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RELATIONSHIP BETWEEN JOB  
SATISFACTION, INCOME AND LEADERSHIP  
WITH HAPPINESS AT WORK



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**RELATIONSHIP BETWEEN JOB SATISFACTION, INCOME AND  
LEADERSHIP WITH HAPPINESS AT WORK.**

**By**

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**UUM**  
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**Thesis Submitted to  
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Master of Human Resource Management**



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**Nur 'Afifah binti Aris**

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## ABSTRACT

The purpose of the study is to investigate the relationship between job satisfaction, income, leadership and happiness at work among teachers in Penang. Data were collected from 156 teachers from 3 vocational colleges in Penang and were analyzed using Statistical Package for Social Science (SPSS) version 22.0. To answer the objective of this study, Pearson correlation analysis and regression analysis were used. Pearson correlation analysis was performed to identify the correlation between job satisfaction, income and leadership with happiness at work. Besides that, multiple regression analysis was conducted to examine the relationships between independent variables and dependent variable. The findings revealed that job satisfaction, income and leadership have significant contribution to happiness at work among teachers. Implications and recommendation for future research were also discussed in the study.

Keyword: Job satisfaction, income, leadership and happiness at work



## ABSTRAK

Kajian ini dijalankan untuk mengkaji hubungan di antara kepuasan bekerja, pendapatan, kepimpinan dan kegembiraan di tempat kerja dalam kalangan guru di Pulau Pinang. Data telah dikumpul daripada 156 guru di 3 buah kolej vokasional di Pulau Pinang dan dianalisis dengan menggunakan Pakej Statistik Sains Sosial (SPSS) versi 22.0. Untuk menjawab objektif kajian ini, analisis korelasi Pearson dan analisis regresi berganda telah digunakan. Analisis korelasi Pearson telah dijalankan untuk mengenal pasti korelasi di antara kepuasan bekerja, pendapatan dan kepimpinan dengan kegembiraan di tempat kerja. Selain itu, analisis regresi berganda dijalankan untuk menguji hubungan di antara pembolehubah bebas dan pembolehubah bersandar. Dapatan kajian menunjukkan bahawa kepuasan bekerja, pendapatan dan kepimpinan telah memberi sumbangan yang signifikan terhadap kegembiraan di tempat kerja. Implikasi dan cadangan kepada penyelidikan masa hadapan juga telah dibincangkan.

Kata kunci: Kepuasan bekerja, pendapatan, kepimpinan dan kegembiraan di tempat kerja

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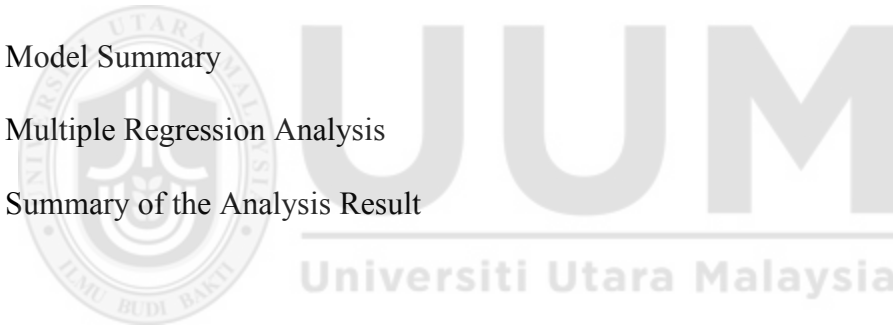
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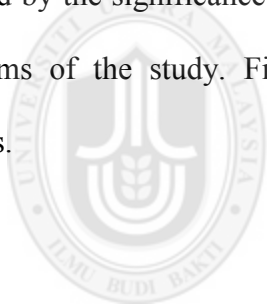
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# CHAPTER 1

## INTRODUCTION

### 1.1 Introduction

This chapter provides a general introduction of the study. The first section introduces the background of the study while the second section presents the problem statement. The third and fourth sections of this chapter present the research questions and the objectives of the study. The scope of the study is presented in the fifth section, followed by the significance of the study. The seventh section presents the definition of key terms of the study. Finally, the final section presents the organization of the chapters.



