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**A STUDY ON RELATIONSHIP OF WORKLOAD, REWARDS AND  
CAREER DEVELOPMENT TOWARDS JOB SATISFACTION AMONG  
ACADEMIC STAFF IN PUBLIC INSTITUTION, KEDAH.**



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**UUM**  
Universiti Utara Malaysia

**MASTER OF HUMAN RESOURCE MANAGEMENT**

**UNIVERSITI UTARA MALAYSIA**

**2017**

**A STUDY ON RELATIONSHIP OF WORKLOAD, REWARDS AND CAREER  
DEVELOPMENT TOWARDS JOB SATISFACTION AMONG ACADEMIC  
STAFF IN PUBLIC INSTITUTION, KEDAH.**

**By**

**NUR NABILAH KAMARUN SAMAN**



**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**



**Pusat Pengajian Pengurusan  
Perniagaan**

SCHOOL OF BUSINESS MANAGEMENT

**Universiti Utara Malaysia**

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**MASTER OF HUMAN RESOURCE MANAGEMENT**

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TOWARDS JOB SATISFACTION AMONG ACADEMIC STAFF AT PUBLIC INSTITUTION, KEDAH**

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Tandatangan :  
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Tarikh : **12 DISEMBER 2017**  
(Date)

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## ABSTRACT

Job satisfaction is one of the factors that may influence employee productivity and performance in an organization. The purpose of this project paper is to determine the factors that have a high relationship with job satisfaction among academic staff in a Public Institution in Kedah. It is also helpful to determine which factors that have higher significance toward job satisfaction. For the questionnaire, the total items measured are 27 items. All of the collected data were analyzed using the Statistical Package for Social Science (SPSS) version 22. Moreover, 150 questionnaires were distributed to the academic staff. From this research it clearly showed that workload, rewards and career development have a significant relationship with employee job satisfaction. This study also found that rewards have a higher significant relationship with employee job satisfaction. Future studies are recommended on academic staff who are teaching in private institutions in order to measure another factor that has a highest possibility towards employee job satisfaction.

*Keywords: Job satisfaction, Workload, Rewards, Career Development*

## ABSTRAK

Kepuasan kerja adalah salah satu faktor yang boleh mempengaruhi produktiviti dan prestasi pekerja dalam organisasi. Tujuan kertas projek ini dijalankan adalah untuk menentukan faktor yang mempunyai hubungan yang tinggi dengan kepuasan kerja di kalangan kakitangan akademik di Institusi Awam di Kedah. Ia juga membantu menentukan faktor yang mana lebih tinggi mempengaruhi ke arah kepuasan bekerja. Untuk soal selidik, jumlah soalan yang diukur adalah sebanyak 27 soalan. Selain itu, borang yang telah di isi dianalisis dengan menggunakan versi Pakej Statistik untuk Sains Sosial (SPSS) 22. Selain itu, 150 borang soal selidik telah diedarkan kepada kakitangan akademik. Keputusan dari kajian ini jelas menunjukkan bahawa beban kerja, ganjaran dan pembangunan kerjaya mempunyai hubungan yang signifikan dengan kepuasan pekerjaan. Kajian ini juga menunjukkan ganjaran adalah salah satu faktor yang mempunyai hubungan kait dengan kepuasan bekerja bagi kakitangan akademik. Disarankan, bagi kajian pada masa akan datang untuk mempertimbangkan kakitangan akademik yang mengajar di institusi swasta untuk mengukur faktor lain yang mempunyai kemungkinan tertinggi untuk mempengaruhi kepuasan bekerja dikalangan pekerja.

*Kata Kunci: Kepuasan Kerja, Beban Kerja, Ganjaran, Pembangunan Kerjaya*

## ACKNOWLEDGEMENT

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This thesis would also never have been completed without the support from employees and academic staff of the Public Institution in Kedah whose input in terms of time, energy and professionalism has all been incredible. I would also want to send my deepest gratitude towards my respondents who were willing to help me by answering the questionnaire and giving positive response towards the study. Without them, the data cannot be collected and analyzed further in this study.

Last but not least, I want to send out special thanks to our family and friends for their unconditional love and support during the project. Without encouragement, understanding and help from colleagues, friends and families, I would not have been able to get where I am now.

Nur Nabilah Binti Kamarun Saman  
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# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 INTRODUCTION**

This chapter introduces the research project by explaining the title of the research with references to many journals. This chapter also contains the aim of the study which determined the objectives, hypothesis and also the independent and dependent variables for this research. In addition, this chapter also contains a list of research questions which are related to the research findings. From this chapter, the problem statement which affects the result of the research was determined. Overall, this chapter explains the background of study, problem statement, research objective, research question, research hypothesis, significance of the study and the definitions of terms such as to whom this research is suitable for and the result of the research.

