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**THE INFLUENCE OF WORKLOAD, SALARY AND
COWORKER TOWARD JOB SATISFACTION AMONG
EMPLOYEES**

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MASTER OF HUMAN RESOURCE MANAGEMENT

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BY

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Management**



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ABSTRACT

Job Satisfaction is an important aspect for every organization so the main aim of this study is to examine the influence of workload, salary and coworker on job satisfaction toward employees. The objective of this study is to examine the influence of every independent variable on job satisfaction. The study involved 123 numbers of employees. This is a quantitative research so in order to analyze the data that been collected Statistical Package for Social Science (SPSS) has to be used in order to see the relationship between independent variables which is workload, salary and coworker on dependent variable which is job satisfaction. This study had recognized workload, salary and coworker as a factor that may influence job satisfaction. According to the multiple regression analysis every independent variables got positive relationship with dependent variables but what make it differences was workload do not have significant positive relationship with job satisfaction compare to salary and coworker. More importantly, based to findings salary and coworker will positively influence job satisfaction but for the workload case this variables will not positively influence job satisfaction. Finally from the researcher point of view the organization should play a significant role in order to keep their employee satisfy because it may bring so many benefits to the organization and researcher also will provides a recommendation to the organization in this study.

Keyword: Job satisfaction, workload, salary, and coworker

ABSTRAK

Kepuasan kerja merupakan perkara penting kepada organisasi jadi tujuan utama kajian ini adalah untuk mengkaji pengaruh beban kerja, gaji dan rakan sekerja terhadap kepuasan kerja dikalangan pekerja. Objektif kajian ini adalah untuk mengkaji pengaruh setiap pemboleh ubah bebas terhadap kepuasan kerja. Kajian ini melibatkan 123 responden di kalangan pekerja. Kajian ini merupakan penyelidikan kuantitatif jadi untuk menganalisis data yang telah dikumpulkan Pakej Statistik untuk Sains Sosial (SPSS) perlu digunakan untuk melihat hubungan antara pemboleh ubah bebas iaitu beban kerja, gaji dan rakan kerja pada pemboleh ubah bergantung iaitu kepuasan kerja . Kajian mendapati beban kerja, gaji dan rakan sekerja sebagai faktor yang mungkin mempengaruhi kepuasan kerja. Menurut analisis regresi , setiap pemboleh ubah bebas mempunyai hubungan positif dengan pemboleh ubah bergantung tetapi yang membuat perbezaannya adalah dari segi beban kerja tidak mempunyai hubungan positif signifikan dengan kepuasan kerja berbanding dengan gaji dan rakan sekerja. Lebih penting lagi, berdasarkan hasil penemuan kajian pemboleh ubah bebas iaitu gaji dan rakan sekerja mempunyai pengaruh positif terhadap kepuasan kerja tetapi untuk bagi beban kerja pemboleh ubah bebas ini tidak akan mempengaruhi kepuasan kerja secara positif. Akhirnya dari sudut pandang penyelidik, organisasi perlu memainkan peranan yang penting untuk memastikan pekerja mereka memuaskan kerana ia membawa begitu banyak manfaat kepada organisasi dan penyelidik juga akan memberi cadangan kepada organisasi dalam kajian ini.

Kata Kunci : Kepuasan kerja , beban kerja , gaji dan rakan sekerja

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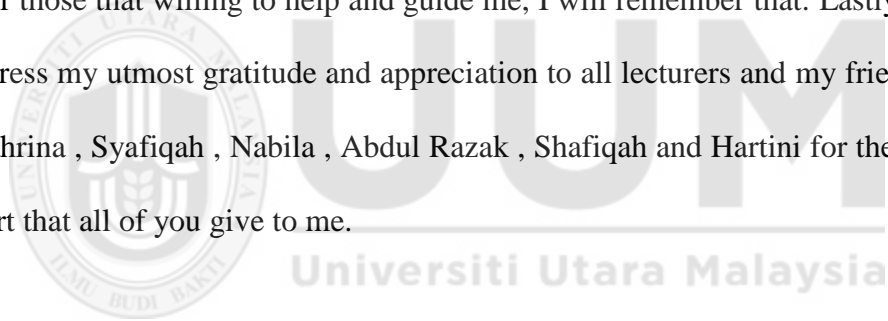


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LIST OF ABBREVIATIONS

JS	Job Satisfaction
DV	Dependent Variable
IV	Independent Variable



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CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter discusses the preliminary aspect of the study, particularly focusing on the factors that influence job satisfaction among employees. Moreover, the background of the study, problem statement, research questions, research objectives, the significance of this study, and the definition of key terms are all the aspects that are stated in this chapter.