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### 1.2 Background of the Study

There has been an explosion of research and proselytizing into happiness, optimism and positive character traits (Hosie & Sevastos, 2009). The term “happiness” had been studied and discussed by many scholars and by different areas such as art, philosophy, psychology and science. Fisher (2010) noted that happiness is showed through pleasant moods and positive emotions, subjective well-being and positive attitudes, and in recent years the interest in happiness has extended to workplace. Happiness appears in the form of joy and it is the basic human emotion, thus, feeling happy is crucial to the experience as human (Diener & Diener, 1996). However, not

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## APPENDIX A



**UUM**  
Universiti Utara Malaysia

### CONFIDENTIAL

#### SURVEY QUESTIONNAIRE HAPPINESS AT WORK AMONG TEACHERS

Dear participants,

This study is conducted for a research that aims to examine the factors that influence the happiness at work among teachers. I highly appreciate if you could spare your time to complete this survey. All responses are strictly confidential and anonymous. Your responses will help me in completing this research. If you have any questions regarding this research, you may address them to me at the contact details below.

Thank you for your cooperation and the time taken in answering this questionnaire.

*Saudara/saudari peserta yang dihormati,*

*Kajian ini dijalankan untuk mengkaji faktor-faktor yang mempengaruhi kegembiraan di tempat kerja dalam kalangan guru. Saya amat menghargai jika anda dapat meluangkan masa anda untuk melengkapkan soal selidik ini. Semua jawapan adalah sangat sulit dan tanpa nama. Jawapan anda sangat membantu dalam menyempurnakan kajian saya. Sekiranya anda mempunyai sebarang soalan mengenai kajian ini, anda boleh merujuk kepada saya di butiran nombor di bawah.*

*Terima kasih atas kerjasama dan masa yang anda gunakan untuk menjawab soal selidik ini.*

Yours sincerely/ *Yang ikhlas,*

NUR 'AFIFAH BINTI ARIS (0195679794)  
College Of Business  
Universiti Utara Malaysia  
Master in Human Resource Management

**Section A: The following statement is your opinion regarding happiness at work.**

Instruction: Please circle an appropriate answer to indicate to what degree you agree or disagree for each statement.

*Arahan: Tolong bulatkan jawapan yang menandakan sejauh mana anda bersetuju atau tidak dengan pernyataan tersebut.*

Key:

1 Strongly Disagree (SD) <i>Sangat tidak setuju (SD)</i>	2 Disagree (D) <i>Tidak setuju (D)</i>	3 Neither Agree or Disagree (NA/D) <i>Tidak bersetuju mahupun bersetuju (NA/D)</i>	4 Agree (A) <i>Setuju (A)</i>	5 Strongly Agree (SA) <i>Sangat setuju (SA)</i>
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No	Statement (Pernyataan)	SD	D	NA/D	A	SA
1	My work made me feel happy. <i>Kerjaya saya membuatkan saya gembira.</i>	1	2	3	4	5
2	My work made me feel excited. <i>Kerjaya saya membuatkan saya teruja.</i>	1	2	3	4	5
3	My work made me feel cheerful. <i>Kerjaya saya membuatkan saya ceria.</i>	1	2	3	4	5
4	My work made me feel enthusiastic. <i>Kerjaya saya membuatkan saya bersemangat.</i>	1	2	3	4	5
5	My work made me feel proud. <i>Kerjaya saya membuatkan saya merasa bangga.</i>	1	2	3	4	5
6	My work made me feel content. <i>Kerjaya saya membuatkan saya berpuas hati.</i>	1	2	3	4	5
7	My work made me feel willing. <i>Kerjaya saya membuatkan saya merasa rela.</i>	1	2	3	4	5
8	My work made me feel calm. <i>Kerjaya saya membuatkan saya merasa tenang.</i>	1	2	3	4	5
9	My work made me feel active. <i>Kerjaya saya membuatkan saya merasa aktif.</i>	1	2	3	4	5

