this analysis, the Pearson correlation; R tested to describe the influence strength of the variables and also beta value will be express the significant relationship between the independent and dependent variables.

### **3.11 Summary**

This chapter describes the methodology used for this study which includes research design, data collection procedure, pilot test, instrumentation, sampling technique, reliability and data analysis technique.

## CHAPTER 4

### RESULTS AND DISCUSSION

#### 4.1 Introduction

The chapter discuss on profiles of the respondents, descriptive statistics of the variables in the model of the study, and research finding and hypothesis testing using Pearson Correlation and Multiple Regression analysis.

#### 4.2 Profiles of the Respondents

As shown in Table 4.1 there were 34 males (23.1%) and 113 females (76.9%) in the sample giving a total of 147 valid respondents. It shows that 50.3% captured the highest frequency at 31 to 40 years old employees. 21 to 30 years old recorded 15.6%, 41 to 50 years old is 27.9% and 51 years old and above is 6.1%.

For the race, Malay is the majority which is 96.6% and Chinese is 3.4%. There are none Indian and others among the respondent. For the marital status, the majority are married with 83%. Single recorded 12.2%, divorced is 2.7% and widowed is 2.0%.

For educational level, there are 26.5% in SPM and STPM is 36.7%. Respondents that have Bachelor Degree is 29.3%, Masters is 4.8% and lastly with PhD is 2.7%.

For the years of employment, there are 53.7% respondents who work more than 11 years and 31.3% that already work from 6 to 10 years. 10.2 % recorded for the employees that only work for 3 to 5 years and 4.8% that work for less than 2



years. For the salary, there are none of the respondent that earn less than RM 1000. 54.4% of the respondent earn from RM 1001 to RM 3000, 29.9% earn from RM 3001 to RM 5000 and only 15.6% earn salary more than RM 5000.

And lastly for the position category, majority of the respondents are from the support which in 71.4%. The minority are from the semi-professional with 4.8% and 23.8% of the respondents are the professionals.

**Table 4.1** *Respondent Profile*

Variables	Number (n=147)	Valid Percent (%)
<b>Gender</b>		
Male	34	23.1
Female	113	76.9
<b>Age</b>		
< 20 years old	0	0
21 – 30 years old	23	15.6
31 – 40 years old	74	50.3
41 – 50 years old	41	27.9
> 51 years old	9	6.1
<b>Race</b>		
Malay	142	96.6
Chinese	5	3.4
Indian	0	0
Others	0	0
<b>Marital Status</b>		
Single	18	12.2
Married	122	83.0
Divorced	4	2.7
Widowed	3	2.0
<b>Educational Levels</b>		
SPM	39	26.5
STPM	54	36.7
Bachelor Degree	43	29.3
Masters	7	4.8
PhD	4	2.7
<b>Years of Employment</b>		
< 2 years	7	4.8
3 – 5 years	15	10.2
6 – 10 years	46	31.3
> 11 years	79	53.7

<b>Salary</b>		
< RM 1000	0	0
RM 1001 – RM 3000	80	54.4
RM 3001 – RM 5000	44	29.9
More than RM 5000	23	15.6
<b>Position Category</b>		
Support	105	71.4
Semi-professional	7	4.8
Professional	35	23.8

### 4.3 Reliability Analysis

According to Zikmund (2003), reliability is the degree to which measures are free from errors and hence yield consistent result. According to Table 4.2, the Cronbach's Alpha for training and development in pilot test is 0.726 whereas the actual test Cronbach's Alpha is 0.829. The Cronbach's Alpha for pay and benefits in pilot test is 0.914 whereas in actual test is 0.947. The Cronbach's Alpha for transformational leadership in pilot test is 0.917 whereas in actual test is 0.871. The Cronbach's Alpha for workplace environment in pilot test is 0.891 whereas in actual test is 0.889. The Cronbach's Alpha for job satisfaction in pilot test is 0.913 whereas in actual test is 0.903. The five variables which are training and development, pay and benefits, transformational leadership and workplace environment, the gap are relatively small and there is an only minor change of Cronbach's Alpha. The average of the Cronbach's Alpha for pilot test is 0.872 whereas actual test is 0.888.

