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**PHYSICAL WORKING CONDITION, LEADERSHIP STYLE AND COMPENSATION  
AND ITS EFFECT ON TEACHERS' JOB SATISFACTION OF  
SEKOLAH AGAMA RAKYAT (PEOPLE'S RELIGIOUS SCHOOL), KEDAH**



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**UNIVERSITI UTARA MALAYSIA**

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AND ITS EFFECT ON TEACHERS' JOB SATISFACTION OF  
SEKOLAH AGAMA RAKYAT (PEOPLE'S RELIGIOUS SCHOOL), KEDAH.**

**By**



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Thesis Submitted to  
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## ABSTRACT

Employee job satisfaction is very important not only to employee himself but also to the organization. There are many researches were done to study on this field and the factors contributed. The purpose of this study is to determine the effect of physical working condition, leadership style and compensation and its effect on teachers' job satisfaction in *Sekolah Agama Rakyat @ SAR*( People's Religious School) in Kedah. To attain the objective, quantitative method was used and data were collected through questionnaire among teachers in 28 *Sekolah Agama Rakyat@ SAR* in Kedah. 300 questionnaires were distributed and 200 questionnaires returned constituted 66.67% response rate. This study utilize reliability analysis, descriptive statistic, normality test, linearity test, Pearson correlation and regression analysis to examine the relationship between variables. The result show physical working condition have a great influence to job satisfaction. Leadership style also contribute in attain job satisfaction among teachers at *Sekolah Agama Rakyat@ SAR*Negeri Kedah. Furthermore, compensation also give impact to job satisfaction of teachers at *Sekolah Agama Rakyat@ SAR* Negeri Kedah. The study finding also shows that, compensation have a very strong relationship to job satisfaction among the teachers. All these element need to be taken into consideration by *Jabatan Hal Ehwal Agama Islam Negeri Kedah @ JHEAIK* in enhancing job satisfaction among teachers at *Sekolah Agama Rakyat @ SAR* Negeri Kedah.

Keywords:Physical job satisfaction, Leadership style, Compensation, Job satisfaction.

## ABSTRAK

Kepuasan kerja pekerja adalah sangat penting bukan sahaja kepada pekerja itu sendiri tetapi juga kepada organisasi. Terdapat banyak kajian yang telah dijalankan untuk mengkaji kepuasan kerja pekerja dan faktor faktor yang menyumbang kepada kepuasan kerja pekerja. Tujuan kajian ini dijalankan adalah untuk mengetahui kesan persekitaran fizikal pekerjaan, corak kepimpinan dan pampasan terhadap kepuasan kerja para guru di Sekolah Agama Rakyat @ SAR Negeri Kedah. Untuk mencapai objektif kajian, kaedah kuantitatif digunakan dan data dikumpul melalui borang kaji selidik yang diserahkan kepada guru guru Sekolah Agama Rakyat @ SAR Negeri Kedah. 300 borang kaji selidik telah diedarkan dan sebanyak 200 atau 66.67% borang kaji selidik berjaya dikutip kembali. Kajian ini menggunakan *reliability analysis, descriptive statistic, normality test, linearity test, correlation and regression* untuk mengkaji hubungan diantara pembolehubah. Daripada analisi yang dbuat, didapati persekitaran fizikal pekerjaan mempengaruhi kepuasan kerja pekerja. Corak kepimpinan jugak turut mempengaruhi kepuasan kerja di kalangan guru Sekolah Agama Rakyat @ SAR Negeri Kedah .Melalui dapatan kajian ini juga, didapati pampasan mempunyai hubungan yang sangat kuat dan signifikan terhadap kepuasan kerja para guru. Sehubungan itu, pihak jabatan Hal Ehwal Agama Islam Kedah @ JHEAIK seharusnya mempertimbangkan ketiga tiga pembolehubah ini dalam usaha meningkatkan lagi kepuasan kerja para guru di Sekolah Agama Rakyat @ SAR Negeri Kedah.

Kata kunci: Persekitaran fizikal pekerjaan, Corak kepimpinan, Pampasan, Kepuasan kerja

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# CHAPTER ONE

## INTRODUCTION TO THE STUDY

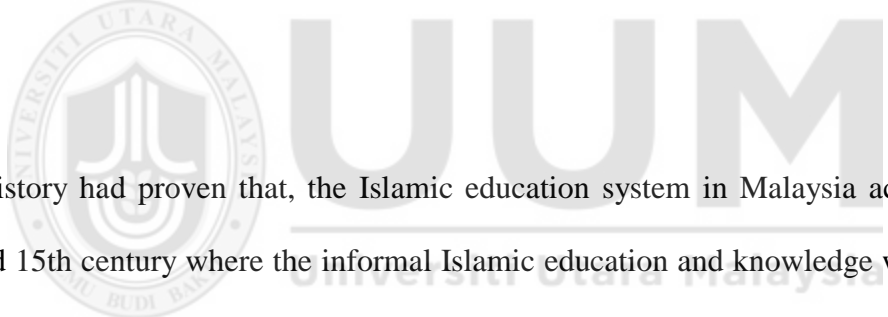
### 1.1 Introduction to the Study

This chapter is the introduction for the study and will provide an overview of the background of the study, problem statements, research questions, research objectives, significant of the study, definition of key terms and organizational of the study.

### 1.2 Background of the Study

Education in Malaysia (known as Tanah Melayu until 16th Sept 1963) started away before the British came and colonized Tanah Melayu. It started when the Muslimtraders from Saudi Arabia and India came to Southeast Asia including Tanah Melayu for trading and spread the Islam knowledge to the local people. During that time, education in Tanah Melayu was held in mosque, palace, Islamic center and "*pondok*" (known as *Pesantren* or *Pondok Pesantren* in Indonesia. It is an Islamic boarding school )and it focus on Islamic education. During this time, the main objective of learning is to have an educated person ( knowledgeable about Islam) with a high moral value. This system of education change after British came and colonized Tanah Melayu. They introduced a new vernacular education system where three major race in Tanah Melayu during that time, Malay, Chinese and Tamil have their own school. During this time, there are four types

of school in Tanah Melayu, which is Malay School (Islamic school), Chinese Vernacular School, Tamil Vernacular School and English Vernacular School. The main objective of this system is to build a huge gap between each race. Then, after Tanah Melayu gain his independent and free from the any colonial, the Malaysian education system then reorganize and rearrange. Razak Report (1956) and Rahman Talib Report (1960) were used as fundamental in drafting the National Education Policy as stated in the National Education Act 1961. The aim of this policy is to achieve national unity in multiethnic society besides increase the spirit of patriotism, to produce skilled manpower for Malaysia development and to extend the policy of democratization of education in order to balance all aspects of education to rural and urban areas.



The history had proven that, the Islamic education system in Malaysia actually started around 15th century where the informal Islamic education and knowledge were taught in mosque and palace before this system change to formal education in "*rumah tok guru*" and keep expanding around 19th century where "*pengajian pondok*" system were introduced. (Salleh, 1997). The revolution in education systems give impact to "*pengajian pondok*" until it change to formal Islamic education system (*nizami* system) and named as "*sekolah agama*". The beginning of "*sekolah agama*" shows a very rapid improvement and expansion due to high demand from the community which realize the importance of religious knowledge to the new generation.

The high demand for "*sekolah agama*" had led to the existing variety of "*sekolah agama*" such as *Sekolah Menengah Kebangsaan Agama ( SMKA )*, *Sekolah Agama Rakyat ( SAR )*

and *Maahad Tahfiz*, which have been managed by different management. This education revolution had faced a lot of challenges like the crisis and decline especially in *Sekolah Agama Rakyat (SAR)*. Malaysian government took an aggressive action to overcome this matter by providing special allowance to supply text books to the students and salary to the teachers. Besides, the Malaysian government also help *SAR* which unable to continue its operation by take over *SAR* by phases and rebrand it as "*Sekolah Menengah Kebangsaan Agama (SMKA)*". According to the cabinet report, the acquisition process start in 1977 and the result of this process, Dr. Mahathir Mohamad as Education Minister successfully acquired 11 *SAR* and convert it to *SMKA*. ("Majalah Massa bil 413," 2003).

The high demand for the Islamic school make people realize that Islamic education institution among the key factors or the fundamental in creating a harmonize and civilize community. Even though family institution is the main actors in crafting the future generation, but the roles of teachers at Islamic school cannot be denied. They are the second person after family who has a strong influence in crafting the future generation. The personality of future of the teenagers mostly influenced by their teachers since most students admire their teachers.

Teachers are considered as the pulse of a school. Teachers are the reason why a building being call as school. Teachers in *SAR* still play the same roles as teachers in public school. They need to train ,educate, guide and help the student in term of their academic, co curriculum and also in their life experience. Being teachers in this era is not as easy as



being teachers in year 60's or 70's. In this millennium era, with all information and entertainment are easily accessible, just a click away can give all the information needed without any limitation and border, being teachers nowadays is really challenging and to teachers to achieve job satisfaction is really hard. This study will discuss on the factors that give influence to teachers' job satisfaction by focus on teachers in SAR Negeri Kedah.

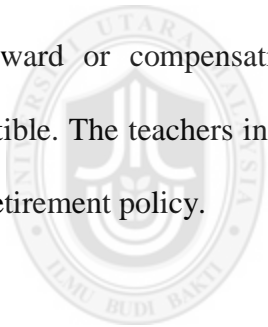
### **1.3 Problem Statement**

Employees are the key element for an organization. They play the important role in the organization performance. Organization which can stand for a long period mostly has a policy that really comfort their employee and will motivate their employee to perform at their very best. Employee need to feel that they are important and needed by the organization. When that level of feeling is achieve, they will give their very best for the organization. As an employee, job satisfaction is very important. Job satisfaction will reflect in the employee performance. An employee with high job satisfaction will show good performance compared those who didn't attain their job satisfaction. As for teachers, their job satisfaction can be seen from their student performance (Neena Banerjee,2017). Teachers job satisfaction is very important since they are the group of people who responsible in crafting the future generation who one day will lead this world.

There are many researches of job satisfaction that had been done by the previous researcher but most of the research focus on the government school where most of it got a complete facilities and teaching aids to help the teacher in the teaching process. The finding of the previous research shows a significant relationship between dependent variables ( job satisfaction ) and independent variables (physical working condition, leadership style and remuneration ). Brill (1992), estimates that improvements in the physical working design may result in a 5-10 percent increase in employee productivity. Stallworth and Kleiner (1996), argue that increasingly an organization's physical layout is designed around employee needs in order to maximize productivity and satisfaction.

There are a positive and significant relationship between physical working conditions towards job satisfaction among America's teachers (Perie, Marianne, Baker, David.P, 1997). Ashraf (2008) shows that leadership and job satisfaction are interlinked since leadership style help in process of job satisfaction among employees by providing a motivating atmosphere. In the study done by Busu (2009) also shows a significant relationship between leadership style and job satisfaction among teachers in rural area. Nacear Jabnon Chan Yen Fook (2001) shows there is a significant relationship between compensation and job satisfaction among teachers in Selangor. Ngimbudzi (2009) also shows a significant result in the effect of compensations towards job satisfaction among secondary school teachers in Tanzania.

