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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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UUM
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2017

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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

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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_Lenght 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

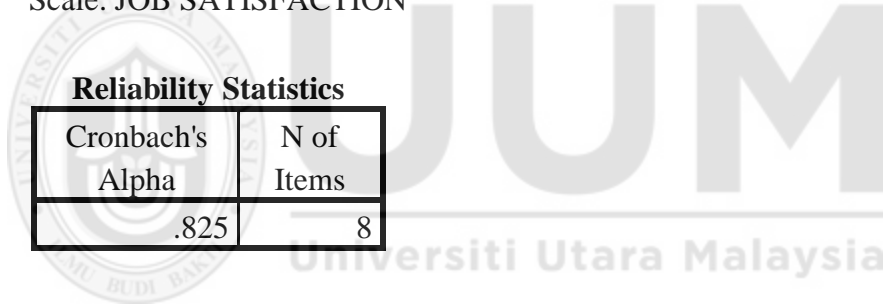
Reliability Statistics

Cronbach's Alpha	N of Items
.728	6

Scale: JOB SATISFACTION

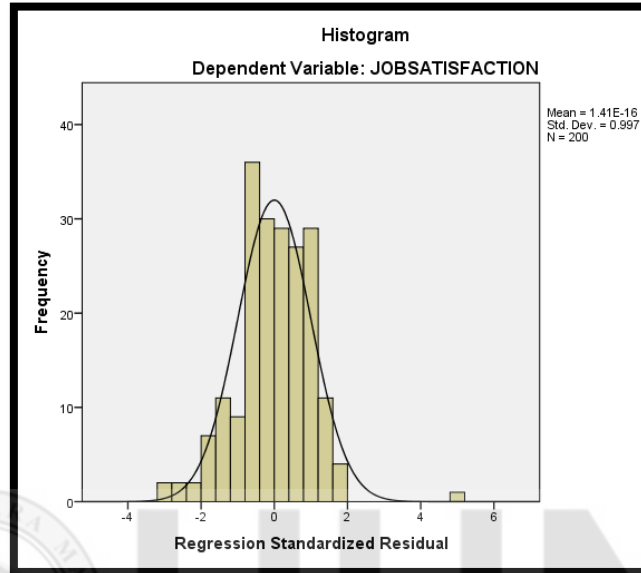
Reliability Statistics

Cronbach's Alpha	N of Items
.825	8

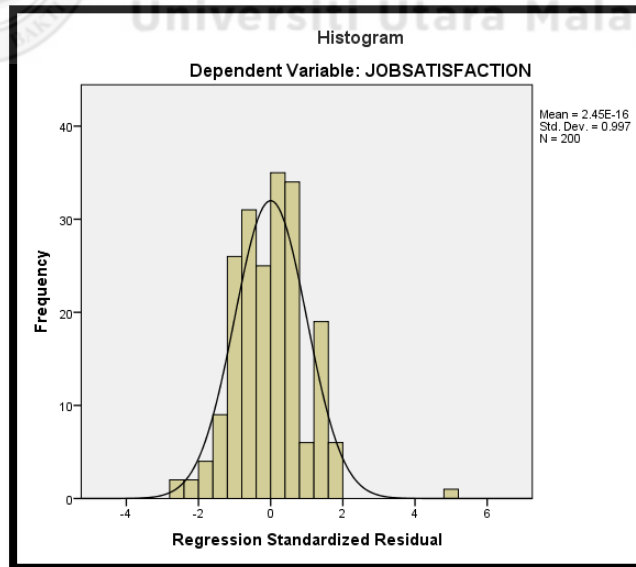


4. NORMALITY TEST

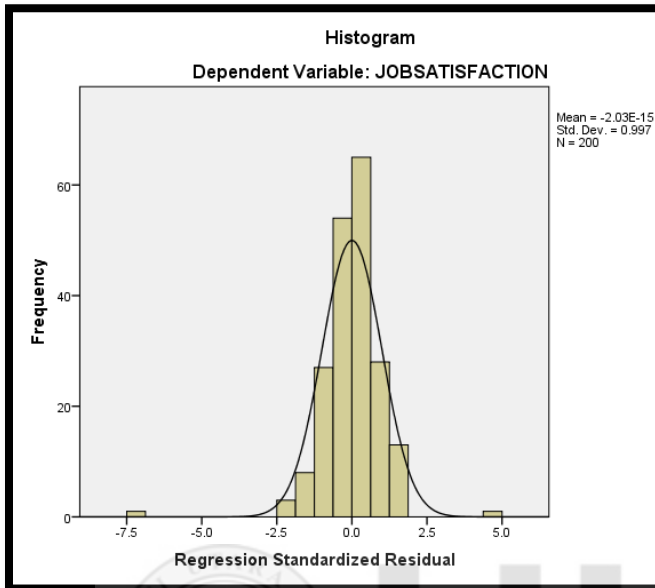
Normality test for Leadership



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 ^a	.663	.658	.38978

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

ANOVA^a

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

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

Coefficients^a

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