**Table 4.2** *Coefficient of Cronbach's Alpha*

<b>Variables</b>	<b>Pilot Test Cronbach's Alpha</b>	<b>Actual Test Cronbach's Alpha</b>
Training and Development	0.726	0.829
Pay and Benefits	0.914	0.947
Transformational Leadership	0.917	0.871
Workplace Environment	0.891	0.889
Job Satisfaction	0.913	0.903
Average of the Alpha	0.872	0.888

#### **4.4 Descriptive Statistics of the Variables**

According Table 4.3 below, it shows that the mean on pay and benefits is rather low compared to other variables with mean 3.46 and standard deviation 0.76. Training and development show highest mean among the variables with mean 4.0 and standard deviation 0.56, while transformational leadership show mean result 3.65 and standard deviation 0.59, workplace environment show mean result 3.80 and standard deviation 0.56, and job satisfaction show mean 3.81 with standard deviation 0.57.

**Table 4.3** Mean and Standard Deviation of Variable

Variable Name	n	No. of Item	Mean	SD
<b>Job Satisfaction</b>	147	7	3.81	0.57
<b>Training and Development</b>	147	5	4.00	0.56
<b>Pay and Benefits</b>	147	8	3.46	0.76
<b>Transformational Leadership</b>	147	5	3.65	0.59
<b>Workplace Environment</b>	147	6	3.80	0.56

## 4.5 Hypotheses Testing

### 4.5.1 Pearson Correlation Analysis

To measure the degree of relationship between two variables in this study, Pearson's correlation was employed. Table 4.4 shows the result of the correlation among variables used in this study.

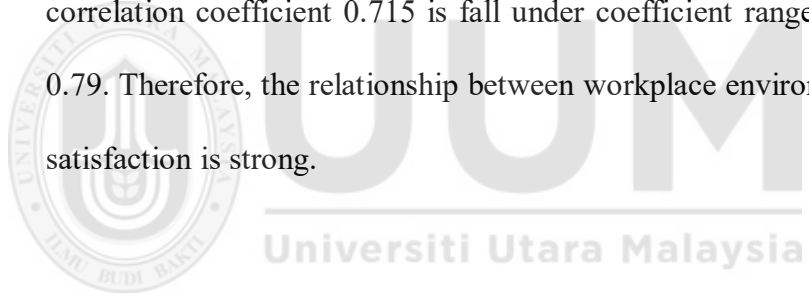
The table shows that there is a positive and significant relationship between training and development with job satisfaction ( $r = 0.397$ ,  $p < 0.05$ ). Since the value of this correlation coefficient 0.397 is fall under coefficient range from 0.20 to 0.39. Therefore, the relationship between training and development and job satisfaction is weak.

For the relationship between pay and benefits with job satisfaction, there is a positive and significant relationship ( $r = 0.301$ ,  $p < 0.05$ ). Since the

value of this correlation coefficient 0.301 is fall under coefficient range from 0.20 to 0.39. Therefore, the relationship between pay and benefits and job satisfaction is also weak.

In additional, there is a positive and significant relationship between transformational leadership with job satisfaction ( $r = 0.597$ ). Since the value of this correlation coefficient 0.597 is fall under coefficient range from 0.40 to 0.59. Therefore, the relationship between transformational leadership and job satisfaction is moderate.

Lastly, there is a positive and significant relationship between workplace environment with job satisfaction ( $r = 0.715$ ). Since the value of this correlation coefficient 0.715 is fall under coefficient range from 0.60 to 0.79. Therefore, the relationship between workplace environment and job satisfaction is strong.



**Table 4.4** *Pearson's Correlation Result*

	<b>JS</b>	<b>TD</b>	<b>PB</b>	<b>TL</b>	<b>WE</b>
<b>JS</b>	1				
<b>TD</b>	0.397**	1			
<b>PB</b>	0.301**	0.311**	1		
<b>TL</b>	0.597**	0.512**	0.316**	1	
<b>WE</b>	0.715**	0.504**	0.311**	0.621**	1

#### 4.5.2 Multiple Regression Analysis

The researcher used Multiple Regression Analysis to determine the significant relationship between independent variables (training and development, pay and benefits, transformational leadership and workplace environment) and dependent variable (job satisfaction).

Based on the Model Summary Table 4.5, the correlation coefficient (R value) for this research is 0.743. This means that there is a positive and strong relationship between dependent variable (job satisfaction) and independent variable (training and development, pay and benefits, transformational leadership and workplace environment) because R value is positive value and 0.743 is fall under coefficient range 0.71 to 1.00.

The R Square indicates the extent or percentage the independent variable (training and development, pay and benefits, transformational leadership and workplace environment) can explain the variations in the dependent variable (job satisfaction). In this research, independent variable (training and development, pay and benefits, transformational leadership and workplace environment) can explain 55.2% (0.552) of variations in dependent variable (job satisfaction). However, it is still leave 44.8% unexplained in this study. In other words, there are other additional variables that are important in explaining job satisfaction that have not been considered in this research.