The teachers in public school are given training and course before they start their profession as a teacher. Besides, public school also usually have a very conducive ambience where not only students but also teachers feel comfort during the teaching process. All the equipment, facilities and teaching material mostly up to date and the teachers in public school are being equipped with latest technology in order to help them in their teaching process. Other than that, the leader or top management in public school trained well on how to handle their staff. In public school, the top management provided and guided with the SOP @ standard of procedure in handling their staff and the must obey the SOP without any prejudice .All issues that arise need to be handle based on the rules and regulation as instructed by the Education Ministry of Malaysia. Nevertheless, the reward or compensation policy offered in public school is something that is irresistible. The teachers in public school enjoy a lot of allowance, increment and a very well retirement policy.



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Teachers at *SAR* have a different side of story. Working in *SAR* is not the same as working in public school. Even their job mostly similar to the public school teachers, but being teachers in *SAR* is not as lucky as being a teacher in public school. As teachers in *SAR*, they faced a lot more challenges. Based on my observation and interview with the principal of *SAR* in Kulim, Kedah and *SAR* in Baling, Kedah, I found that there are a lot of weaknesses in many aspect in *SAR*. The physical working condition which as not as conducive as public school, where the facilities and the teaching aids are not as complete as the public school. Most of their building, facilities, equipment's not followed the

Ministry of Education guidelines. Some of their facilities and equipment contributed by NGO's or individual donors and the rest were bought SAR themselves in used furniture stores. It is quite rare for SAR to buy a brand new equipment due to their economic condition. Besides, they also did not have a standard policy in recruiting teacher. This problem continue when there are two authority that allowed to recruit teacher. Some teachers in SAR Negeri Kedah are employed by the State Government of Kedah and supervised by Jabatan Hal Ehwal Agama Islam Negeri Kedah (*JHEAIK*) while the rest appointed and paid by the school board itself.

Due to this, the teachers in SAR comes from variety of education background and even some of them did not have any certificate to proof their qualification. The compensation for both categories are different. Example, teachers appointed by *JHEAIK* enjoy salary based on their qualification and their salary followed salary of public school teacher. Still, teachers in SAR cannot enjoy the allowances and the promotion as public school teachers. For teachers appointed by the school board, their salary is fixed by the school board themselves. For both categories, their position is as a contract teachers and need to be renew every year. Teachers with the same qualification, same work load but being paid with different amount of money will effect job satisfaction among the teachers.

All 28 principles of SAR in Kedah have a certificate to justify their qualification. Most of them graduate in Islamic courses from university in Malaysia and overseas.

This will rise the issue of leadership since most of the principles and top management in *SAR* are not well trained regarding management and leadership. Besides, in *SAR*, mostly the school is inherited from their elders. Sometimes this monarchy style brings biases to the employees when something relate to their family. So that, this study will focus on the relationship between the physical working condition, leadership style, and compensation and its effect to job satisfaction among teachers at *SAR* Negeri Kedah.

#### **1.4 Research Questions**

1. Does physical working condition influenced job satisfaction among teachers at Sekolah Menengah Agama Rakyat Negeri Kedah ?
2. Does leadership style influenced job satisfaction among teachers at Sekolah Menengah Agama Rakyat Negeri Kedah ?
3. Does compensation influenced job satisfaction among teachers at Sekolah Menengah Agama Rakyat Negeri Kedah?

## 1.5 Research Objectives

1. This study attempts to examine the effect of physical working condition to job satisfaction among teachers at Sekolah Menengah Agama Rakyat Negeri Kedah.
2. This study attempts to examine the effect of leadership style to job satisfaction among teachers at Sekolah Menengah Agama Rakyat Negeri Kedah.
3. This study attempts to examine the effect of compensation to job satisfaction among teachers at Sekolah Menengah Agama Rakyat Negeri Kedah.

## 1.6 Significance of The Study

In theory, this study will help in better understanding about *SAR* in Kedah as another option of education especially for those who choose to study in Islamic and Arabic stream. This study also will provide more information to the existing data about job satisfaction among the teachers specifically those teaching in *SAR* Negeri Kedah. Practically, the finding of this study will help *JHEAIK* and school board of *SAR* Negeri Kedah in providing a better physical working condition, leadership style and compensation to their teachers in order to help the teachers to achieve their job satisfaction. Teachers' job satisfaction is very important to the school because it will affect teacher's level of motivation thus automatically reflect their student's achievement. Besides, it also will help Jabatan Hal Ehwal Agama Islam Negeri Kedah (*JHEAIK*) in better understanding teacher's need in the school and how they can help in boost the motivation among the teachers. Other than that, *JHEAIK* can use this finding in set up the criteria of the teachers to suite the condition of *SAR* Negeri Kedah.

## 1.7 Definition of Key Terms

Table 1.1  
*List of Definition of Key Terms*

<b>TERM</b>	<b>DEFINITION</b>
<b>SAR @ Sekolah Agama Rakyat</b>	A school which manage by private and focus on Islamic Education as well as academic education. The government interference are less.
<b>Jabatan Hal Ehwal Agama Islam Kedah (JHEAIK)</b>	State Government Islamic body that manage all matters relate to Muslim and Islam in Kedah.
<b>Physical working condition</b>	Refers to the surroundings within which somebody works, taking into account aspects such as temperature, air quality, lighting, safety, cleanliness, and noise (Bloomsbury Business Library).
<b>Compensation</b>	Sum of direct benefits (such as salary, allowances, bonus, commission) and indirect benefits (such as insurance, pension plan, vacation ) that employee receives from an employer (BusinessDictionary.com).

Table 1.1 (Continued)

TERM	DEFINITION
<b>Leadership style</b>	The behavioral patterns that a leader adopt to influence the behavior of his followers, i.e. the way he gives directions to his subordinates and motivates them to accomplish the given objectives (Business Jargons.com).
<b>Job Satisfaction</b>	Job satisfaction is a measure of how happy an individual is with his or job. An employee who is happier with his/her job is supposed to be more satisfied. This in turn contributes to the overall efficiency at the job and good quality of work (www.mbaskool.com).



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## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

There is an increasing understanding of how factors that influence job performance in the work place especially in Malaysian public schools. This chapter is devoted to the literature dependent variable, job satisfaction and three independent variable, physical working condition, leadership style and compensation.

#### **2.2 Review of the related literature**

This section seeks to review past related studies in the areas of physical working condition, compensation, leadership styles on employee job satisfaction.

##### **2.2.1 Physical Working Condition**

An essential view of physical workplace is the physical area where somebody works. Such a place can run from a home office to a substantial office building or a manufacturing plant. Physical working conditions may contrast starting with one firm then onto the next. They are firmly identified with the work procedure, and rely on upon

the different plans of the work premises. It is essential to keep a sheltered, solid and convenience environment as it adds to work productivity and the prosperity. Haynes (2008), clarify the idea of the physical environment by separating natural conditions into four measurements. The measurements are physical conditions (temperature, light, commotion, air quality and so on), space (arrange, design, security), ergonomics (work-station, controls) and style (shading, quality). This likewise upheld with other review, for example, DAMVAD and expert group, (2011) list indicators to measure a decent physical work space like physical condition, light, commotion, temperature, high redundancy of movement, work includes synchronous lifting and problematic development/situating and work includes static load on muscles as identifiable work environment while introduction as creation or utilization of specific chemicals, involvement with smoke, dirt, fumes (skin contact/breathing/eye contact), generation utilizing specialized tools and machine, work incorporates danger of tumbling from high and work incorporates hazard as reasons for mischance and injury. ( Lars Foldspanget *al.*, 2014).

The physical work space of the worker additionally ought to incorporate the general wellbeing and security of the worker including the identifiable working environment and reasons for accident and disease. (Lars Foldspang et. al, 2014). In the event that the physical workplace is not defended, there might be some bad consequences for the venture and its laborers. Accident because of a poor workplace are very common, particularly in creating nations. Therefore, there is regularly lost life and extraordinary enduring with respect to the laborers and many man-days lost with respect to the business. In addition, individuals can't work when they are diverted by not having the

capacity to breath, hear and see legitimately. People respond contrastingly to various stimuli, (some being to a great degree delicate to sound, others more touchy to temperature), however the most vital considers accomplishing wellbeing and comfort are air quality, temperature, overall comfort, noise and lighting (Autum, 2005).

### **2.2.2 Leadership style**

Proper leadership style facilitated with outer inspiration can enhance work execution, work advancement and occupation fulfillment and subsequently prompt to accomplishing both individual and hierarchical goals (Moghaddam, Shokouhi, Baneshi, Nakhaei, and Afshar, n.d.) Authority: leadership issues have dependably been a generally talked about point. It had raised intrigue and pulled in the consideration of numerous students of history, rationalists, scientists or researchers who wish to investigate the genuine significance of administration (Bass, 1990). Smolders (1978) additionally expressed that leadership is a standout amongst the most watched and slightest comprehended marvels on earth (Awan and Mahmood, 2010).

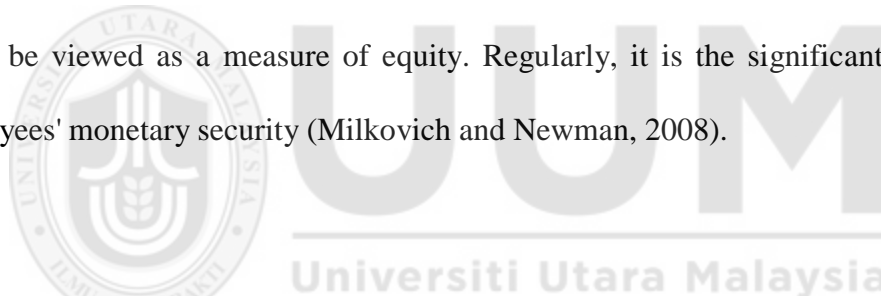
Leadership is one of the basic and imperative calculates upgrading a hierarchical execution (Riaz and Haider, 2010). Pioneers in any association are relied upon to do errands with restricted assets to the most extreme level so as to keep up the aggressive edge and to maintain productivity position of the association (Riaz and Haider, 2010). Authority was likewise cited by different scientists as the significant components keeping in mind the end goal to protect and enhance an association upper hand among its rival

(Zhu *et al.*, 2005; Rowe, 2001; Riaz and Haider, 2010). As per Kotter (1999), leadership is about setting a heading or building up a dream without bounds together with the important systems for delivering the progressions expected to accomplish this vision. Another meaning of leadership by Bennis and Nanus (1985) and Hamidifar (2010) is "leadership is an impact relationship among pioneers and devotees to perform in such an approach to achieve a characterized objective or objectives". Leadership thusly is a vital component for the achievement of an organization, paying little mind to its inclination of exercises, benefit or philanthropy orientated, private or government connected associations.

### **2.2.3 Compensation**

Compensation comes in various name such as pay, remuneration, reward, salary, etc. Compensation also has been characterized in an assortment of ways. In english, "Compensation" is characterizes as something that offsets, or compensates for something else's. In any case, on the off chance that we take a gander at the cause if the word in various dialects, we can get a feeling of the extravagance of the importance, which consolidates qualification, return, and reward (Atul, Matt and George, 2002; Mark, 2002; Mansour, Peter, Mary, and Robert, 2006). In Japanese, Compensation is characterizes as "*kyuyo*", which is comprised of two separate character (*kyu* and *yo*), both signifying "giving something". In addition, in China, the customary characters for "compensation" depend on the images for logs and water; Compensation gives the necessities in life (Milkovich and Newman, 2008).