### **1.2 BACKGROUND OF STUDY**

Education is important since we are moving onwards to the era of globalization. Malaysia is one of the countries that provide education services. In Malaysia the higher education sector is operated by Higher Education Institutions (HEIs) which are under the jurisdiction of the Ministry of Higher Education (MOHE). In Malaysia, there are a total of 20 public institutions of which, several have made it to world-class rankings. In the 2012, the Minister of Higher Education has mentioned that there are five public institutions that have been given autonomy in certain academic areas

The contents of  
the thesis is for  
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## APPENDIX A: QUESTIONNAIRE



**UNIVERSITY UTARA MALAYSIA  
OTHMAN YEOP ABDULLAH  
GRADUATE SCHOOL OF BUSINESS**

I am Nur Nabilah Binti Kamarun Saman, Student in Master of Human Resource Management from the University Utara Malaysia are conducting a research **A Study on Effect of Workload, Rewards and Career Development towards Job Satisfaction among Academic Staff at UUM.** I would appreciate if you would complete this questionnaire. I hope you can spare some times and help me in answering several question that I have prepared in order to help my studies. All your information is confidential. Your cooperation is kindly appreciated. Thank You.

Yours Sincerely,

**NUR NABILAH KAMARUN SAMAN**

821912

Master in Human Resources

Othman Yeop Abdullah Graduate School of Business

University Utara Malaysia (UUM), Sintok Kedah



**PART A**

*Please tick (✓) where apply:*

1. GENDER :

**MALE**

**FEMALE**

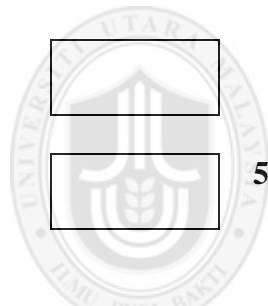
2. AGE :

**25-34**

**35-44**

**45-54**

**55 and over**



**UUM**  
Universiti Utara Malaysia

3. MARITAL STATUS :

**SINGLE**

**MARRIED**

4. EDUCATION LEVEL: \_\_\_\_\_

5. TENURE: \_\_\_\_\_

6. COLLEGE: \_\_\_\_\_

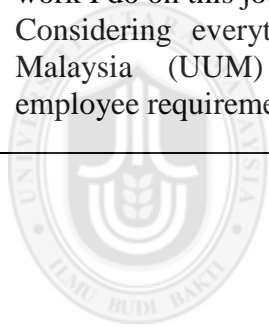
**PART B**

NO		(1)	(2)	(3)	(4)	(5)
<b>WORKLOAD</b>						
1	I am given enough time to do what is expected of me at my job	1	2	3	4	5
2	It seems that I have more work at my job that I can handle	1	2	3	4	5
3	My job requires that me work very hard	1	2	3	4	5
4	There isn't enough time during my regular workdays to do everything that is expected of me	1	2	3	4	5
5	I am rushed in doing my job	1	2	3	4	5
6	I am willing to work after office hours/weekends/public holidays	1	2	3	4	5
7	There has been an increase in my workload in the past year	1	2	3	4	5
8	My responsibility have increased, but my salary remains	1	2	3	4	5
9	The increased workload has negatively affected my family, religious and/or cultural responsibilities	1	2	3	4	5
<b>REWARDS</b>						
10	I receive rewards when I do a good job.	1	2	3	4	5
11	Performance incentives are clearly linked to standards and goals	1	2	3	4	5
12	The performance incentives are meaningful	1	2	3	4	5
13	Organization gives rewards equivalent to your job task	1	2	3	4	5
14	I will be rewarded for achieving organization's goals	1	2	3	4	5
15	My salary level motivates me to stay with my current organization.	1	2	3	4	5
<b>CAREER DEVELOPMENT</b>						
16	Career development is supported through a clear and well executed policy	1	2	3	4	5
17	My employer give me the opportunity to gain wider experience	1	2	3	4	5
18	Advancement opportunities are a adequately distributed	1	2	3	4	5

19	I have opportunity to develop my skills and knowledge	1	2	3	4	5
20	My organization support my personal growth	1	2	3	4	5
21	I participate in the staff review and development scheme	1	2	3	4	5
22	You believe it is important to continue to develop your work skills	1	2	3	4	5

**PART C**

<b>JOB SATISFACTION</b>						
23	I like the kind or work I do.	1	2	3	4	5
24	My work gives me a feeling of personal accomplishment.	1	2	3	4	5
25	I enjoy coming to work.	1	2	3	4	5
26	I am generally satisfied with the kind of work I do on this job.	1	2	3	4	5
27	Considering everything, University Utara Malaysia (UUM) fulfilled the entire employee requirement.	1	2	3	4	5