**Table 4.5 Multiple Regression Result**

<b>Variables</b>	<b>B</b>	<b>Beta</b>	<b>t</b>	<b>Sig.</b>
Constant	0.762		2.857	0.005
Training and Development	-0.030	-0.030	-0.430	0.668
Pay and Benefits	0.044	0.058	0.959	0.339
Transformational Leadership	0.240	0.248	3.280	0.001
Workplace Environment	0.564	0.558	7.432	0.000

**Dependent variable Y = Job Satisfaction**

**R = 0.743**

**R square = 0.552**

**Adjusted R square = 0.540**

**F = 43.773**

**Sig. = 0.000**

**n = 147**

#### **4.6 Summary**

In summary, this study found that only two independent variables (transformational leadership and workplace environment) has a significant linear relationship with the dependent variable (job satisfaction). Meanwhile, independent variables of training and development, and pay and benefits, has no significant in influencing job satisfaction

**Table 4.6** *Summary of Analyses Result*

<b>No</b>	<b>Hypothesis</b>	<b>Results</b>
1	There is a relationship between training and development and job satisfaction	Rejected
2	There is a relationship between pay and benefits and job satisfaction	Rejected
3	There is a relationship between transformational leadership and job satisfaction	Accepted
4	There is a relationship between workplace environment and job satisfaction	Accepted





## CHAPTER 5

### CONCLUSION AND RECOMMENDATIONS

#### 5.1 Introduction

In this final chapter, the results presented in chapter four will be further discussed. Researchers have to discuss the summary of discussion of major finding and the implication of the study. Then, recommendations also need to discuss based on the limitations of the present study for the future researchers. Lastly follow by conclusion to end the chapter. The conclusion gives an opportunity or a sight to the future researchers to carry out their future research on employee job satisfaction in public sector.

#### 5.2 Recapitulation of Result

As mentioned in Chapter 4, 55.2% of the variance in the compliance with job satisfaction was explained by all the independent variables, which are training and development, pay and benefits, transformational leadership and workplace environment. Workplace environment has the largest beta coefficient (0.558), which is the strongest contribution to explain the compliance with job satisfaction of the employees.

## **5.3 Discussion**

The relationship between independent variables (training and development, pay and benefits, transformational leadership, workplace environment) with job satisfaction was investigated using Pearson's correlation coefficients.

### **5.3.1 The Relationship between Training and Development and Job Satisfaction**

The first objective of this finding is to examine the relationship between training and development with job satisfaction. The result of this study found that there are no significant relationship between training and development and job satisfaction and H1 is rejected.

This finding is inconsistent with previous studies. For instance, Taormina (1999) stated that training appears to be related to an employee's satisfaction with workplace in general and an organization's training quality can influences the employee's satisfaction with their superior, however some previous studies revealed that job satisfaction could be predicted from professional role behaviour such as gender, age, marital status, education and other characteristics

A possible explanation for the result is that majority of the respondents are between 31 to 40 years old which is 50.3% and 41 to 50 years old is the second highest frequency. This indicates that the respondents are senior in their job and they already have a lot of experiences. So, this is the reason why training and development does not give impact on their job satisfaction.

Other than that, majority of the respondents in position category are from support category. Most of them are doing the clerical work which is routine in their work life. Hence, training and development activities cannot influence their job satisfaction.

### **5.3.2 The Relationship between Pay and Benefits and Job Satisfaction**

The second objective of this finding is to examine the relationship between pay and benefits with job satisfaction. The result of this study found that there are no significant relationship between pay and benefits and job satisfaction and H2 is rejected.

This finding is inconsistent with Onukwube (2012), who stated that pay was the most vital factor in satisfying employees economic need.

However, according to Herzberg's motivator hygiene-theory, salary was not so much a motivator as it was a hygiene factor. Therefore, salary would not cause motivation. Instead, lack of a good salary would cause dissatisfaction. In addition, Vandenabeele, Deprě, Hongdeghem and Yan (2004) showed that the perception of salary had no influence whatsoever on civil servants' motivation. This does not mean that salary is not important in the civil service. Indeed, it is not considered as a motivator, but no judgment is made on its role as a hygiene factor.

### **5.3.3 The Relationship between Transformational Leadership and Job Satisfaction**

The third objective is to examine the relationship between transformational leadership with job satisfaction. According to previous chapter, it is showed that there is correlation between transformational leadership with job satisfaction. It was apparent that this study accepts the H3.