As indicated by Deluca (1993) and Rajkumar (1996), compensation is characterizes as reward, salary, or pay and wage administration. These terms are regularly utilized reciprocally as a part of organization. In an organiation viewpoint, compensation is regularly characterizes as a critical human asset administration work where it accentuates arranging, sorting out, and controlling different sorts of compensation frameworks. For instance, immediate and circuitous installments, money related and non-fiscal rewards and money and non-money installments, those compensation is utilized for compensating employees who perform in their work or administration (Noe, Hollenbeck, Gerhart and Wright, 2007). In this examination, compensation alludes to all types of monetary returns and unmistakable administrations workers get as a major aspect of business relationship. It can be viewed as a measure of equity. Regularly, it is the significant wellspring of employees' monetary security (Milkovich and Newman, 2008).



Zhou, Qian, Henan and Lei (2009) expressed that compensation gives aggressive base pay levels important to draw in and hold ability and adjusts for everyday obligations performed at completely adequate level or more. Chen and Brian (2004) suggest that the sorts of compensation ordinarily contain the accompanying segments base pay, extra time pay (OT), rewards, commissions, the dollar estimation of limited stock honors and picks up from practicing investment opportunities, benefit sharing, etc.

#### **2.2.4 Job satisfaction**

Job satisfaction has been characterized as an apparent relationship between what one needs from one's occupation and what one sees it as offering (Lund, 2003). Jones and George (2004) stretch that occupation fulfillment is the gathering of sentiments and convictions that employees have about their employments. It is about somebody's passionate introduction towards his occupation. Actually, a man's employment fulfillment which is measured by knowing how good his psychic and social qualities is with employment conditions, is a metric to measure his profession execution (Kosteas, 2009).

As it were we can state that if work gives the individual fancied conditions, he will be fulfilled yet in the event that employment does not give him coveted fulfillment and bliss, the individual begins to accuse his employment and will leave the occupation if conceivable (Fisher and Hana). As indicated by Brayfield (1984) Barnett and Karson (1987) and different specialists, employment is discussable from two purpose of perspectives; attitudinal and motivational. For example, Hellgrill, Slokam and Woodman characterize work fulfillment as a general input of individual's to his employment or profession while some others characterize it as a positive and agreeable enthusiastic state which is brought about by his employment experience and his disposition towards work (Sbati, 2005).

Workers' general state of mind toward his or her employment is likewise alluded as occupation fulfillment (Rezaiean *et al.*, 2010). It is a vital sympathy toward business as it is trust that a fulfilled employees will probably appear for work, have more elevated amounts of execution and will remain with an association (Robbins *et al.*, 2010). On the other hand, job satisfaction is likewise alluded to one's inspirational mentality on his or her doled out assignments or occupation (Daft, 2010).

Like authority, job satisfaction has been generally considered by specialists and scholars in different associations substance, ventures or calling in the most recent four decades (Currivan, 1999) (Lund, 2003). Specialists and scholars from various landmasses have been attempting to investigate and create different components and hypotheses on employment fulfillment. This incorporates the investigation of relationship between employment satisfaction and association factors, for example, execution, attachment, hierarchical duty, age and sexual orientation, ventures and authoritative environment (Lund, 2003).

### **2.2.5 Physical working condition and job satisfaction**

In this segment, we might want to perceive how critical the physical working condition towards job satisfaction. In this review, job satisfaction will allude to three qualities, which are energy, commitment and retention. To build workers who really have those elements, an organization or business must deal with each perspective that will influence indirectly or directly in the short or even long time. Among the initial step that the


business can note is that when new employment sessions are run, firm ought to know total of individuals are keen on working with the organization and number of individuals that know the foundation of the organization. This could be the answer regarding the public perception towards the organization. In the event that many are keen on working with that organization, this implies the organization has highlights that it can provide a decent environment to employees. This is just the start.

The workplace could change at any time due people, equipment and other physical arrangements could be shifted to or from existing work area. Employer ought to get all the tools required by workers to perform their job and enough space to work productively. Employees should feel comfortable in their physical space, without going overboard on comfort, to complete their task. If there are barriers to productivity that can be changed, especially without any cost to the firm, employer or management should consider it. People share a common need to be valued and rely on relationships to nurture, develop and satisfy that need.

Fulfilling that need attains sustainable engagement. A workplace that supports visibility, interaction and collaboration nurtures the “relational aspects of the work experience” by instilling a sense of community that leads to a “sense of feeling valued and involved.” A work environment should inspire and support daily interactions and experiences for employees (Kuhr, 1999).



An organization's physical surroundings and its plan and design can influence employees' behavior in the work environment. Brill (1992), estimate that enhancement in the physical plan of the working environment may bring about a 5-10 percent expansion in employee productivity thus increase their satisfaction. Stallworth and Kleiner (1996) contend that undeniably an organization's physical format is outlined around worker needs keeping in mind the end goal to expand productivity and satisfaction. As indicated by a 2012 report by Engage for Success, buildings and the physical work environment form the larger context within which the other contextual factors operate, suggesting that a physical change such as that achieved by a deep energy retrofit increases employees' physical comfort and health, creating a context conducive to employee engagement and job satisfaction.



Past research done by A.R. Ismail, N. Jusoh, R. Zulkifli, K.Sopian and B.M. Deros (2009) demonstrated that 80% of the example agreed that the impact of physical workplace (comfort level, temperature) affects the satisfaction. It is bolstered by Brenner (2004), who are affirmed that the efficiency and satisfaction of employee inside an organization will be relies on upon the states of their workplace. The review uncovered that the comfort in workstation decides the level of productivity and satisfaction of employees. Employee's efficiency can't be ideal, if the states of workplace are not positive. Kaplan and Aronoff, (1996) and Schiller, Bauman and Benton (1988), accentuated that temperature in the workplace implies the level of hotness and coldness in the work environment where the employees invest their energy and time to carry out their occupation consistently.

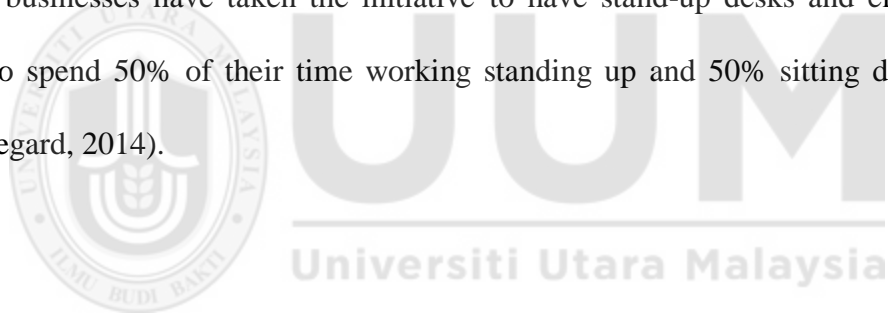
Another review in 2007 found that lighting and gears influence thermal comfort (overheating), which thus influences employee work execution. Indeed, even changes in comfort over a single floor of an office building can prompt to varieties in work execution. It sounds obvious (and in actuality, it ought to be): in the event that you feel excessively hot or excessively icy at work, your execution, engagement and satisfaction will suffer (Miller, 2014).

Physical workplace (comfort level, temperature), likewise significantly will impact strength of the employees. In what manner will it influence the employees' productivity and satisfaction? It can really be measured based on the rate of the work productivity per Celsius in the physical workplace in the organization. Niemela et.al, 2002, demonstrated the outcomes is quite reliable where they are demonstrating a normal relationship of a 2% decrement in work execution per Celsius when the temperature is over 25 Celsius. Moreover, it has been found that a low temperature has a connection to the execution of manual tasks given by the management.

A review by Cornell University teacher Alan hedge found that making an office setting excessively chilly could expand botches by organization staff. In addition, great air quality is a vital and regularly ignored component of a solid indoor environment. A decent working environment to draw in the employees will concentrates particularly on air quality in respect to smoking, vehicle fumes, and office cleaning. K. Chandrasekar (2011), discover office space is one of the main physical element that impact the

employee's performance at the work place took after by furniture and furnishing, storage of material and interior surface. In a review (Asid, 1999), employees and their directors were asked about the important of physical workplace condition.

Employees clarify the effective utilization of space and having a workstation that allows them to work efficiently as the most important aspects of the work environment. Recent studies have demonstrated that sitting more than 6 hours a day is bad for our health, increasing our blood pressure and putting us at greater risk of diabetes, obesity, depression, certain types of cancer and an aggravating factor to existing chronic illnesses. Some businesses have taken the initiative to have stand-up desks and encourage their staff to spend 50% of their time working standing up and 50% sitting down. (Marion Beauregard, 2014).



#### **2.2.6 Leadership style and job satisfaction**

Several reviews have been directed in the training calling (Silins and Mulford, 2002; Blogler, 2002; Rossmiller, 1992). For example, consider by Silins and Mulford (2002) has uncovered abnormal state of educator fulfillment and learning in educational systems where transformational leadership is executed. Also, some past examination on educator's occupation fulfillment uncovered that absence of successful authority aptitudes had contrarily influenced instructors' employment fulfillment as in Blogler (2002) think about. Encourage observational reviews, for example, the review did by Rossmiller (1992) uncovered that instructors' impression of principals' transformational leadership

abilities has huge effect on educators' occupation fulfillment and frequently presumed that standards of the school honing transformational authority will probably cultivate and improve work fulfillment among educators, as contrast with those standards who are not transformative in their administration styles.

Ejimofor (2007) additionally directed a review to examine the relationship between educators' view of principals, transformational authority aptitudes and instructors, work fulfillment in two vast local government areas in a city of southeastern Nigeria. Members included 518 optional educators and 48 principals and the aftereffect of the review likewise affirmed that instructors, observation on principals, transformational leadership abilities have considerable and huge effect on educators, work fulfillment.

Hamidifar (2010) likewise led comparable review on the relationship amongst administration and employee occupation fulfillment at Islamic Azad University 16 branches in Tehran, iran. 400 polls have been conveyed utilizing irregular testing strategy and 386 finished. The aftereffect of the review is observed to be steady with other comparable reviews which demonstrated the huge positive impact of transformational authority considers on employee occupation fulfillment. This review attempted by Hamidifar (2010) additionally demonstrated that there is noteworthy negative impact of free enterprise leadership on subordinates' occupation fulfillment.

Walumbwa *et al.* (2004) has directed a review on the relationship between transformational authority and work results utilizing a specimen of 402 employees in China and India in the managing an account and back areas. The outcome has again shown a positive relationship between transformational authority and employment fulfillment and also authoritative duty. Choi *et al.* (2007) found that transformational authority of the athletic executive in game field was connected with head mentors' benevolent conduct, powerful responsibility and occupation fulfillment.

Another review was additionally cited from Yusof and Shah (2008) think about in the game association and found that athletic chief practicing transformational administration had prompted to more noteworthy employment fulfillment among head mentors. In another late review by Burton and Peachey (2009) in the comparable field, the outcome uncovered that transformational leadership of the athletic chief was emphatically connected with fulfillment with the pioneer and transformational pioneers was favored paying little mind to the sexual orientation of the pioneers (Wells and Peachey, 2010).

### **2.2.7 Compensation and job satisfaction**

In today's globalizes world, organization are confronting changes created by expanded rivalry, mergers and acquisitions, moving markets and changing worker socioeconomics (Chen and Hsieh, 2006). In this way, it is urgent for organization to focused, arranges their advantage and keeping in mind the end goal to draw in suitable ability, expand return on human capital and increment workers work fulfillment. A key part for an

effective hierarchical mediation is the seriousness of the intercession to the worker. One intercession that might be significant to numerous workers is the measure of their pay and advantages increment (Mayuri and Mark, 2005).