1.2 Background of the Study

This study focuses on the influence of workload, salary and co-worker toward employees' job satisfaction. Individual or employees who accomplish job satisfaction will be able to motivate themselves in term of improving their working quality and productivity, hence has positive affect towards their organization.

Mustapha (2013) defines job satisfaction as a compensation that is being targeted by an employee as employee's satisfaction will be a pathway that will lead toward greater managerial productiveness in term of increasing employees' performance in positive ways. According to Kuria (2011) employees will be productive if the job they do is able to satisfy themselves in the first place.

According to Simatwa (2011), job satisfaction has also been referred to as an attitude or feelings that people will feel about their work which is positive and favorable attitudes towards the job. Meanwhile, negative and unfavorable attitudes towards the job will lead to job dissatisfaction and to achieve job satisfaction, the organization involved need to play an important roles because Sakiru, Dsilva, Othman, Silong and Busayo (2013) found in their study; good leadership may improve employees' job satisfaction and also will increase employees' productivity.

There are various models or theories explain about job satisfaction and its contributing factors. One of them is the Maslow hierarchy of need which had been introduced by Abraham Maslow. Maslow hierarchy of need explains that human need differs for every individual in term of physiological, safety, love affection, esteem and including self-actualization. This theory has always been a base and reference to countless study or research about job satisfaction.

Kumar, Ahmed, Shaikh, Hafeez and Hafeez (2013) states that there are several factors that may influence the level of job satisfaction among employees ranging from the level of salary, amount of workloads and to the extent of the relationship between the co-workers.

In addition, Mustapha and Ghee (2013) stated that the workloads that employees face in their job may also affect the level of job satisfaction among the employees themselves. In this day and age, employees may feel stress about their job due to the increasing level of

competition that the organization need to face which will lead to time pressure and challenge that they need to face in the job. Other than that, because of the market competition, work overload seems to become common issues in the workplace so this problem has already become a threat to the organizations in the form of poor performance and lack of ability to reach standards on their job and this may lead to decrease in performance due to high job demand. (Goh, Ilies and Wilson, 2015).

More importantly, Ayesha (2013) mentioned that the process of managing employee is not an easy task for the organization because it is a critical point for every organization and modern human resources management. One of those responsibilities is to manage employees' salary and Tomazevic, Seljak and Aristovnik (2014) indicated salary is one of the important factors that may influence the level of job satisfaction among employees.

On the other hand, co-workers' rapport also play a crucial role in affecting the level of employees' job satisfaction because good relationship among co-workers will help to create a harmonious working condition in the organization as founded by Job street (2017) in their study on the factor that may drive employees toward happiness in their job. Good colleagues or co-worker is one of that factors and more importantly, co-workers' support may increase employees' productivity and at the same time will reduce error in work (Guchait , Paşamehmetoglu & Dawson, 2014).

1.3 Problem Statement

Sekaran and Bougie (2013) stated that problem statement is a statement of issues or questions that need to be answered or to find a solution with a strong, brief and detailed statement. Hence, it is necessary to know the reasons and factors that will influence employees' level of job satisfaction.

According to Vroom (1964), a job can be described as a particular task, duty or function that someone performs or does to earn money and regardless of which area or sector the person being employed to, the job must be carried out with the highest level of responsibility and honesty. The sole reason behind it is to attain job satisfaction which is an important aspect to be achieved in the first place.

There are numerous different concept of job satisfaction were developed by different scholars. According to Locke (1669), job satisfaction was a pleasurable or positive emotional state resulting from the appraisal of one or job experiences and Hoppock (1935) defines job satisfaction as a level of a physiological, psychological and environmental circumstances which may influence the level of job satisfaction among employees. Moreover, the most frequently quoted meanings on job satisfaction that has been cited is from Spector (1997). According to him satisfaction on the job is how individuals sense about their job from the different viewpoints.