According to Bushra et. al. (2011), transformational leaders help their followers to have the capacity to become the ones who are productive, innovative, creative and adaptable to various environment condition and directly it will increase job satisfaction level.

A possible explanation for the result is that when employees regard their leaders as more transformational they become more satisfied with their jobs. Since transformational leaders motivate their followers to perform beyond expectations and transmit a sense of mission and intellectual stimulation, it seems reasonable that transformational leadership could intrinsically foster more job satisfaction.

### **5.3.4 The Relationship between Workplace Environment and Job Satisfaction**

The forth objective is to examine the relationship between workplace environments with job satisfaction. According to previous chapter, it is showed that there is correlation between workplace environments with job satisfaction. It was apparent that this study accepts the H4.

This finding is consistent with Bakotic and Babic (2013), that the workers who work under difficult working conditions, working condition is an important factor for job satisfaction, so workers under difficult working conditions are dissatisfied through this factor. Chandrasekar (2011) proposed that an organization needs to pay attention to create a work environment that enhances the ability of employees to become more productive in order to increase profits for organization.

The finding shows that there is a strong relationship between workplace environments with employee job satisfaction. A possible explanation for the result is that good working environment increases employee loyalty, level of commitment, efficiency and effectiveness, productivity, and also develops a sense of ownership among employees which ultimately increases the satisfaction of the employees as well as organizational effectiveness.

To improve satisfaction of employees working under difficult working conditions, it is necessary for the working conditions. This will make them equally satisfied with those who work under normal working condition and in return overall performance will increase. Hence, for the success of organization, it is vital to maintain healthy work environment which will satisfy the public sector employees.

#### **5.4 Implication of the Study**

In order to improve the satisfaction of the employees, management can consult the employees before decision making to seek their suggestions. In order to

rectify that the management has to encourage their employees to experiment new methods and try out creative ideas in boosting their job satisfaction which will results a positive impact on their performance. The management has to organize more training and development programs in assisting them in receiving a required level of knowledge or skill and surely will increase the satisfaction towards their job. Since most of the employees are not satisfied with the monetary benefits, the management has to consider this as a serious issue and try to give more salaries according to their years of experience as well as improving their physical working environment.

The management must take an active role in not only defining the physical environment of the workplace and making it conducive for workers but also alter the management style to suit the employees. Creating a good work environment in which employees are productive is essential to increase the productivity of the organizations.

### **5.5 Limitation of the Study**

As this study is focusing the public sectors employees, the sample size is one of the limitation. There is limited sample size and lack of geographical coverage to seek for wider range of data as the data is only obtained from three departments in Kedah. Therefore, this sample size might not accurately represent all the public sectors employees in Malaysia.

In additional, the limitation of using survey questionnaires will make the results to be biased and inaccurate because some of respondents confused with the questions that distributed. Furthermore, different people will have different view

of grading for the Likert scale. So, this will also directly affected the results. Besides, due to the time, financial, and facilities limitation in supporting the researchers to carry out this research, will also influenced the output of this research.

Although there were many limitations, they were not affecting the overall run of this study. The limitations can lay a background for potential future research to better comprehend study of employees job satisfaction in public sectors.

## **5.6 Recommendations for Future Research**

Some recommendations for future research that use to solve the problem based on the limitation of this study is it should be done to more locations in order to reduce the biasness and improve the reliability and accuracy of the data. Thus, the future research can target on a larger sample in other states in Malaysia.

During this study, there were only 147 copies of questionnaire were being collected. Future researchers can develop the traditional questionnaires into online questionnaires in order to get a larger number of respondents. This can be a lot easier and without consuming too much time to reach the respondents. Furthermore, by using the Internet it will save a lot of money and more environmental friendly since it is paperless.

## 5.7 Conclusion

Workplace environment plays a vital role in causing the public sectors employees to satisfy with their job, since compensation is not a sufficient motivator in encouraging the job satisfaction in today's competitive business environment. The ability to attract and motivate employees is very important in order to increase the employees' satisfaction towards their job and will also increase the organizational performance. The top level leader in each department need to figure out what are the factors that can contribute the most in increasing the satisfaction of the employees.

As the need needs of workers in the larger part of organizations are changed (Hersey and Blanchard, 1972), the employers have to know their staff member's current needs and priorities. In addition, they should create conducive environment at work to enhance workers' satisfaction since there appears to be many difference in their needs and behaviours based on demographic factors.