10	In my work, I achieve my potential. <i>Dalam kerja saya, saya mencapai potensi diri saya.</i>	1	2	3	4	5
11	In my work, I develop abilities I consider important. <i>Dalam kerja saya, saya membentuk kebolehan yang saya percaya ianya penting.</i>	1	2	3	4	5
12	In my work, I engage in activities that express my skills. <i>Dalam kerja saya, saya terlibat dengan aktiviti yang menunjukkan kemahiran saya.</i>	1	2	3	4	5
13	In my work, I overcome challenges. <i>Dalam kerja saya, saya berjaya mengatasi cabaran.</i>	1	2	3	4	5
14	In my work, I achieve results that I regard as valuable. <i>Dalam kerja saya, saya mencapai hasil yang saya anggap bermakna.</i>	1	2	3	4	5
15	In my work, I advance in the goals I set for my life. <i>Dalam kerja saya, saya bergerak dengan matlamat yang saya tetapkan dalam hidup.</i>	1	2	3	4	5
16	In my work, I do what I really like doing. <i>Dalam kerja saya, saya lakukan apa yang saya suka lakukan.</i>	1	2	3	4	5
17	In my work, I express what is best in me. <i>Dalam kerja saya, saya menunjukkan yang terbaik dari diri saya.</i>	1	2	3	4	5

**Section B: The following statement is your opinion regarding job satisfaction.**

Instruction: Please circle an appropriate answer to indicate to what degree you agree or disagree for each statement.

*Arahan: Tolong bulatkan jawapan yang menandakan sejauh mana anda bersetuju atau tidak dengan pernyataan tersebut.*

Key:

1 Strongly Disagree (SD) <i>Sangat tidak setuju (SD)</i>	2 Disagree (D) <i>Tidak setuju (D)</i>	3 Neither Agree or Disagree (NA/D) <i>Tidak bersetuju mahupun bersetuju (NA/D)</i>	4 Agree (A) <i>Setuju (A)</i>	5 Strongly Agree (SA) <i>Sangat setuju (SA)</i>
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No	Statement (Pernyataan)	SD	D	NA/D	A	SA
1	I feel very comfortable in my work environment. <i>Saya sangat selesa berada dalam persekitaran kerja saya.</i>	1	2	3	4	5
2	I consider my co-workers friends. <i>Saya percaya dengan rakan sekerja saya.</i>	1	2	3	4	5
3	My management regularly acknowledges when I do a good job. <i>Pihak pengurusan selalu menghargai apabila saya melakukan kerja dengan baik.</i>	1	2	3	4	5
4	My values and those of the organization are very similar. <i>Nilai saya dan organisasi juga adalah sangat sama.</i>	1	2	3	4	5
5	I am willing to put in a great deal of effort beyond that normally expected in order to help the organization to be successful. <i>Saya sanggup untuk meletakkan usaha yang lebih dari biasa dalam membantu organisasi untuk lebih berjaya.</i>	1	2	3	4	5
6	I am very proud to tell others that I work for the organization. <i>Saya berbangga untuk memberitahu orang lain bahawa saya bekerja untuk organisasi tersebut.</i>	1	2	3	4	5

**Section C: The following statement is your opinion regarding income.**

Instruction: Please circle an appropriate answer to indicate to what degree you agree or disagree for each statement.