Throughout so many years, many management divisions wish to achieve high level of job satisfaction among the employees via employees' incentive, change of working

environment and other type of organizational policies. But, are these policies and incentive bring a difference to employees' job satisfaction or does it merely serves as momentary attitude adjustment among the employees? In the modern age, various organizations are looking for ways to improve the job satisfaction via the implementation of several motivational factors. The high level of job satisfaction among employees is an important aspect for the organization since it directly influence the employees and the organization itself. The high satisfaction of employees toward their task or job will create confidence, loyalty and at the end of the day, will lead to the improvement of quality in output by the employees. It is apparent that an efficient and effective organization requires highly committed and motivated employees.

Other than that, in today's competitive environment, every organization must stay focus and embrace every challenge carefully because employees' job satisfaction will influence the organization itself in the first place. So, the lack of employees' job satisfaction will affect the supposed organization in negative ways.

By referring to studies conducted by the Job Street, it is found that only 30% of employees in Malaysian are happy with their job compared to the 42% who are unhappy with their job and 28% remains neutral with their job. This figures put Malaysia in fourth place out of seven countries within the same region in term of the ranking for Job happiness index (JobStreet.com 2017). Although the level of employees' happiness index slightly increased compared to 2016, (Malaysia become the second less happy on the job happiness index in 2016) but still the number of employees that are happy with their job

are lesser compared to the number of employees that are unhappy with their job and because of that, organizations need to value their employees' happiness as an important aspect in order to achieve high level of job satisfaction in their employees.

Table 1.1: Job Happiness Index

Ranking 2017	Ranking 2016	Country	Index 2017	Index 2016
1	2	Indonesia	5.27	5.16
2	5	Vietnam	5.19	4.48
3	1	Philippines	4.97	5.25
4	6	Malaysia	4.65	4.22
5	3	Thailand	4.55	4.74
6	4	Hong Kong	4.45	4.56
7	7	Singapore	4.31	4.09

Source by: Job Street (Job Happiness Index 2017)

More importantly, due to the upcoming transformation that this studied organization will implement, it is important for them to understand the factor that will contribute towards employees' job satisfaction to keep the employees satisfied and focused on their job as one of the important assets of the organization is an employee and the cooperation between both parties, employers and employees will help organization to achieve their vision and mission. (Rao, 2017).

Employees differ in the context of contributing factor that influence their level of job satisfaction. Therefore, this study aims to study the factor that the researcher believes will influence and contribute to employees' job satisfaction at the targeted organization. Subsequently, workload, salary and co-workers are the factors that will influence the level of employee job satisfaction. Therefore, the mentioned variables have been selected due to the study conducted by the Job Street which suggested that workload, salary and co-workers are the factors that will influence the level of happiness among employee on their work and Markovits, Boer, and Dick, (2014); Benjamin, Heffetz, Kimball and Szembrot (2014) stated that when employee is happy with their job, it will increase the level of job satisfaction among them. The previous studies mentioned above led to this study because the aims of this study is to see the relationship between workload, salary and co-workers and how all of these factors will influence the level of job satisfaction among employees at the targeted organization.

There are various studies concerning job satisfaction and its effect towards organization but this study has not been done in this study's targeted organization. After considering this factor, the researcher decided to take this opportunity to conduct the research on the factors that will influence employee job satisfaction in this organization.

1.4 Research Question

There are three problem statements that lead to this study. The research questions are as follows:

- i. Is there any significant relationship between job satisfactions and the workload in this organization?
- ii. Is there any significant relationship between job satisfactions and the salary in this organization?
- iii. Is there any significant relationship between job satisfactions and the co-worker in this organization?

1.5 Research Objective

The research objective is derived from the problem's definition and it explains the whole purpose of the research in measurable terms. With regard to this study, there are several objectives that can be carried out as follows:

- i. To investigate the influence of workload towards job satisfaction
- ii. To investigate the influence of salary towards job satisfaction
- iii. To investigate the influence of co-workers towards job satisfaction

1.6 Significance of the Study

1.6.1 Knowledge enrichment

From the theoretical perspective, this study will enhance knowledge and at the same time, by conducting this research, the researcher will learn and get to have an in-depth understanding about the factors that will influence employee's job satisfaction together with the theories that support them for this research. This study will also help the researcher to understand the influences of the workload, salary and coworker on job satisfaction for an employee.

1.6.2 Organization and employee

Job satisfaction among the employees is a critical challenge to every organization. This study is important to the organization because management can improve and take steps to improve the level of job satisfaction among their employee because this study will provide an explanation what factor that will influence the level of job satisfaction among employee and in this study salary, workload and co-worker are been choose as a factor that will influence the level of job satisfaction among employee. So by referring to this study, organization may understand more what factor that may be affecting the level of job satisfaction among employees.