Even there are several factors that can affect employees' satisfaction, at the end of the research, it was realized that workplace environment is the highest contribution in affecting employees job satisfaction in the public sector in Malaysia. Therefore, it is the responsibilities of the organization to provide friendly working environment which will influence the employees to work comfortable and increase the job satisfaction.



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# APPENDIXES



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## APPENDIX 1



### **A STUDY OF RELATIONSHIP BETWEEN TRAINING AND DEVELOPMENT, PAY AND BENEFITS, TRANSFORMATIONAL LEADERSHIP AND WORKPLACE ENVIRONMENT WITH JOB SATISFACTION.**

Dear Mr. /Mrs. /Ms.

Congratulation, you are selected to complete this questionnaire. My name is **Fadila Diana binti Zolkafli**. I am currently conducting a study to investigate 'The Relationship between Training and Development, Pay and Benefits, Transformational Leadership and, Workplace Environment with Job Satisfaction' among the public sectors' employees under the supervision of Dr. Md. Lazim bin Mohd Zin. I am very grateful if you could kindly allocate your time around 5-10 minutes to answer this questionnaire. This study is very important to me as a partial requirement for my postgraduate study. Please take your time and answer all the questions sincerely and accordingly. Your response will be kept strictly confidential and be used solely for the academic purpose. For more information, you can contact me at this number **017-569 5319**.

Your cooperation is highly appreciated. Thank you.

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#### ***KAJIAN HUBUNGAN ANTARA LATIHAN DAN PEMBANGUNAN, GAJI DAN FAEDAH, KEPIMPINAN TRANSFORMASI DAN PERSEKITARAN KERJA DENGAN KEPUASAN KERJA.***

*Tuan/Puan/Encik/Cik,*

*Tahniah, anda terpilih untuk melengkapkan soal selidik ini. Nama saya **Fadila Diana binti Zolkafli**. Saya kini menjalankan kajian untuk menyiasat '**Hubungan antara Latihan dan Pembangunan, Gaji dan Faedah, Kepimpinan Transformasi dan, Persekitaran Tempat Kerja dengan Kepuasan Kerja**' di kalangan pekerja sektor awam di bawah seliaan Dr. Md. Lazim bin Mohd Zin. Saya amat berterima kasih sekiranya anda dapat memperuntukkan masa anda sekitar 5-10 minit untuk menjawab soal selidik ini. Kajian ini adalah sangat penting kepada saya sebagai keperluan separa untuk pengajian pascasiswazah saya. Sila luangkan masa anda dan menjawab semua soalan dengan ikhlas dan dengan sewajarnya. Jawapan anda akan dirahsiakan dan digunakan semata-mata untuk tujuan akademik. Untuk maklumat lanjut, anda boleh menghubungi saya di nombor ini **017-569 5319**.*

**INSTRUCTION:** This questionnaire comprises in six (6) sections. Please answer all the sections faithfully and all the questions given have **NO WRONG or RIGHT ANSWER**. Tick [  $\surd$  ] in the box given

**ARAHAN:** Soal selidik ini mempunyai enam (6) bahagian. Sila jawab semua bahagian dengan jujur dan semua soalan yang diberi **TIDAK MEMPUNYAI JAWAPAN YANG SALAH atau BETUL**. Tandakan [  $\surd$  ] di dalam kotak yang disediakan.

**SECTION A: RESPONDENT PROFILE**  
**BAHAGIAN A: PROFIL RESPONDENT**

A1. Gender (*Jantina*)

Male (*Lelaki*)

Female (*Perempuan*)

A2. Age (*Umur*)

< 20

41 – 50

21 – 30

> 51

31 – 40

A3. Race (*Bangsa*)

Malay (*Melayu*)

Indian (*India*)

Chinese (*Cina*)

Others (*Lain-lain*): \_\_\_\_\_

A4. Marital status (*Status perkahwinan*)

Single (*Bujang*)

Divorced (*Bercerai*)

Married (*Berkahwin*)

Widowed (*Janda/Duda*)

A5. Educational level (*Taraf pendidikan*)

SPM

Masters (*Ijazah Sarjana*)

STPM / Diploma

PhD (*Doktor Falsafah*)

Bachelor degree (*Ijazah Sarjana Muda*)

A6. Years of employment (*Tahun bekerja*)

< 2 years/*tahun*

6 – 10 years/*tahun*

3 – 5 years/*tahun*

> 11 years/*tahun*

A7. Salary (*Gaji*)

< RM 1000

RM 3001 – RM 5000

RM 1001 – RM 3000

More than RM 5000

A8. Position category (*Kategori jawatan*)

Support (*Sokongan*)

Professional (*Kumpulan iktisas*)

Semi-professional (*Separa iktisas*)

**INSTRUCTION:** The following statement is your opinion regarding factors affecting job satisfaction in your organization. Please circle an appropriate answer to indicate to what degree or disagree for each statements.