Compensation and advantages is a capable communicator of authoritative objectives and needs and organizations that hope to be effective must make employee get to be accomplices in their prosperity (Shuster and Zingheim, 1993). Pam (2007) watches that employee pay can be a touchy subject, and individuals get exceptionally energetic when attempting to decide the most fitting compensation get ready for any business. These days, numerous human resource related concerns should be tended to, however similarly critical comprehends the budgetary parts of employee pay and advantages. In this manner, compensation and advantages assume a vital part in an organization.

As per the overview report directed by the society for Human Resource Management (2009), they found that remuneration and advantages would influence employees' job satisfaction. In the study report, pay and advantages are frequently among the main three components influencing employee job satisfaction. From here, no doubt compensation and advantages have a positive association with the workers' job satisfaction. In this manner, it is best to offer them an aggressive compensation and benefits, or decrease the crevice between employees' compensation desires and bosses' offers (Ime, 2009).

In view of the study report led by the society for Human Resource Management (2009), compensation has stayed one of the main three job satisfaction angles most vital to employees. In this manner, we can conclude that the impact of compensation towards workers' job satisfaction is critical and self-evident. Here, there are a few reviews can demonstrate this announcement. As indicated by a few expert, compensation and job satisfaction are decidedly connected with each other. Souza (2000) watches that compensation is an indicator of job satisfaction. Moreover, employees who were paid exceptionally demonstrated a more prominent job satisfaction (Joanne, 1980). These are unequivocally confirmations to demonstrate the relationship amongst compensation and worker job satisfaction.

Here, there are a few research can demonstrate this announcement. Uppal (2005) utilizes a measure contained the quantity of incidental advantages workers get and finds this is emphatically identified with employment fulfillment. Plus, employment fulfillment has ascended while benefits fulfillment has raised. Vigorous advantages offering consolidated with viable advantages instruction could enhance laborers' general advantages fulfillment, which may convert into more prominent occupation fulfillment (Metlife, 2008). All these are intense evidences to demonstrate the relationship amongst advantages and employees' employment fulfillment.

In synopsis, many examines from various industry have been given into the field of the impact of compensation and advantages towards work fulfillment among college

employees'. In spite of the fact that the consequences of the writing audit are somewhat extraordinary, the positive relationship amongst compensation and advantages and employees job satisfaction is as yet being called attention to.

### **2.3 Underpinning Theory**

Herzberg's theory is a relevant theory to support this study. Herzberg's theory takes a different perspective on what motivates (satisfies) or de-motivates (dissatisfies) someone. Herzberg's theory define the opposite of satisfaction is no satisfaction. Basically, Two Factor Theory is a concept of motivators and hygiene factors. Motivators are things that cause employee to feel motivated. Hygiene factors do not make us feel motivated or demotivated, they are just there. However, if a hygiene factor is missing an employee will feel demotivated. Kahn (1990), also relates to job satisfaction.

In Herzberg's theory, working conditions is one of hygiene factor. An employee's basic need is a good workplace. According to Raziq & Maulabakhsh (2015), bad working conditions restrict employees to portray their capabilities and attain full potential. This doesn't necessarily having big workspace, expensive chair and updated interior design mean good working conditions, just a reasonable adequate space to work in, ergonomics chairs and desks that conform to health and safety standards. An employee receiving reasonable physical working environment will motivated every time they come at work, but if their physical working environment is lacking such as using broken chair and old computer they will become demotivated. Feeling unconformable and unsecure during



office hours or handling tools will be distraction to employee's productivity. This situation will result the decreasing of their enthusiasm at work, lacking of passion and indirectly affect to the job satisfaction. This is supported by Bakotic & Babic (2013) where they found that to improve satisfaction of employees working under difficult working conditions, it is necessary for the management to improve the working conditions. This will make them equally satisfied with those who work under normal working condition and in return overall performance will increase.

Meanwhile, leadership style also can be classified in hygiene factors in Herzberg's Theory. As an employee, they deserved to be treat fairly and equally. Having a good leader also influence the satisfaction feeling to the employee. Wise decision should be made by the top management in selecting and appointing someone to the role of supervising. This is supported by Rajiv, Dubinsky, and Anderson (2003) where they used self-determination theory in the context three of employee motivation as influenced by leadership styles. Rajiv et al. found that how employees perceived leadership styles of their administrator determined their level of motivation toward their work.

Being a leader is difficult and requires someone with a good leadership skill and the ability to treat the employees fairly. There should also be positive feedback and a set means of evaluating or appraising employees. A conflict among leader - employee or unfair treatment from supervisor or leader will cause no satisfaction of job among employee.

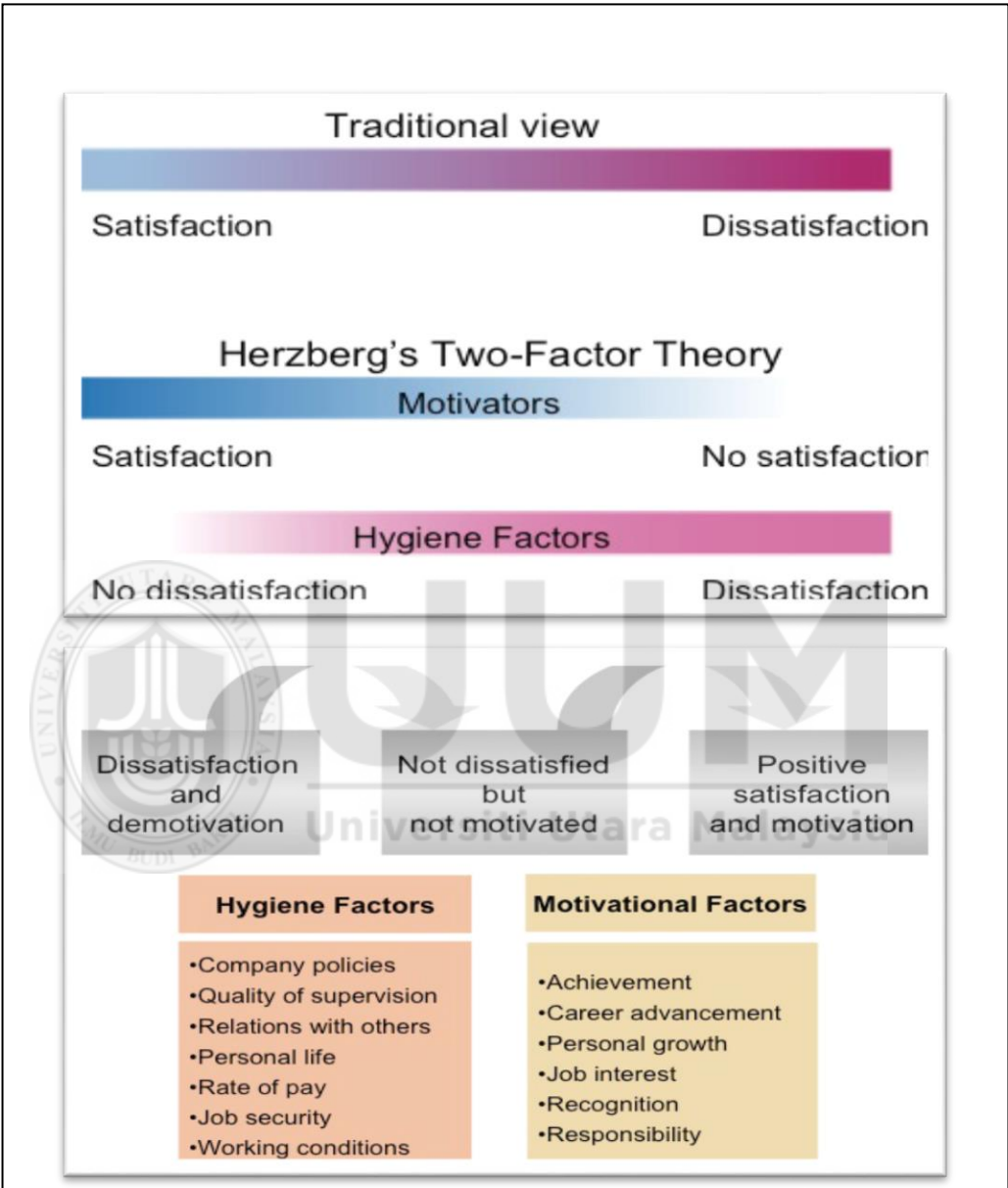


Figure 2.1  
*Herzberg's Two-Factor Theory*

## CHAPTER 3

### METHODOLOGY

#### 3.1 Introduction

This chapter presents a description of the research design and methodology used in this study. It also provides an overview of the research, an explanation of the instrument selected for data gathering, the population and sample and also the survey procedure used.

#### 3.2 Research framework

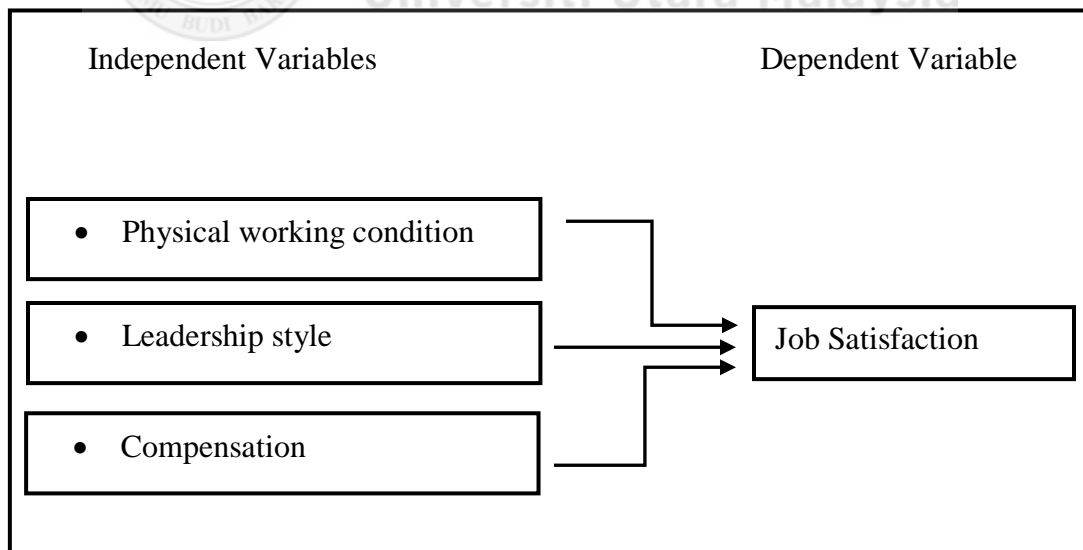


Figure 3.1  
*Research framework*

### **3.3 Hypotheses development**

Based on the foregoing review of past studies, the following alternate hypotheses can be formulated.