1.6.3 Future Researcher

The future researcher may gain benefit from this research by using this study as guideline for the future research because it can help the future researcher to come out with a better research than the previous studies since this research study can assist them in terms of getting the information on how to make or conduct a research by following the objective to ensure that they follow the right standard procedure and principle. So in easy word researcher believes this study is totally significant not only for researcher but also to the future researcher because this study may assist for future research.

1.7 Scope of the Study

This study is about workload, salary and coworker influence on job satisfaction. The respondents will be focusing on one group which is employees from the study organization which is located in Alor Setar. The reason of this study is to analyze and find out the workload, salary and coworker influence on job satisfaction and how much every variable is significant with job satisfaction.

1.8 Definition of key Term

1.8.1 Job satisfaction

Job satisfaction is the extent of positive feeling that individual has on their job (Chahal, Chowdhary & Chahal, 2013).

Job Satisfaction is the level of happiness, contended and desired toward their work (Sageer, Rafat, & Agarwal, 2012).

1.8.2 Workload

A workload is the demands placed toward an employee by the job (Spector, 1997).

A workload is the management ability to match supply and demand (Gmach, Rolia, Cherkasova, and Kemper 2007).

1.8.3 Salary

A salary is a form of payment from an employer to an employee (Sharma and Bajpai, 2011).

Salary is a fixed amount of money agreed every year as pay for an employee (Cambridge dictionary).

1.8.4 Co-Worker

Coworker is the critical relationships that an individual can have with their work colleagues (Struthers, Dupuis and Eaton, 2005).

Coworker is someone that understands and listens to fellow employee problems. (Mesmer-Magnus and Viswesvaran, 2009) .

1.9 Organization of the Thesis

The research paper is divided into five chapters. Chapter One introduces the research background, the problem statement, the research questions, the research objectives, the significance of the study and the definition of terms. Chapter Two reviews the main literature regarding the independent variables which are workload, salary and co-workers and also job satisfaction as dependent variables. The literature review also presents the

findings from previous research and the theories that were used also been discussed. Chapter three will be discussed about research design, sources of the data, unit of analysis, population, a sample of size and measurement of data, questionnaire method, data collection method , pilot test , questionnaire design and finally method to analyze the data also been discussed as a final part on this chapter.

Chapter four presents the finding from statistical analysis and offers details interpretations. Chapter five presents the discussion of the findings focuses on the research question and objective of this study. This chapter also will include a summary of the research and its key findings. Finally, limitation and suggestions for future research also discussed as the closing part of this chapter.

1.10 Conclusion

This chapter has provided an overview of the research background, justification for conducting the present study, aims and objectives of the study. It has also introduced the methodology and outlined the structure of the research

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter discusses the relevant theories that can be used as reference and guidance to this research. Moreover this chapter will discuss the findings from previous research or study and finally, this chapter also will provide an explanation of an underpinning theory, hypotheses development and the research framework for this research.

2.2 Job Satisfaction

First of all, without a doubt, the study about job satisfaction is one of the studies that keep been doing and this is because according to Pan (2015) the study of job satisfaction will provide a valuable information about key factor that will drive toward employee's satisfaction because there are so many factors that may affect employee job satisfaction (Yadav & Dabhade, 2014).

Then, job satisfaction is about the individual sense about their job which is the amount to what individuals happy or not happy in their job and Binder and Coad (2012) found happiness toward job will increase the level of job satisfaction among employee.

Moreover, job satisfaction has also been referring as an attitude or feelings that people will feel about their work which is positive and favorable attitudes towards the job will lead toward job satisfaction and negative and unfavorable attitudes towards the job will

lead to job dissatisfaction just like been mentioned by Asegid, Belachew and Yimam (2014) and this supported by the Robbins and Judge (2013) which is job satisfaction will create a positive perception of a particular job and more important job satisfaction is crucial for organization performance (Budihardjo & Mulya , 2013).