*Arahan: Tolong bulatkan jawapan yang menandakan sejauh mana anda bersetuju atau tidak dengan pernyataan tersebut.*

Key:

1 Strongly Disagree (SD) <i>Sangat tidak setuju (SD)</i>	2 Disagree (D) <i>Tidak setuju (D)</i>	3 Neither Agree or Disagree (NA/D) <i>Tidak bersetuju mahupun bersetuju (NA/D)</i>	4 Agree (A) <i>Setuju (A)</i>	5 Strongly Agree (SA) <i>Sangat setuju (SA)</i>
---	--	---	-------------------------------------	--

No	Statement (Pernyataan)	SD	D	NA/D	A	SA
1	I am happy with my current salary. <i>Saya gembira dengan gaji terkini saya.</i>	1	2	3	4	5
2	I am satisfied with my overall level of pay. <i>Saya berpuas hati dengan keseluruhan tangga gaji saya.</i>	1	2	3	4	5
3	Size of my current salary is sufficient enough to live on. <i>Nilai gaji terkini saya sudah cukup untuk saya gunakan.</i>	1	2	3	4	5
4	The insufficient my take home pay keeps me from living the way I want to live. <i>Gaji bersih yang tidak mencukupi tidak membolehkan saya menjalani kehidupan seperti yang saya inginkan.</i>	1	2	3	4	5



**Section D: The following statement is your opinion regarding leadership.**

Instruction: Please circle an appropriate answer to indicate to what degree you agree or disagree for each statement.

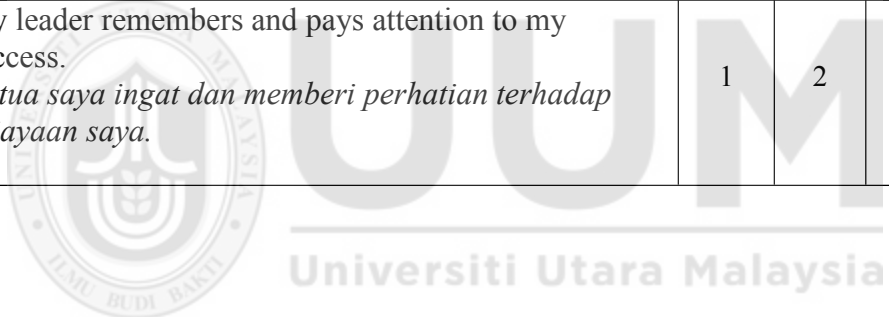
*Arahan: Tolong bulatkan jawapan yang menandakan sejauh mana anda bersetuju atau tidak dengan pernyataan tersebut.*

**Key:**

1 Strongly Disagree (SD) <i>Sangat tidak setuju (SD)</i>	2 Disagree (D) <i>Tidak setuju (D)</i>	3 Neither Agree or Disagree (NA/D) <i>Tidak bersetuju mahupun bersetuju (NA/D)</i>	4 Agree (A) <i>Setuju (A)</i>	5 Strongly Agree (SA) <i>Sangat setuju (SA)</i>
---	--	---	-------------------------------------	--

No	Statement (Pernyataan)	SD	D	NA/D	A	SA
1	Fair administration. <i>Pentadbiran yang adil.</i>	1	2	3	4	5
2	My leader takes big role in creating and developing working team. <i>Ketua saya mengambil peranan yang besar dalam mebina dan membentuk pasukan kerja.</i>	1	2	3	4	5
3	My leader provides shared understanding among staff. <i>Ketua saya menyediakan perkongsian pemahaman antara staf.</i>	1	2	3	4	5
4	My leader makes staff aware of school's vision and mission. <i>Ketua saya memastikan staf sedia maklum mengenai visi dan misi sekolah.</i>	1	2	3	4	5
5	My leader engages in 2-way transparent communication in the school. <i>Ketua saya menggunakan dalam komunikasi secara telus di sekolah.</i>	1	2	3	4	5
6	My leader creates motivation so that staffs work efficiently. <i>Ketua saya membina motivasi agar staf bekerja dengan cekap.</i>	1	2	3	4	5