#### **3.3.1 Alternate hypothesis**

1. H<sub>1</sub> There is a positive relationship between physical working condition and teachers job satisfaction
2. H<sub>2</sub> There is a positive relationship between leadership style and teachers job satisfaction
3. H<sub>3</sub> There is a positive relationship between compensation and teachers job

#### **3.4 Research design**

According to Polit *et al* (2001) research design is "the researcher's overall for answering the research question or testing the research hypothesis". Research design tell the details of work which need to be done to complete the study. Research design will ensure all the data collected and evidence obtained enable us to answers all question that rise in the research as unambiguously as possible. Obtaining relevant evidence entails specifying the type of evidence needed to answer the research question, to test a theory, to evaluate a program or to accurately describe some phenomenon. In other words, when designing research we need to ask: given this research question (or theory), what type of evidence is needed to answer the question (or test the theory) in a convincing way. Research design `deals with a logical problem and not a logistical problem' (Yin, 1989: 29).In explaining

nature of certain relationships, hypothesis testing is usually used (Cavana *et al.*, 2001). The unit of analysis will be the individual unit where a field survey will be carried out in a non-contrived setting to collect cross sectional quantitative data, aggregate the data, and subsequently analyze the data. For this study, the research design is designed to investigate whether there is significant and positive relationship between physical working condition, leadership style and compensation towards job satisfaction among teachers at SAR.

### **3.4.1 Type of study**

This research will focus on the factors that significantly influence job satisfaction among teachers at SAR. Descriptive method will be used to approach the research question. Descriptive method is considered as the best since this research area had been studied by many researchers before and as such most of the variable is already identified and present in their studies. As this study have is proceeded using the variable adopted from previous studies and conducted it on a new population, new sample and locations to see if there are a different result that occur if its performed on new environment, descriptive study is the most ideal methods to analyze the research.

The relationship between dependent variables and independent variable will be examine by testing the hypothesis. Testing hypothesis may be accomplished with both, qualitative and quantitative technique (Sakaran, 2003). Quantitative method were used for this study

as it's an effective methods to obtain many response in the shortest time frame possible. Besides, quantitative method is a frequently used technique in education and behavioral sciences for collection of data ( Isaac& Micheal,1990). As the subject of this study is considered as general uses and knowledge among the populations, it doesn't require the sample to have a high comprehension on the studied subjects but instead are able to provide the reply based on their own experiences and opinions on the subjects. As this study intends to identify the factors of job satisfaction, obtaining high number of data is able to help it generalized the results within the population it studies on. As such this study decided to use quantitative method to perform the study.

This study uses correlation in nature because the primary objective is to identify the variable that most influence job satisfaction among teachers at *SAR* and to see how they correlate with each other. Based on Isaac & Micheal (1990), the purpose of the correlation study is to investigate the relationship to which variations in one factor correspond with variations to one or more factors based on correlation coefficient. This correctional study was conducted cross-sectionally, meaning that all study variables were measured at the same point of time.

### **3.4.2 Sources of data**

For this research, 2 types of data collection will be used, the primary data collection and the secondary data collection. Both of these data will be used in order to obtain new data to answer the research questions and hypothesis (primary data) as well as to identify

related past studies that can better clarify this study and guide its progress (secondary data).

### **Primary data**

The primary data collected by using a set of questionnaire with structured questions and answered that have been prepared beforehand in order to identify how respondents perceived each of the factors that are under study. These questionnaires were distributed as printed paper distribution. *JHEAIK* will endorse a letter of appointment to the researcher to enable the researcher to get the required data and information needed easily from the teachers in *SAR*. The reason this study chooses to utilize questionnaire as its tool to gather data is because, questionnaire is able to gather a large amount of response from the sample within the limited time while also permit the data to be analyzed and interpreted faster compared to other methods such as interview, direct observing and focus group which usually take more time and complex by nature. Primary data also collected from the interview which were done with the *JHEAIK* Officers.

### **Secondary data**

Most of the secondary data in this study is obtained from various journals, articles and theses from the internet particularly from database sites such as Ebsco Hosts, Emerald Journal, Academia.Edu, Google Scholar and Pro Quest. These database sites have helped the study to locate necessary and related information in the shortest time.

### **3.4.3 Unit of analysis**

The unit of analysis in this research are the various factors that affect job satisfaction among teachers. The focus factors are physical working condition, leadership style and compensation. These 3 element are the main focus of the analysis of the factors influence job satisfaction among teachers at SAR Negeri Kedah.

### **3.4.4 Population frame**

The population of this study is all teachers who is working at SAR. There are 28 SAR in Kedah with 385 teachers actively working.

### **3.4.5 Sample & sampling technique**

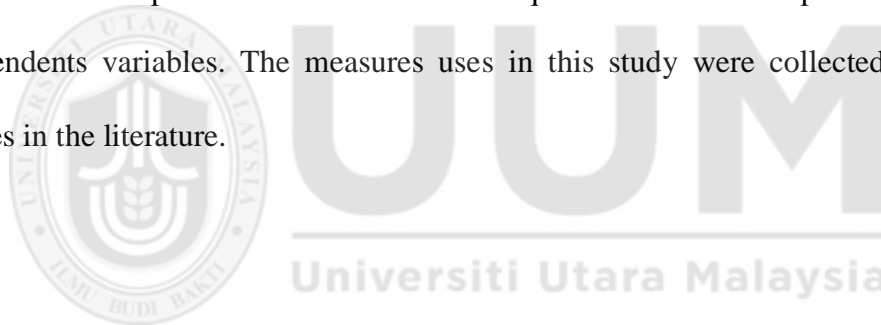
Sample design and sampling size are crucial because a proper sampling design and size help the researcher to build a conclusion that would reflect the population as a whole. The sample size can be determine by referring to Krejcie and Morgan Table. The sampling technique that was used is simple random sampling. The questionnaire was distribute to each SAR in Kedah and the Principle of that particular SAR helped in distributed to teachers at his school. The sample selected based on their own willingness to participate.



### 3.5 Measurement

To ensure the research is conducted efficiently and effectively, the details of the procedures of collecting the information are needed in conducting the study in order to solve the problem. Job Satisfaction is the dependent variable for this study and physical working condition, leadership style and working condition as independent variables.

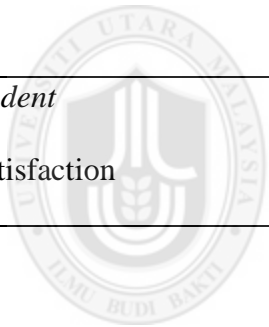
The questionnaire were built with 5 sections, section A to section E. Section A is the items about demographic background like age, gender, years of service and education level. Section B up to section E are the list of question about the dependent variable and independents variables. The measures uses in this study were collected from various sources in the literature.



The five-point Likert scale is used to measure the variable. A rating scale from 1 to 5 is used. ( 1- strongly agree, 2 - agree, 3 - neutral, 4 - disagree, 5 - strongly disagree ). The respondent will select their choice of answer based on the five-point scale. Table 3.1 shows the summary of the measurement used;

Table 3.1  
*Measures of the study*

<b>Variables</b>	<b>Sources</b>	<b>No of items</b>
<i>Independent</i>		
Physical working condition	Louis & Smith (1990)	6
	NCES (1997)	
Leadership style	Northhouse,G.( 2012)	8
Compensation	NCES (2003)	8
<i>Dependent</i>		
Job satisfaction	Spector, P.E (1994)	8



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### 3.5.1 Job Satisfaction

The dependent variable ( Job Satisfaction ) is measured using 8 item measurement with five-point Likert Scale as shown in table 3.2

Table 3.2  
*Item constituting The Job satisfaction*

Variable	Items
Job Satisfaction	<ol style="list-style-type: none"><li>1. Overall, I am satisfied with my job.</li><li>2. The goals of this organization are clear to me.</li><li>3. All in all, I am satisfied with the members in my work group.</li><li>4. Considering my skills and level of education that I have, I am satisfied with my pay and benefit that i get in this organization.</li><li>5. Most people in this organization are satisfied with the job that done now.</li><li>6. Communication seems good within this organization.</li><li>7. There are few rewards for those who work here.</li><li>8. I feel that my job is meaningful.</li></ol>

### 3.5.2 Physical Working Condition, Leadership Style And Compensation

The independent variables consist of physical working condition, leadership style and compensation. This 3 variables were also measure using Likert Scale as shown in table 3.3.

Table 3.3  
*Items Constituting Physical Working Condition*

Variable	Items
Physical Working Condition	<ol style="list-style-type: none"><li>1. School facilities and resources most effect my willingness to keep teaching at my school.</li><li>2. There is an atmosphere of trust and mutual respect within the school.</li><li>3. The school is committed to help every student learn.</li><li>4. Teachers and staff work in a school environment that is clean and well maintained.</li><li>5. I am satisfied with the school's physical environment.</li><li>6. The teaching material are enough and accessible</li></ol>

Table 3.4  
*Items Constituting Leadership Style*

Variable	Items
Leadership Style	<ol style="list-style-type: none"> <li data-bbox="789 380 1341 562">1. School leadership helps clarify the specific meaning of the school's mission in terms.</li> <li data-bbox="789 600 1341 743">2. School leadership encourage the development of the school norms supporting openness to change.</li> <li data-bbox="789 764 1341 907">3. School leadership promotes an atmosphere of caring and trust among staff.</li> <li data-bbox="789 928 1341 1016">4. School leadership facilitate effective communication among staff.</li> <li data-bbox="789 1037 1341 1180">5. School leadership provides moral support by making me feel appreciated for my contributions.</li> <li data-bbox="789 1201 1341 1344">6. School leadership at m school is very active in securing resources to facilitate instruction.</li> <li data-bbox="789 1365 1341 1507">7. The management regularly brings the instructional issues to the school for discussion.</li> <li data-bbox="789 1528 1341 1671">8. Important decisions made in this school will be presented to the students, teachers and administration.</li> </ol>



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Table 3.5  
*Items Constituting Compensation*

Variable	Items
Compensation	<ol style="list-style-type: none"> <li>1. I make a considerable amount of money on my job.</li> <li>2. I am satisfied with my pay relative to other employees outside this organization with similar job.</li> <li>3. I am rewarded fairly considering the responsibilities I have.</li> <li>4. Overall, the rewards I receive in this school are quite fair.</li> <li>5. The monthly salary is sufficient to meet all important expenses.</li> <li>6. I feel comfortable with my future income.</li> <li>7. I am satisfied with bonuses I receive from my employer.</li> <li>8. I am not attending to look for another well paying teaching job in another school.</li> </ol>



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### **3.6 Data collection procedure**

For this research, questionnaire survey is the main tool in collecting primary data from the respondents. questionnaire is the most effective in cost and the facts of anonymity among respondents that will lead to more open and truthful respond. The questionnaire were distribute to the teachers at SAR ( target respondent ) by the researcher in help from the principle of each SAR in Kedah and then, the answered questionnaires then personally collected by the researcher. the questionnaire were prepared in both language, English and Malay.

Before the questionnaire distributed, researcher do ask a permission from the *JHEAIK* to conduct the research. There were 300 sets of questionnaire distributed from 26 March 2017 until 30 April 2017. Due to some technical problems, only 200 answered questionnaire were manage to be collected and the final collecting was on September 2017.

### **3.7 Data analysis technique**

All the answered questionnaire will undergo few procedure to check the data accuracy and consistency. Besides, the data from the questionnaire also being coded to enable for data analysis using Statistic Package for the Social Science 20 (SPSS 20).

Secondly, data analysis continued with examination and presentation of the demographic profile of respondents using descriptive statistic. Descriptive analysis is the transformation of the raw data into the form that will make them easy to understand and interpret.