Other than that, Noah and Steve (2012) found on their study employees who have high level of job satisfaction will hold positive perception of his or her job and on the opposite employees that have low level of job satisfaction tend to perceive their job negatively because if employees satisfied and enjoyable in doing their job it will make employees be more fulfilled with their job and Liu, Tang and Yang (2013) found in their study that motivation will play an important roles in the job satisfaction which is high motivation will lead toward job satisfaction and low motivation will lead to dissatisfaction because according to Eliason (2011) employee need to satisfy with their job in order to achieve job satisfaction and this supported by (Randy, Donna, Mau, Ellsworth & Hawley, 2012).

2.3 Workload

Workload we can define as types of work that employee need to perform and this included job duties, job responsibilities, and job scope and usually, every employee got their own job responsibilities that they need to complete it and according to BMJ Quality and Safety workload can be divided at least into three types of workload such as unit level workload, job level workload and task level workload. Tregaskis, Daniels, Glover, Butler and Meyer (2012) found that work overload will happen when employees receive

workload that beyond their capabilities because of increase of productivity and performance demand. Lu, Luo, Wang, Le and Shi (2015) found in large organization employees always received several tasks and it needs to be completed within a short period of time and Moen, Lam, Ammons and Kelly (2013) added the combination of deadline and work overload will make job become more stressful and he further added that job stress always occurs when many tasks been given and employees also need coping with the tight deadline of each task combine with the high expectation from the organization.

Moreover, few studies have examined the impact of the workload and according to Droogenbroeck , Spruyt and Vanroelen (2014) workload will lead toward fatigue and error at the work because workload may lead toward emotional exhaustion (Tavares & Eva, 2012). This be supported by Yurur and Sarikaya (2012); Jaramillo, Mulki and Boles (2011) which is they indicate that workload will play an important role in emotional exhaustion.

Other than that, as we know in the organization the employees will consist of different age or generation and every generation got different in term of opinion or perception and according to Lai, Chang and Hsu (2012) there are different perception from generation y , x and baby boomers toward workload which is generation y and baby boomers perceive when workload getting heavier their quality of work life will be lower but generation x perceive this thing differently which is generation x perceive workload will not affect their quality of work life .

Then, Karatepe (2013); Ilies, Huth, Ryan and Dimotakis (2015) found that work overload will bring family conflict toward employees and usually this problem may occur toward employees who have heavy workload and unable to balance it between work and family responsibilities and this being supported by Molino, Cortese, Bakker and Ghislieri (2015) which is they found there is positive relationship between workload and family conflict.

More importantly, because of the market competition the increasing of employee's workload seems to become common issues in the workplace so these problems already become a threat to the organizations in the form of poor performance and lack of ability to reach standards and this happening because of the high number of workload. Bruggen (2015) found employee performance will decrease if the number of workloads was high but the employee will show the high level of performance if there are moderate levels of workload and Long, Kowang, Ping and Muthuveloo (2014) indicated workload will bring stress to the employee and this will impact employee performance and in the same time workload is one of the factor that will not affect job satisfaction among employee in positive way which is Nilufar, Zaini, David and Syed (2009) found on their study other than homework interface, role ambiguity and performance pressure the other factor that may affect job satisfaction was workload pressure.

2.4 Salary

Salary is one of the compensation components and according to Odunlade (2012) compensation can be divided into two components which are cash compensation and fringe compensation. Therefore, paying the right amount of salary according to the market allows a company to attract worker or employees with experience and high level of skill and this can be achieved by interesting types of benefit that been offered by the organization since employee salary also will become an attraction factor to the employee and this result been found by (McGinley, Hanks & Line, 2017) and more importantly the level of job satisfaction among employees related to the number of salaries that they receive (Yang, Brown & Moon, 2011).

Moreover, there are difference in salary level between gender and this result been found by Crothers et.al (2010) which is they indicated that females employees earn less than male employees and Gillum, Mendoza and Marmo (2013) found on their study women earned salary less than their male counterparts and according to Leibbrandt and List (2015) this is because women are less likely to negotiate higher salary compare to their male counterpart. Some of the studies also found a difference in term of salary expectation between females and males employees and this result been found by Schweitzer, Lyons, Kuron and Ng (2014) which is female had lower salary expectation than their male counterpart.

Other than that, employees with experience with combination of high skill and knowledge will lead to better result for the company, for example, increasing the level of

productivity and this will increase company's revenue or profit and organization can achieve this by offering the competitive and interesting level of salary to the employees (Vidal Salazar, Cordon Pozo & Torre Ruiz, 2016). More importantly, Christ, Emett, Tayler and Wood (2016) mentioned that for so many years money have been used to motivate employee and help achieve organization goal but according to Stillo and Ph (2011) sometime organization failed to manage this thing carefully and it may affect the organization in negative ways. Sharma (2011) found this which is in terms of salary satisfaction a significant difference is noticed between the public sector and private sector organization and because of that employee at public sector have higher job satisfaction compared to the employee from the private sector.