**ARAHAN:** Pernyataan di bawah mewakili pendapat anda tentang factor-faktor yang dapat mempengaruhi kepuasan kerja dalam organisasi anda. Sila bulatkan pilihan yang tepat bagi menyatakan tahap kesetujuan atau ketidaksetujuan anda bagi setiap pernyataan.

<b>Strongly Disagree (SD)</b>	<b>Disagree (D)</b>	<b>Neutral (N)</b>	<b>Agree (A)</b>	<b>Strongly Agree (SA)</b>
<b>Amat Tidak Bersetuju (SD)</b>	<b>Tidak Bersetuju (D)</b>	<b>Neutral (N)</b>	<b>Bersetuju (A)</b>	<b>Amat Bersetuju (SA)</b>

**SECTION B: TRAINING AND DEVELOPMENT**  
**BAHAGIAN B: LATIHAN DAN PEMBANGUNAN**

NO	ITEMS	SD	D	N	A	SA
B1	Good opportunities for continuing education are available. <i>(Terdapat peluang yang baik untuk melanjutkan lagi pelajaran)</i>	1	2	3	4	5
B2	The necessary training is given to ensure job effectiveness. <i>(Latihan tertentu diberikan untuk memastikan keberkesanan kerja)</i>	1	2	3	4	5
B3	In-service / on-the-job training adequately overcome the skill gaps. <i>(Latihan on-the-job secukupnya dapat mengatasi jurang kemahiran)</i>	1	2	3	4	5
B4	Incompetent employees are identified and provided with the necessary support. <i>(Pekerja yang kurang cekap dikenal pasti dan diberikan sokongan yang wajar)</i>	1	2	3	4	5
B5	Leadership trainings are available. <i>(Latihan kepimpinan disediakan)</i>	1	2	3	4	5

**SECTION C: PAY AND BENEFITS**

**BAHAGIAN C: GAJI DAN FAEDAH**

NO	ITEMS	SD	D	N	A	SA
C1	I am satisfied with my current salary. <i>(Saya berpuas hati dengan gaji semasa saya)</i>	1	2	3	4	5
C2	I am satisfied with my overall level of pay. <i>(Saya berpuas hati dengan tahap keseluruhan gaji saya)</i>	1	2	3	4	5
C3	Size of my current salary is already satisfying <i>(Saiz gaji semasa saya sudah cukup memuaskan)</i>	1	2	3	4	5
C4	I am satisfied with my take-home pay. <i>(Saya berpuas hati dengan gaji yang dibawa pulang oleh saya)</i>	1	2	3	4	5
C5	My organization provide with a good benefit package. <i>(Organisasi saya menyediakan pakej faedah yang baik)</i>	1	2	3	4	5
C6	The value of my benefits is satisfying. <i>(Nilai faedah yang diterima adalah memuaskan)</i>	1	2	3	4	5

C7	I am satisfied with the amount the organization pay towards my benefits. ( <i>Saya berpuas hati dengan nilai yang dibayar organisasi terhadap faedah saya.</i> )	1	2	3	4	5
C8	I received a good number of benefits from my organization. ( <i>Saya menerima bilangan faedah yang baik dari organisasi saya</i> )	1	2	3	4	5

**SECTION D: TRANSFORMATIONAL LEADERSHIP**  
**BAHAGIAN D: KEPIMPINAN TRANSFORMASI**

NO	ITEMS	SD	D	N	A	SA
D1	My supervisor discuss about important values, beliefs and missions regarding my work units. ( <i>Penyelia saya membincangkan tentang nilai-nilai penting, kepercayaan dan misi berkaitan unit kerja saya</i> )	1	2	3	4	5
D2	My supervisor encourages me to make the most of real skills and capacities to the jobs. ( <i>Penyelia saya menggalakkan saya untuk menggunakan kemahiran sebenar dan kapasiti kepada pekerjaan</i> )	1	2	3	4	5
D3	My supervisor challenges me to think about old problems. ( <i>Penyelia saya mencabar saya untuk berfikir tentang masalah-masalah lama</i> )	1	2	3	4	5
D4	My supervisors challenges me to rethink something that I have never questioned before. ( <i>Penyelia saya mencabar saya untuk memikirkan sesuatu yang saya tidak pernah persoalkan sebelum ini</i> )	1	2	3	4	5
D5	My supervisor gives me careful attention on working conditions. ( <i>Penyelia saya memberi perhatian yang teliti kepada keadaan bekerja saya</i> )	1	2	3	4	5