Third, the reliability test will be done using Cronbach's Alpha Testing. Based on Sekaran (2003), Cronbach's Alpha is the most well accepted reliability test mechanism applied by social researcher. Cronbrach measure;

1. reliability less than 0.6 considered poor
2. reliability in the range 0.7 is considered to be acceptable
3. reliability more than 0.8 are considered to be good

Fourth, normality test were done to check the skewness and kurtosis are normal or otherwise not. Referring to Thabachnick and Fidell (1996), the value of skewness and kurtosis below critical value of 3.3 are accepted.

Then, correlation coefficient were used to determine whether there are significant relationship among the variables in this study. Davis (1971) suggested a range of scale to describe the relationship between dependent variable and independent variables as below:



1. 0.7 and above - very strong relationship,
2. 0.50 to 0.69 - strong relationship,
3. 0.30 to 0.49 - moderate relationship,
4. 0.10 to 0.29 - low relationship,
5. 0.01 to 0.09 - very low relationship.

Lastly, Multiple Regression Analysis were done to examine the independent variables (physical working condition, leadership and compensation), and the dependent variable, Job satisfaction among teachers at *SAR* Negeri Kedah.

### **3.8 Conclusion**

Overall, this chapter discuss about research framework, hypothesis, research design, instrument of the study and selection of respondents. For chapter 4, there will be an analysis and finding of the study.

## CHAPTER 4

### DATA ANALYSIS AND FINDINGS

#### 4.1 Introduction

This chapter presents the results of the study. This research focuses on the relationships between job satisfactions as dependent variables while leadership style, compensation and physical working condition as independent variables.

This chapter consists of three sections. First section presents the respondents' profile based on the demographic characteristics of gender, age, academic qualification and length of services. The second section presents the result of validity and reliability analyses of the measurement as well as descriptive analysis and correlation analysis. The last section, regression analysis is used to analyze the relationship between independent variables (leadership style, compensation and physical working condition) and dependent variable (job satisfaction).

## 4.2 Overview of Data Collected

300 set of questionnaires were distributed to the teachers at *SAR* in Kedah. However, only 200 questionnaires were returned which brings to the response rate of approximately 66.67%.

### 4.2.1 Response Rate

Table 4.1  
*Survey Responses*

	<b>Total</b>	<b>Percentage ( %)</b>
Distributed Questionnaires	300	100
Collected Questionnaires	200	66.67
Usable Questionnaires	200	66.67

## 4.3 Respondent Demographic Profile

Table 4.1 showed the number of respondents that had done the questionnaire. There were total of 200 respondents from teachers at *SAR* in Kedah. The numbers of female respondents were more than the male respondents. There were 70 respondents male which represented 35% of total respondents and 130 respondents were female which represented 65% of total respondents.

Age categories of respondents are classified into five categories; 21-30 years, 31-40 years, 41-50 years and 51-60 years. The majority of respondents were between 51-60 years old which amounted to 33.5% (67 teachers) of the respondents.

In terms of academic qualification, the majority of respondents had highest education completed in Degree which was 39.0% (78 teachers). Based on length of service in their organization, majority of respondents had worked in the organization for more than 21 years which was 33.5% (67 teachers) of the total respondents, followed by 23.5% (47 teachers) had worked between 16 to 20 years, and the lower percentage with 12% (24 teachers) had worked in 1 to 5 years.



Table 4.2  
*Profile of Respondents*

<b>Demographic</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<b>Gender</b>		
Male	70	35
Female	130	65
<b>Age</b>		
21-30 years	31	15.5
31-40 years	56	28.0
41-50 years	52	26.0
51-60 years	61	30.5
<b>Academic Qualification</b>		
4 Thanawi	9	4.5
SPM	23	11.5
STPM	18	9.0
Diploma	70	35.0
Bachelor Degree	78	39.0
Master	2	1.0
<b>Length of Service</b>		
1-5 years	24	12.0
6-10 years	30	15.0
11-15 years	32	16.0
16-20 years	47	23.5
More than 21 years	67	33.5

## **4.4 Data Analysis**

This chapter will discuss the result from several statistical analysis including reliability analysis, normality test, linearity testing, correlation and regression analysis.

### **4.4.1 Reliability Analysis**

The result of Cronbach's Alpha will determine the acceptability and reliability of the instruments and according to Sekaran and Bougie (2010), reliability is about measuring instrument that measures the consistency of an instrument. Based on the analysis on the obtained data, the value of Cronbach's Alpha for dependent variables of this study is 0.825 which contains 8 items. Meanwhile, for independent variables, compensation scores the highest value of Cronbach's Alpha with 0.946 and followed by leadership style with 0.911 whereas physical working condition score the value of Cronbach's Alpha with 0.728 only. Both variables scored above 0.7 which mean it is acceptable to continue the research (Salkind, 2003). The Cronbach's Alpha value for each variable are presented in Table 4.3.

Table 4.3  
*Reliability Results*

<b>Variables</b>	<b>Number of Items</b>	<b>Cronbach's Alpha</b>
<b><i>Dependent</i></b>		
Job Satisfaction	8	0.825
<b><i>Independent</i></b>		
Leadership Style	8	0.911
Compensation	8	0.946
Physical Working Condition	6	0.728



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#### 4.4.2 Descriptive Statistic

In this section, the mean value and standard deviation for independent variables and dependent variable are shown in Table 4.4.

Table 4.4  
*Mean value and standard deviation for independent variables and dependent variable*

<b>Variables</b>	<b>Mean</b>	<b>Standard Deviation</b>
<b><i>Dependent</i></b>		
Job Satisfaction	2.608	0.666
<b><i>Independent</i></b>		
Leadership Style	2.453	0.705
Compensation	2.876	0.931
Physical Working Condition	2.682	0.776

Table 4.4 showed the results of mean and standard deviation for leadership style, compensation and physical working condition as independent variables and the dependent variable, job satisfaction. The responses received from the teachers are analyzed using SPSS version 20.0 and the variables were valuated based on five-point Likert scales, which mean the value nearer to five are provides a positive answer while the values closed to zero reflects to negative thought from the respondents. It means the higher the value on the five-point scale, the higher the goodness of the variable will be.



Furthermore, a mean value more than 4 or equal signifies a high agreement with a particular norm whereas a mean value less than 2 or equal are indicates as low agreement and a mean value of 3 were considered as a moderate agreement. For this study, the result showed that compensation had the highest means with 2.876 and followed by physical working condition 2.682.

#### **4.4.3 Normality Test**

This study used normality test to determine if the data are normally distributed or not. In this study, bell shaped curve is used to describe the normality of the data. Bell shaped curve term are usually used in social science while in statistics it's called normal distribution and in physic it's called Gaussian distribution (Simanex, 2004). Bell shaped curve refers to a created shape when a line is plotted using the data points for an item that meet the criteria of normal distribution.

A bell shaped curve is count on two factors which is the mean and the standard deviations. The criteria of normal distributions are the mean is in the center of the bell shaped curve and has only one mode or also known as peak. Also, the bell curve will indicate that the data is symmetrical where half of the data are to the left of the mean and the other half are to the right of mean. Figure 4.1 to 4.3 shows the histogram and the bell shape curve of each variable. When a histogram's shape approximates a bell shape curve it means that the data may have come for a normal distribution.

Based on the result of the test, all of the independent variables that tested by the same method showing a normal distribution of the residual histogram. It shows that all the data met the assumption of normality of the data.

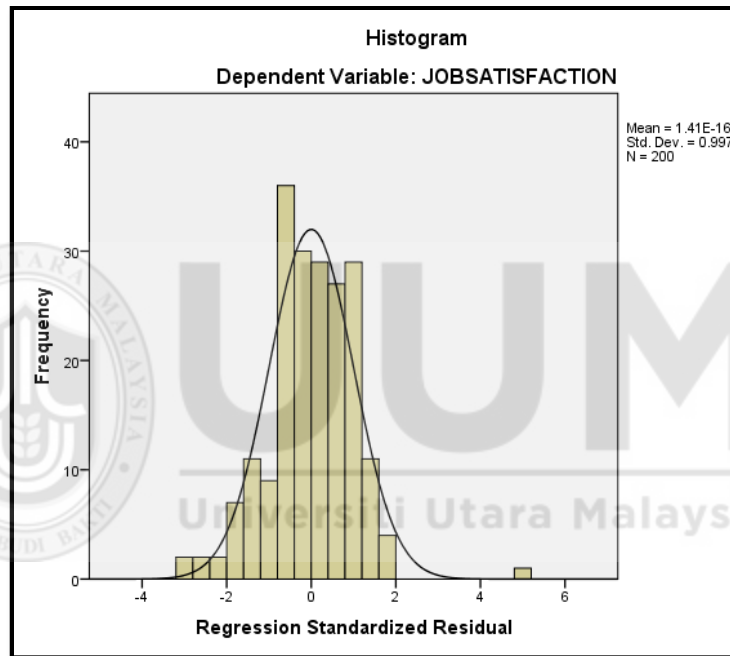


Figure 4.1  
*Normality Test for Independent Variable (Leadership Style)*

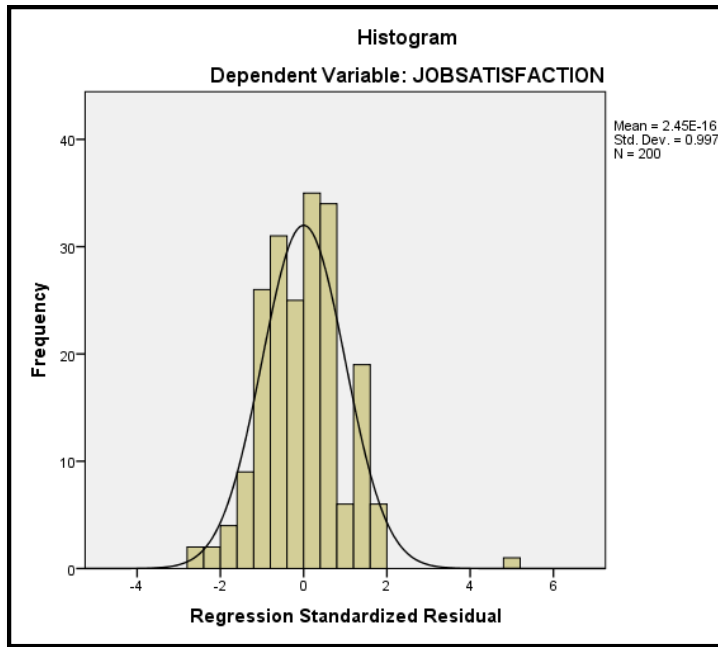


Figure 4.2  
*Normality Test for Independent Variable (Compensation)*

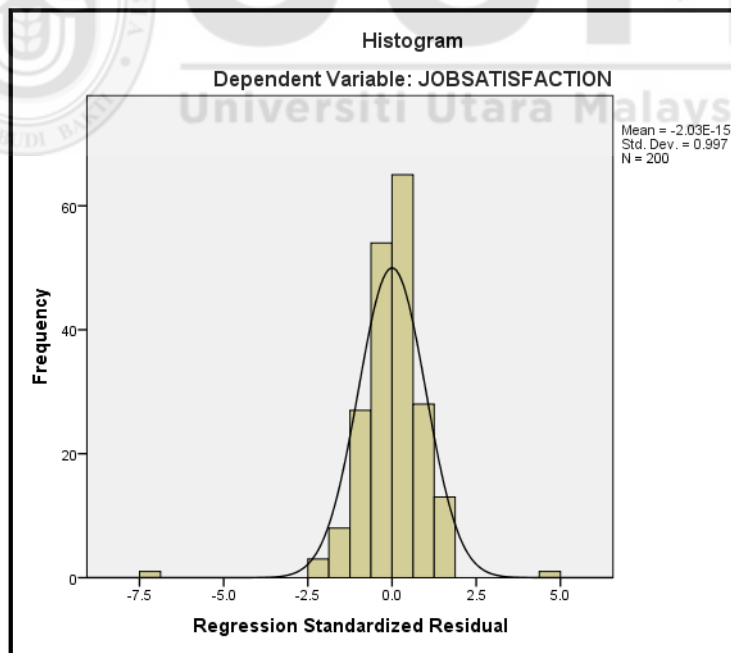


Figure 4.3  
*Normality Test for Independent Variable (Physical Working Condition)*

#### 4.4.4 Linearity Testing

In order to ensure the data are normally distributed before performing multiple regression analysis, linearity testing is needed. There are many way for linearity testing such as by using method of Q-Q Plot and method of one way ANOVA. This study chooses to use method of one way ANOVA for linearity testing. Table 4.5 below shows the result of one way ANOVA for each variable for this study.