**UUM**  
Universiti Utara Malaysia

## APPENDIX B: SPSS RESULT

### 1. Demographic Profiles of Respondents

Demographic Factors		Frequency	Percentage
<b>GENDER</b>	Male	59	39.3
	Female	91	60.7
	<b>Total</b>	150	100.0
<b>AGE</b>	25-34 years old	4	2.7
	35-44 years old	75	50.0
	45-54 years old	58	38.7
	55 years old and above	13	8.7
	<b>Total</b>	150	100.0
<b>MARITAL</b>	Single	16	10.7
	Married	134	89.3
	<b>Total</b>	150	100.0
<b>EDUCATION</b>	Master	23	15.3
	PHD/Doctorate	127	84.7
	<b>Total</b>	150	100.0
<b>TENURE</b>	0-5 years	65	43.3
	6-10 years	49	32.7
	11-15 years	16	10.7
	16-20 years	13	8.7
	21-25 years	7	4.7
	<b>Total</b>	150	100.0
<b>COLLEGE</b>	College A	80	53.3
	College B	38	25.3
	College C	32	21.3
	<b>Total</b>	150	100.0

## 2. Reliability Analysis

VARIABLES	ITEMS	CRONBACH'S ALPHA
Workload	<ol style="list-style-type: none"> <li>1. I am given enough time to do what is expected of me at my job</li> <li>2. It seems that I have more work at my job that I can handle</li> <li>3. My job requires that me work very hard</li> <li>4. There isn't enough time during my regular workdays to do everything that is expected of me</li> <li>5. I am rushed in doing my job</li> <li>6. I am willing to work after office hours/weekends/public holidays</li> <li>7. There has been an increase in my workload in the past year</li> <li>8. My responsibility have increased, but my salary remains</li> <li>9. The increased workload has negatively affected my family, religious and/or cultural responsibilities</li> </ol>	0.712
Rewards	<ol style="list-style-type: none"> <li>1. I receive rewards when I do a good job.</li> <li>2. Performance incentives are clearly linked to standards and goals</li> <li>3. The performance incentives are meaningful</li> <li>4. Organization gives rewards equivalent to your job task</li> <li>5. I will be rewarded for achieving organization's goals</li> <li>6. My salary level motivates me to stay with my current organization.</li> </ol>	0.851
Career Development	<ol style="list-style-type: none"> <li>1. Career development is supported through a clear and well executed policy</li> <li>2. My employer give me the opportunity to gain wider experience</li> <li>3. Advancement opportunities are a adequately distributed</li> <li>4. I have opportunity to develop my skills and knowledge</li> <li>5. My organization support my personal growth</li> <li>6. I participate in the staff review and development scheme</li> <li>7. You believe it is important to continue to develop your work skills</li> </ol>	0.817
Job Satisfaction	<ol style="list-style-type: none"> <li>1. I like the kind or work I do.</li> <li>2. My work gives me a feeling of personal accomplishment.</li> <li>3. I enjoy coming to work.</li> <li>4. I am generally satisfied with the kind of work I do on this job.</li> <li>5. Considering everything, University Utara Malaysia (UUM) fulfilled the entire employee requirement.</li> </ol>	0.774

### 3. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.889 <sup>a</sup>	.847	.833	.10134	1.798

- c. Predictors: (Constant), Workload, Rewards, Career Development  
d. Dependent Variable: Job satisfaction

### 4. Anova Table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	52.475	3	14.158	325.815	.000 <sup>b</sup>
	Residual	2.517	56	.061		
	Total	55.992	59			

- a. Predictors: (Constant), Workload, Rewards, Career Development  
b. Dependent Variable: Job satisfaction

### 5. Coefficient Table

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.307	.380		3.441	.001
	WL	.152	.074	.143	2.051	.002
	RW	.168	.059	.242	2.827	.001
	CD	.375	.075	.431	4.967	.000

- a. Dependent Variable: Job satisfaction

## 6. Pearson Correlation Table

Correlations

		WL	RW	CD	JS
WL	Pearson Correlation	1	.844**	.825**	.921
	Sig. (2-tailed)		.000	.001	.000
	N	150	150	150	150
RW	Pearson Correlation	.844**	1	.823**	.879**
	Sig. (2-tailed)	.000		.000	.000
	N	150	150	150	150
CD	Pearson Correlation	.825**	.823**	1	.844**
	Sig. (2-tailed)	.001	.000		.000
	N	150	150	150	150
JS	Pearson Correlation	.921	.879**	.844**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	150	150	150	150

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