**SECTION E: WORKPLACE ENVIRONMENT**  
**BAHAGIAN E: PERSEKITARAN TEMPAT KERJA**

NO	ITEMS	SD	D	N	A	
E1	My organization is dedicated to diversity and inclusiveness. <i>(Organisasi saya menggalakkan kepelbagaian dan keterangkuman)</i>	1	2	3	4	5
E2	I understand how my work impacts the organization's business goals. <i>(Saya memahami bagaimana kerja saya dapat memberi kesan terhadap matlamat organisasi)</i>	1	2	3	4	5
E3	I am satisfied with the culture of my workplace. <i>(Saya berpuas hati dengan budaya tempat kerja saya)</i>	1	2	3	4	5
E4	My organization operates in a socially responsible manner. <i>(Organisasi saya beroperasi dengan cara yang bertanggungjawab secara social)</i>	1	2	3	4	5
E5	My organization's work positively impacts people's lives. <i>(Kerja-kerja organisasi saya dapat memberi kesan positif terhadap kehidupan manusia)</i>	1	2	3	4	5
E6	My organization has a safe work environment. <i>(Organisasi saya mempunyai persekitaran tempat kerja yang selamat)</i>	1	2	3	4	5

**SECTION F: JOB SATISFACTION**  
**BAHAGIAN F: KEPUASAN KERJA**

NO	ITEMS	SD	D	N	A	SA
F1	I feel positive and up most of the time I am working. <i>(Saya berasa positif dan bertenaga semasa saya bekerja)</i>	1	2	3	4	5
F2	I feel recognized and appreciated at work. <i>(Saya berasa diiktiraf dan dihargai di tempat kerja)</i>	1	2	3	4	5
F3	Work is a real plus in my life. <i>(Kerja adalah nilai tambah yang sebenar dalam hidup saya)</i>	1	2	3	4	5
F4	I am engaged in meaningful work. <i>(Saya sedang terlibat dalam kerja yang bermakna)</i>	1	2	3	4	5
F5	I feel free to do things the way I like at work. <i>(Saya bebas melakukan sesuatu kerja dengan cara yang saya suka di tempat kerja)</i>	1	2	3	4	5
F6	My values fit with the organizational values. <i>(Nilai-nilai diri saya sepadan dengan nilai-nilai organisasi saya)</i>	1	2	3	4	5
F7	I am aligned with the organizational mission. <i>(Saya adalah selaras dengan misi organisasi saya)</i>	1	2	3	4	5

Thank you for completing the questionnaire. I'm really appreciating your cooperation. *(Terima kasih kerana melengkapkan soal selidik ini. Kerjasama anda amat saya hargai)*

**Comments (Komen):**

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## APPENDIX 2

### RESULTS FROM SPSS

#### 1) FREQUENCY

Respondent Profile

#### Statistics

	Gender	Age	Race	Marital Status	Education Level	Years of Employment	Salary	Position Category
N Valid	147	147	147	147	147	147	147	147
Missing	0	0	0	0	0	0	0	0

#### Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	34	23.1	23.1	23.1
Female	113	76.9	76.9	100.0
Total	147	100.0	100.0	

#### Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 21 - 30	23	15.6	15.6	15.6
31 - 40	74	50.3	50.3	66.0
41 - 50	41	27.9	27.9	93.9
> 51	9	6.1	6.1	100.0
Total	147	100.0	100.0	

#### Race

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Malay	142	96.6	96.6	96.6
Chinese	5	3.4	3.4	100.0
Total	147	100.0	100.0	



### Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Single	18	12.2	12.2	12.2
Married	122	83.0	83.0	95.2
Divorced	4	2.7	2.7	98.0
Widowed	3	2.0	2.0	100.0
Total	147	100.0	100.0	

### Educational Level

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SPM	39	26.5	26.5	26.5
STPM / Diploma	54	36.7	36.7	63.3
Bachelor Degree	43	29.3	29.3	92.5
Masters	7	4.8	4.8	97.3
PhD	4	2.7	2.7	100.0
Total	147	100.0	100.0	