Table 4.5  
*Result of Linearity Testing*

<b>Relationship Between Variables</b>	<b>F</b>	<b>Sig.</b>
Job Satisfaction + Leadership Style	232.275	0.00
Job Satisfaction + Compensation	294.622	0.00
Job Satisfaction + Physical Working Condition	119.169	0.00

Table 4.5 shows that all relationship between variable is in linear in the state. The linearity testing analysis has found that independent variable that has the highest correlation with the dependent variable is compensation ( $F = 294.622$ ) followed by leadership style ( $F = 232.275$ ) and physical working condition ( $F = 119.169$ ). As a conclusion in this section, all of the independent variable has a positive correlation with the dependent variable.

#### 4.4.5 Pearson Correlation Analysis

Pearson correlation was conducted to identify the relationship between the variables. This study contained three independent variables which is leadership style, compensation and physical working condition meanwhile, the dependent variable is job satisfaction. Table 4.6 exhibits the result of Pearson Correlation Analysis.

As shown in Table 4.6, there were significant relationship between leadership style, compensation, physical working condition and job satisfaction. All the coefficient values were positively correlated with each other. Compensation and job satisfaction is the highest significant relationship of correlation value ( $r = 0.773$ ,  $p < 0.01$ ). Followed by leadership style and job satisfaction with correlation value ( $r = 0.735$ ,  $p < 0.01$ ). On the other hand, physical working condition and job satisfaction scored the lowest correlation value which is ( $r = 0.613$ ,  $p < 0.01$ ).

Table 4.6  
*Results of Correlation Analysis*

<b>Variables</b>	<b>Leadership Style</b>	<b>Compensation</b>	<b>Physical Working Condition</b>	<b>Job Satisfaction</b>
<b>Leadership Style</b>	1	.740**	.634**	.735**
<b>Compensation</b>	.740**	1	.646**	.773**
<b>Physical Working Condition</b>	.634**	.646**	1	.613**
<b>Job Satisfaction</b>	.735**	.773**	.613**	1

Note: N = 200, \*\*. Correlation is significant at the 0.01 level (1-tailed).

#### 4.4.6 Multiple Regression Analysis

To identify further understanding about the influence of leadership style, compensation and physical working condition on job satisfaction, multiple regression analysis was conducted. Multiple regression analysis result will help to identify the relationship between independent variables that has a strong or weak relationship towards job satisfaction. The result of multiple regression analysis allows making a statement on how well each independent variable will predict on the dependent variable.

In this study, multiple regression analysis was conducted to examine the relationship between the predictor variables (leadership style, compensation and physical working condition) and the job satisfaction as an outcome variable. The job satisfaction (outcome variable) was regress on the predictor variables to examine the relationship and to test the hypothesis of this study. The result of multiple regression analysis can be seen from the table below.

Based on table 4.7, demonstrates the value of  $F(3, 196) = 128.361, p < 0.00$  of the predictor variables which is leadership style, compensation and physical working condition. Meanwhile, R Square value in the table 4.8 above indicated the percentage of the independent variables explained the variations on the dependent variable. For this study, the independent variable (leadership style, compensation and physical working condition) explained 66.3% of the variations on the dependent variable (job satisfaction). However, the remaining 33.7% is unexplained in this study. In the other words, this study does not include other variables that are important in explaining job satisfaction where it contributed to 33.7%.

Table 4.7  
*Results of Multiple Regression Analysis (ANOVA)*

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	58.505	3	19.502	128.361	.000b
Residual	29.778	196	.152		
Total	88.282	199			

Table 4.8  
*Results of Multiple Regression Analysis (Coefficients)*

Model	Unstandardized Coefficients		Standardized	t	Sig.
	B	Std. Error	Coefficients Beta		
(Constant)	.654	.110		5.962	.000
Leadership Style	.304	.061	.322	4.976	.000
Compensation Physical Working Condition	.333	.047	.465	7.095	.000
	.093	.049	.108	1.897	.059
R Square = 0.663					
Adjusted R Square = 0.658					

Note:  $p < 0.05$ ,  $p < 0.01$



The value of  $\beta$  for each hypothesized is observed and reported. Table 4.8 shows that all variable positively associated with job satisfaction. The beta value in coefficient test for leadership style is ( $\beta = 0.322, p < 0.01$ ). Meanwhile, the beta value in coefficient test for compensation is ( $\beta = 0.465, p < 0.01$ ) and beta value in coefficient test for physical working condition is ( $\beta = 0.108, p < 0.05$ ). It reveals that the entire proposed hypothesis in this study are accepted. In the other words, leadership style, compensation and physical working condition are positively influence the job satisfactions to the *SAR* teachers.

The highest beta value in coefficient test is compensation. This shows that compensation being the factor that influences the highest compare to leadership style and physical working condition. The multi regression result shows that there is very strongly related relationship between compensation and job satisfaction for *SAR* teachers in Kedah. Meanwhile, the second highest beta value in coefficient test is leadership style. It means *SAR* teachers prefer a good leader in order to fulfill their job satisfaction. Whereas, the lowest beta value in coefficient test factors that influence *SAR* teacher's job satisfaction is physical working condition.

## 4.5 Summary of Hypotheses

In this chapter, the summary result for the hypothesis testing is shown in the below table.

Table 4.9  
*Summary of Hypotheses*

<b>Hypotheses</b>	<b>Findings</b>
H1 There is positive influence of physical working condition on job satisfaction among teachers at SAR Negeri Kedah	Accepted
H2 There is positive influence of leadership style on job satisfaction among teachers at SAR Negeri Kedah	Accepted
H3 There is positive influence of compensation on job satisfaction among teachers at SAR Negeri Kedah	Accepted
H4 Compensation influence the most on job satisfaction among teachers at SAR Negeri Kedah	Accepted

## 4.6 Conclusion

This chapter discussed the findings of the study. This study has used reliability analysis, descriptive frequencies, normality test, Pearson correlation analysis and multiple regression analysis to analyze the data. The results showed that all of variables found to have positive influence on job satisfaction. In the next chapter, the researcher made recommendation and conclusion in relation to the research findings.

## **CHAPTER 5**

### **DISCUSSION, CONCLUSION AND RECOMMENDATION**

#### **5.1 Introduction**

This chapter summarized and conclude the result and finding of this research. The main aim of this study is to determine the relationship between dependent variables (physical working condition, leadership and compensation) towards independent variable (job satisfaction). This chapter also discuss the significance of the research, the practical implication, limitation of the research and recommendations for future research.

#### **5.2 Discussion of the Research Finding**

Discussion of the research finding will be based on the objective of this research as discuss in the earlier chapter.

**5.2.1 Objectives To determine the relationship between physical working condition and job satisfaction among teachers at Sekolah Menengah Agama Rakyat Negeri Kedah.**

The first research objective for this study is to determine the relationship between physical working condition and job satisfaction. Based on the correlation and regression result in Table 4.6 and Table 4.8, there is a significant and positive relationship between physical working condition and job satisfaction ( $r = .613^{**}$ ,  $n = 200$ ,  $p \leq 0.01$ ) and ( $\beta = 0.108$ ,  $p \leq 0.05$ ). Therefore, physical working condition does influence job satisfaction.

The significant influence of between physical working conditions in this study is consistent with a study by Yawalkar&Sonawane (2017), which use great samples of Jalgaon district police department found physical working conditions significantly related to job satisfaction. Other than that, Mafini&Pooe (2013) also conducted a study on managers and staff in a South African government department and as a result is there were positive relationships between physical working conditions towards employee's job satisfaction. Raziq&Maulabakhsh (2015) also revealed that employer need to fulfill the employees need's by providing them a good working condition in order to increase the efficiency, effectiveness, productivity and job commitment of employees. Moreover, a study by Jain & Kaur (2014) also mentioned that physical working condition which consists of noise, ventilation and temperature, infrastructure and interior also has an impact on level of employee's job satisfaction.

A plausible reason to this result is because most of *SAR* is slowly developed in many aspects such as their buildings, facilities and administrations. This is because *SAR* are not fully funded by government or any NGOs, most *SAR* need to struggle a lot in term of getting fund by themselves. The shortcoming from this issue, *SAR* cannot provide good physical working condition to the teachers in term of air conditioners in teacher's room, lack of space to provide labs and lack of material to make a variety of learning and teaching process due to money issued.

However, the lowest beta value in coefficient test factors that influence *SAR* teacher's job satisfaction is physical working condition which mean this factors are not the main factor that *SAR* teacher's focus on but it still maintain importance for the *SAR* teacher's in achieving their job satisfaction as a teacher at *SAR*.

**5.2.2 Objectives To determine the relationship between leadership style and job satisfaction among teachers at Sekolah Menengah Agama Rakyat Negeri Kedah.**

The second research objective for this study is to determine the relationship between leadership styles and job satisfaction. Based on the correlation and regression result in Table 4.6 and Table 4.8, there is a significant and positive relationship between leadership styles and job satisfaction ( $r = .735^{**}$ ,  $n = 200$ ,  $p \leq 0.01$ ) and ( $\beta = 0.322$ ,  $p \leq 0.01$ ). Therefore, a leadership style does influence job satisfaction.

The result was similar to previous study carried out by Arzi&Farahbod (2014) also found that leadership styles contain transformational leadership and transactional leadership is related to employee's job satisfaction. Other than that, the result also consistent the result of study performed by Tetteh & Breyyah (2016) where it also positive and significantly related to the job satisfaction. They also mentioned about the important of leadership styles in increasing the level of employee's satisfaction and how managers need to develop desired of leadership style that facilitates employees' satisfaction and commitment at work.

As possible explanation for this result is the teacher at *SAR* demand a good leader in order to increase their level of job satisfaction. This is because teachers need a leader can trust them to do their best. In addition, the situation of *SAR*'s teacher being lack of money to maximize their teaching process required a good leadership styles to cope with the issue. If the teachers gain trust from the leader, teacher or any employees would feel that they are being appreciated and important for an organization. It will increase their job satisfaction and at once it could help *SAR* to be more successful.

**5.2.3 Objectives To determine the relationship between compensation and job satisfaction among teachers at Sekolah Menengah Agama Rakyat Negeri Kedah.**

The last research objective for this study is to determine the relationship between compensation and job satisfaction. Based on the correlation and regression result in Table 4.6 and Table 4.8, there is a significant and positive relationship between leadership styles and job satisfaction ( $r = .773^{**}$ ,  $n = 200$ ,  $p \leq 0.01$ ) and ( $\beta = 0.465$ ,  $p \leq 0.01$ ). Therefore, compensation does influence job satisfaction.