7	My leader promotes creative mind so that staffs are enthusiastic at work. <i>Ketua saya menggalakkan pemikiran yang kreatif supaya staf lebih bersemangat di tempat kerja.</i>	1	2	3	4	5
8	My leader can bring out staffs' potential so that they work efficiently. <i>Ketua saya berkebolehan mengeluarkan potensi staf agar mereka dapat bekerja dengan lebih efektif.</i>	1	2	3	4	5
9	My leader is dedicated to both staffs and school. <i>Ketua saya berdedikasi terhadap staf dan juga sekolah.</i>	1	2	3	4	5
10	My leader promoted decentralization of power among staffs. <i>Ketua saya menggalakkan desentralisasi kuasa dalam kalangan staf.</i>	1	2	3	4	5
11	My leader remembers and pays attention to my success. <i>Ketua saya ingat dan memberi perhatian terhadap kejayaan saya.</i>	1	2	3	4	5



### Section E: Demographic Questions

Please tick (✓) on the answers and fill in where necessary.

*Sila tandakan (✓) pada jawapan dan isikan di mana yang perlu.*

1. Gender :  Male  Female  
*Jantina Lelaki Perempuan*

2. Age : ..... years

*Umur : ..... tahun*

3. Race :  Malay  Indian   
*Chinese Melayu India Cina*  
*Bangsa Melayu India Cina*  
 Others please state \_\_\_\_\_  
*Lain-lain sila nyatakan*

4. Marital status :  Single  
*Status Perkahwinan Bujang*  
 Married with no children  
*Berkahwin, tiada anak*  
 Married with children  
*Berkahwin, mempunyai anak*  
 Divorced  
*Bercerai*

5. Highest level of education :  SPM or equivalent  
*Pendidikan tertinggi Sijil Pelajaran Malaysia dan setara*
- Diploma or equivalent  
*Diploma dan setara*
- Bachelor's degree and equivalent  
*Ijazah Sarjana Muda dan setara*
- Master's Degree or equivalent  
*Ijazah Sarjana dan setara*
- Doctoral's degree and equivalent  
*Ijazah Kedoktoran dan setara*

6. Income :  RM 1500-2500  
*Pendapatan*
- RM 2501-3500
- RM 3501-4500
- RM4501 and above

Thank you for the cooperation.

Terima kasih atas kerjasama anda.

## APPENDIX B

### Frequencies Table

#### Statistics

		Gender	Age	Race	Marital Status	Highest level of education	Income
N	Valid	156	156	156	156	156	156
	Missing	0	0	0	0	0	0

#### Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	63	40.4	40.4	40.4
	Female	93	59.6	59.6	100.0
Total		156	100.0	100.0	

**Age**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	26.00	9	5.8	5.8	5.8
	27.00	5	3.2	3.2	9.0
	28.00	5	3.2	3.2	12.2
	29.00	5	3.2	3.2	15.4
	30.00	4	2.6	2.6	17.9
	31.00	5	3.2	3.2	21.2
	32.00	5	3.2	3.2	24.4
	33.00	5	3.2	3.2	27.6
	34.00	8	5.1	5.1	32.7
	35.00	6	3.8	3.8	36.5
	36.00	3	1.9	1.9	38.5
	37.00	4	2.6	2.6	41.0
	38.00	14	9.0	9.0	50.0
	39.00	10	6.4	6.4	56.4
	40.00	4	2.6	2.6	59.0
	41.00	5	3.2	3.2	62.2
	42.00	2	1.3	1.3	63.5
	43.00	6	3.8	3.8	67.3
	44.00	2	1.3	1.3	68.6
	45.00	8	5.1	5.1	73.7

46.00	4	2.6	2.6	76.3
47.00	4	2.6	2.6	78.8
48.00	5	3.2	3.2	82.1
49.00	1	.6	.6	82.7
50.00	7	4.5	4.5	87.2
51.00	7	4.5	4.5	91.7
52.00	2	1.3	1.3	92.9
53.00	3	1.9	1.9	94.9
54.00	2	1.3	1.3	96.2
55.00	1	.6	.6	96.8
56.00	3	1.9	1.9	98.7
57.00	2	1.3	1.3	100.0
Total	156	100.0	100.0	