### Years of Employment

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid < 2 years	7	4.8	4.8	4.8
3 - 5 years	15	10.2	10.2	15.0
6 - 10 years	46	31.3	31.3	46.3
> 11 years	79	53.7	53.7	100.0
Total	147	100.0	100.0	

### Salary

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid RM 1001 – RM 3000	80	54.4	54.4	54.4
RM 3001 – RM 5000	44	29.9	29.9	84.4
> RM 5000	23	15.6	15.6	100.0
Total	147	100.0	100.0	

**Position Category**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Support	105	71.4	71.4	71.4
Semi-professional	7	4.8	4.8	76.2
Professional	35	23.8	23.8	100.0
Total	147	100.0	100.0	

**2) Descriptive Statistics**

**Statistics**

	Training and Development	Pay and Benefits	Transformational Leadership	Workplace Environment	Job Satisfaction
N Valid	147	147	147	147	147
Missing	0	0	0	0	0
Mean	4.0082	3.4558	3.6531	3.7993	3.8134
Median	4.0000	3.5000	3.8000	3.8333	4.0000
Mode	4.00	4.00	4.00	4.00	4.00
Std. Deviation	.56466	.75721	.58676	.56230	.56888

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### Correlations

		Training and Development	Pay and Benefits	Transformational Leadership	Workplace Environment	Job Satisfaction
Training and Development	Pearson Correlation	1	.311**	.512**	.504**	.397**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	147	147	147	147	147
Pay and Benefits	Pearson Correlation	.311**	1	.316**	.311**	.301**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	147	147	147	147	147
Transformational Leadership	Pearson Correlation	.512**	.316**	1	.621**	.597**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	147	147	147	147	147
Workplace Environment	Pearson Correlation	.504**	.311**	.621**	1	.715**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	147	147	147	147	147
Job Satisfaction	Pearson Correlation	.397**	.301**	.597**	.715**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	147	147	147	147	147

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

### 3) Reliability (Pilot Test)

**Case Processing Summary**

		N	%
Cases	Valid	30	100.0
	Excluded <sup>a</sup>	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

#### i) Training and Development

**Reliability Statistics**

Cronbach's Alpha	N of Items
.726	5

#### ii) Pay and Benefits

**Reliability Statistics**

Cronbach's Alpha	N of Items
.914	8

#### iii) Transformational Leadership

**Reliability Statistics**

Cronbach's Alpha	N of Items
.917	5

#### iv) Workplace Environment

**Reliability Statistics**

Cronbach's Alpha	N of Items
.891	6

#### v) Job Satisfaction

**Reliability Statistics**

Cronbach's Alpha	N of Items
.913	7

#### 4) Reliability (Actual Test)

##### Case Processing Summary

		N	%
Cases	Valid	147	100.0
	Excluded <sup>a</sup>	0	.0
	Total	147	100.0

a. Listwise deletion based on all variables in the procedure.

##### i) Training and Development

###### Reliability Statistics

Cronbach's Alpha	N of Items
.829	5

##### ii) Pay and Benefits

###### Reliability Statistics

Cronbach's Alpha	N of Items
.947	8

##### iii) Transformational Leadership

###### Reliability Statistics

Cronbach's Alpha	N of Items
.871	5

##### iv) Workplace Environment

###### Reliability Statistics

Cronbach's Alpha	N of Items
.889	6

##### v) Job Satisfaction

###### Reliability Statistics

Cronbach's Alpha	N of Items
.903	7

## 5) Regression

**Variables Entered/Removed<sup>b</sup>**

Model	Variables Entered	Variables Removed	Method
1	Workplace Environment, Pay and Benefits, Training and Development, Transformational Leadership	.	Enter

a. All requested variables entered.

b. Dependent Variable: Job Satisfaction

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.743 <sup>a</sup>	.552	.540	.38602

a. Predictors: (Constant), Workplace Environment, Pay and Benefits, Training and Development, Transformational Leadership

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.090	4	6.523	43.773	.000 <sup>a</sup>
	Residual	21.159	142	.149		
	Total	47.249	146			

a. Predictors: (Constant), Workplace Environment, Pay and Benefits, Training and Development, Transformational Leadership

b. Dependent Variable: Job Satisfaction

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.762	.267		2.857	.005
Training and Development	-.030	.069	-.030	-.430	.668
Pay and Benefits	.044	.046	.058	.959	.339
Transformational Leadership	.240	.073	.248	3.280	.001
Workplace Environment	.564	.076	.558	7.432	.000

a. Dependent Variable: Job Satisfaction



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