The result was similar to previous study carried out by Salisu, Chinyio & Suresh (2015) claimed that their sample regarded compensation as one of the main contributors to their job satisfaction. This is also similar with this study where compensation scored the highest value in Table 4.6 and Table 4.8 compared to the other independent variables (physical working condition and leadership styles).

As possible explanation for this result is because everyone is working because of money or in the other words is a salary. *SAR*'s teachers did not receive a big salary such as government teachers or other private school. *SAR*'s teacher's salary could be as low as minimum salary in Malaysia. This is because due to the lack of fund for *SAR*. Sometimes, *SAR*'s teachers get their salary a bit late from usual. Hard to get a new job could be a reason why the teacher are remained at *SAR*.

### **5.3 Implications**

The results of the study provide some insights to the *SAR*, specifically, in understanding the relationship between compensation and job satisfaction. Other than that, physical working conditions and leadership styles also deserve to be noted. It is crucial for *SAR* whether in Kedah or in other state to provide a good physical working condition, compensation and having a good leader in order to make *SAR* become more successful.

### **5.4 Limitation of the Study**

There are several limitations of the study. This study was focus on registered teachers with JHEIK which currently attached to Secondary *SAR* only. In addition, the number of respondent and the focus of study on the teachers do not represent the overall feedback of all the *SAR*'S teachers in Malaysia. In reality, there are many more *SAR* ( primary school and secondary school) in Kedah and in all over Malaysia which stand with different name of organization. The limited population has restricted generalizability of the research results.

Moreover, this study was limited to three criteria (physical working condition, leadership style and compensation) that might have influence to job satisfaction while there might be other element such as job description, job safety, personal interest and peers relation can be used to measure job satisfaction. Other than that, the findings were based on the



data gathered using quantitative (questionnaires) which may be affected by response bias and this study also is a cross-sectional research where it does not provide causal effect.

## **5.5 Recommendation for Future Research**

From the results and discussion, some recommendations are worth noting for future study. Firstly, the samples of study need to be maximized into a large population. For instance, by conducting a research involving the *SAR*'s teachers in all states in Malaysia, perhaps with a larger sample will reveal different results.

On top of that, a research also can be conducted by incorporating teachers from other private school teacher's and government school teachers. It may found more significant findings to gain the understanding of the variables in this study. A comparison study between teachers at *SAR*, private schools and government schools can be more valuable in explicating the model.

Future study also could extend and replicate by collecting data from different occupations to explore the generalizability of the finding of the study such as government employees or private employees in any sectors for instance, health or defense sectors. This may increase the understanding on the relationship of physical working condition, leadership style and compensation on job satisfaction.

## 5.6 Conclusion

The purpose of this study is to determine the relationship between independent variable namely physical working condition, leadership style and compensation on job satisfaction among *SAR* teachers. The finding of this study provided the understanding on the predicting role of physical working condition, leadership style and compensation on job satisfaction. In a nutshell, this study have prove that physical working condition, leadership style and compensation play important role in job satisfaction among *SAR* teachers in Kedah.



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## Appendix A : SPSS OUTPUT

### 1. PROFILE OF RESPONDENTS

**A1\_Age**

	Frequency	Percent	Valid Percent	Cumulative Percent
21 - 30 Years	31	15.5	15.5	15.5
31 - 40 Years	56	28.0	28.0	43.5
Valid 41 - 50 Years	52	26.0	26.0	69.5
51 - 60 Years	61	30.5	30.5	100.0
Total	200	100.0	100.0	

**A2\_Gender**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	70	35.0	35.0	35.0
Female	130	65.0	65.0	100.0
Total	200	100.0	100.0	

**A3\_Length of Service**

	Frequency	Percent	Valid Percent	Cumulative Percent
1 - 5 Years	24	12.0	12.0	12.0
6 - 10 Years	30	15.0	15.0	27.0
Valid 11 - 15 Years	32	16.0	16.0	43.0
16 - 20 Years	47	23.5	23.5	66.5
21 Years >	67	33.5	33.5	100.0
Total	200	100.0	100.0	

#### A4\_Education Level

	Frequency	Percent	Valid Percent	Cumulative Percent
4 Thanawi	9	4.5	4.5	4.5
SPM	23	11.5	11.5	16.0
STPM	18	9.0	9.0	25.0
Valid Diploma	70	35.0	35.0	60.0
Degree	78	39.0	39.0	99.0
Master	2	1.0	1.0	100.0
Total	200	100.0	100.0	

## 2. DESCRIPTIVE ANALYSIS

	N	Mean	Std. Deviation
Leadership	200	2.4531	.70460
Compensation	200	2.8762	.93095
Physical Working Condition	200	2.6825	.77611
Jobsatisfaction	200	2.6075	.66606
Valid N (Listwise)	200		

## 3. RELIABILITY ANALYSIS

Scale: LEADERSHIP

### Reliability Statistics

Cronbach's Alpha	N of Items
.911	8

Scale: COMPENSATION

**Reliability Statistics**

Cronbach's Alpha	N of Items
.946	8

Scale: PHYSICAL WORKING CONDITION

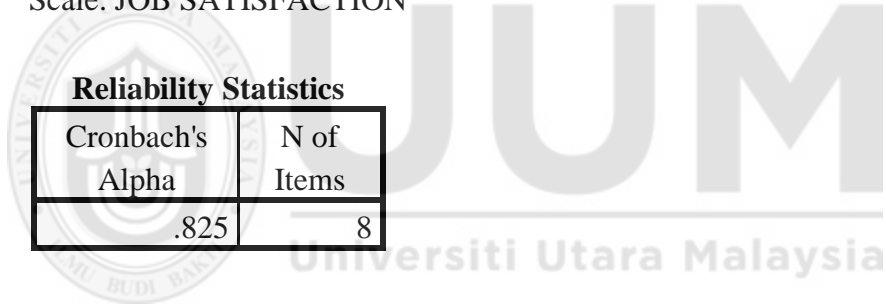
**Reliability Statistics**

Cronbach's Alpha	N of Items
.728	6

Scale: JOB SATISFACTION

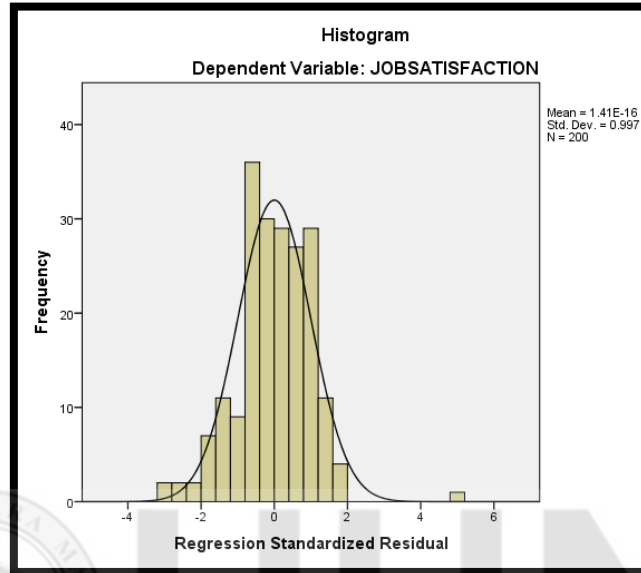
**Reliability Statistics**

Cronbach's Alpha	N of Items
.825	8

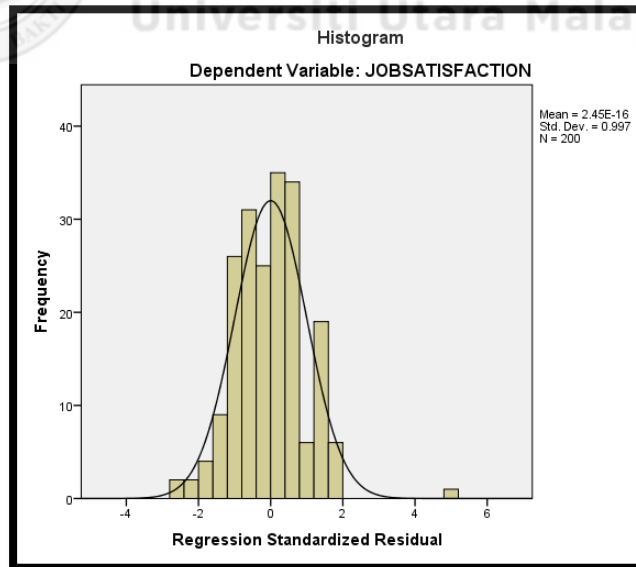


#### 4. NORMALITY TEST

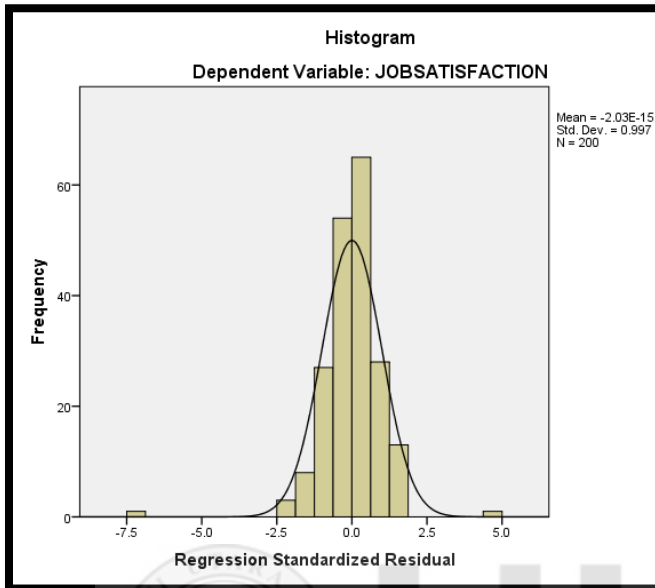
Normality test for Leadership



Normality test for Compensation



## Normality test for Physical Working Condition



## Appendix E : Pearson Correlation Analysis

	LEADERSHIP	COMPENSATION	PHYSICAL WORKING CONDITION	JOBSATISFACTION
LEADERSHIP	1	.740**	.634**	.735**
	200	200	200	200
COMPENSATION	.740**	1	.646**	.773**
	200	200	200	200
PHYSICAL WORKING CONDITION	.634**	.646**	1	.613**
	200	200	200	200
JOBSATISFACTION	.735**	.773**	.613**	1
	200	200	200	200

\*\* . Correlation is significant at the 0.01 level (1-tailed).



## 5. Multiple Regression Analysis

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.814 <sup>a</sup>	.663	.658	.38978

a. Predictors: (Constant),  
PHYSICALWORKINGCONDITION, LEADERSHIP,  
COMPENSATION

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

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58.505	3	19.502	128.361	.000 <sup>b</sup>
	Residual	29.778	196	.152		
	Total	88.282	199			

a. Dependent Variable: JOBSATISFACTION  
b. Predictors: (Constant), PHYSICAL WORKING CONDITION,  
LEADERSHIP, REWARDCOMPENSATION

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

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.654	.110		5.962	.000
	LEADERSHIP	.304	.061	.322	4.976	.000
	COMPENSATION	.333	.047	.465	7.095	.000
	PHYSICAL WORKING CONDITION	.093	.049	.108	1.897	.059

a. Dependent Variable: JOBSATISFACTION