**Race**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Malay	142	91.0	91.0	91.0
Chinese	11	7.1	7.1	98.1
Indian	3	1.9	1.9	100.0
Total	156	100.0	100.0	

### Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Single	25	16.0	16.0	16.0
Married with no children	21	13.5	13.5	29.5
Married with children	109	69.9	69.9	99.4
Divorced	1	.6	.6	100.0
Total	156	100.0	100.0	

### Highest level of education

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Diploma or equivalent	10	6.4	6.4	6.4
Bachelor's degree and equivalent	129	82.7	82.7	89.1
Master's degree and equivalent	17	10.9	10.9	100.0
Total	156	100.0	100.0	



**Income**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	RM1500-RM2500	7	4.5	4.5	4.5
	RM2501-RM3500	22	14.1	14.1	18.6
	RM3501-RM4500	33	21.2	21.2	39.7
	RM4501 and above	94	60.3	60.3	100.0
	Total	156	100.0	100.0	



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## APPENDIX C

### Descriptive Statistics

Descriptive Statistics

	N	Range	Mean	Std. Deviation	Variance
Happiness at Work	156	2.59	4.0189	.45166	.204
Job Satisfaction	156	2.83	3.9882	.48715	.237
Income	156	3.00	3.5881	.56569	.320
Leadership	156	2.82	3.7791	.52919	.280
Valid N (listwise)	156				



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## APPENDIX D

### Reliability Test (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) Happiness at Work

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.949	.950	17

## ii) Job Satisfaction

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.856	.859	6

## iii) Income

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.854	.860	4

## iv) Leadership

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.959	.962	11

## APPENDIX E

### Reliability Test (Actual Test)

**Case Processing Summary**

		N	%
Cases	Valid	156	100.0
	Excluded <sup>a</sup>	0	.0
	Total	156	100.0

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

#### i) Happiness at Work

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.945	.945	17

## ii) Job Satisfaction

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.849	.851	6

## iii) Income

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.748	.800	4

## iv) Leadership

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.945	.945	11

## APPENDIX F

### Pearson r-Correlation Test

#### Correlations

		Happiness at Work	Job Satisfaction	Income	Leadership
Happiness at Work	Pearson Correlation	1	.667**	.402**	.629**
	Sig. (2-tailed)		.000	.000	.000
	N	156	156	156	156
Job Satisfaction	Pearson Correlation	.667**	1	.376**	.604**
	Sig. (2-tailed)	.000		.000	.000
	N	156	156	156	156
Income	Pearson Correlation	.402**	.376**	1	.388**
	Sig. (2-tailed)	.000	.000		.000
	N	156	156	156	156
Leadership	Pearson Correlation	.629**	.604**	.388**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	156	156	156	156

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

## APPENDIX G

### Multiple Linear Regression

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

Model	Variables Entered	Variables Removed	Method
1	Leadership, Income, Job Satisfaction <sup>b</sup>		Enter

a. Dependent Variable: Happiness at Work

b. All requested variables entered.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.732 <sup>a</sup>	.536	.527	.31062

a. Predictors: (Constant), Leadership, Income, Job Satisfaction



**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.953	3	5.651	58.568	.000 <sup>b</sup>
	Residual	14.666	152	.096		
	Total	31.619	155			

a. Dependent Variable: Happiness at Work

b. Predictors: (Constant), Leadership, Income, Job Satisfaction

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

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.060	.229		4.619	.000
	Job Satisfaction	.395	.066	.426	6.025	.000
	Income	.091	.049	.114	1.873	.063
	Leadership	.280	.061	.328	4.615	.000

a. Dependent Variable: Happiness at Work