More importantly, no one work for free and interesting level of salary may improve employees performance in positive ways and Royuela & Surinach (2012); Blaga & Jozsef (2014) indicated that interesting amount of salary will be a driving force to improve employees performance in positive ways and organization need to implement the right strategies in order to survive in the currently competitive market environment which is Li and Tan (2013) mentioned that organization strategies may influence business performance and one of the aspect that organization need to taking care is employees itself.

2.5 Co-workers

A co-worker is a person who has a strong influence toward employees in the first place and we can describe co-workers as people that have strong and close interaction with employees in the organization and it is crucial to have reliable on and helpful co-workers as mentioned by (Menguc & Boichuk, 2012).

Co-workers support can be defined as the extent of co-workers' helpfulness and their reliability to help another employee. Halbesleben and Wheeler (2012) found that the relationship that employees develop with their co-workers will create trust and compassion between each other and according to Sloan (2011), this will encourage them to understand more about their co-workers' emotional and psychological since trust among coworker is an important aspect to ensure organizations' success since co-workers' support may increase commitment among employee (Limpanitgul, Boonchoo & Photiyarach, 2014).

Employees who received co-workers' support tend to feel a high sense of personal accomplishment and this fact is supported by Charoensukmongkol, Moqbel and Wirsching (2016) which found that co-workers support may increase personal accomplishment and at the same time helps avoid emotional exhaustion and depersonalization.

Other than that, relationship with a co-worker is one of the aspects that need to be taken care of by the organization because according to Saeed et al. (2013), it will improve job quality among the employees hence explicitly influence employees' satisfaction in positive ways.

2.6 Underpinning theory

2.6.1 Maslow's hierarchy of needs theory

Maslow's hierarchy of needs theory was developed by Abraham Maslow and this theory classified human needs into five aspects which are physiological needs, safety needs, love and belongingness needs, esteem needs and finally self-actualization needs. Mullin (2002) further explained this theory and based on his study, the bottom level is the lowest level of need which is physiological need while self-actualization needs is the highest form of need in the hierarchy. Kaur (2013) defined physiological safety, love and belongingness need as deficiency needs while esteem and self-actualization need as growth needs. Kaur (2013) also mentioned Maslow's model may help a manager to understand his or her employee more and more importantly, will encourage them more precisely.

Other than that, according to Maslow's hierarchy of need theory, every human action has their own motivation and in order to maximize the level of satisfaction, the multiple motivation factor need to be fulfilled. According to the Maslow (1943), the level of satisfaction among people are related to needs, desires, want, expects, deserves or deems

to be his entitlement and by using this theories it was possible to know every motivation factors that had been classified by the Maslow that will affect the level of satisfaction among people since different people has different motivation factor that will drive them toward satisfaction.

A workload is part of the security need in the Maslow's hierarchy of need as employees demand fair work practices and need to receive fair treatment in their employment. As indicated by Colquitt et al. (2013), employees who feel fairly treated are more committed toward their organization and a manager needs to play a key role in treating the employees fairly in order to inculcate employees' positive perception toward the management and the organization as a whole (Rupp, Shao, Jones & Liao, 2014). More importantly, Ndjaboue, Brisson and Vezina (2012) found in their study, it is crucial to make sure employees are satisfied with the distribution of the workload in their job.

Salary is another important factor to be considered in order to support employees' life in order to fulfil their psychological need. The employees need their salary to fulfill their essential needs such as food and house. Saeed et al. (2013) stated in his study that money will play an important role in the job satisfaction among employee since everyone needs money and according to him, the power of money should not be underestimated. Moreover, according to Mohanty (2014), a high income also become one of the factors that will lead to happiness because money will help a person meeting the basic needs, fulfill psychological needs and more importantly this will increase satisfaction in their life.

Moreover, the relationship with co-workers is a part of the Maslow of hierarchy of need and it can be regarded as love and belongingness needs which suggested employees' need to be respected, love and care by others and this can be achieved when a person is capable of having an affiliate with another person in a meaningful way (Carducci, 2009). More importantly, Barsade and O'Neill (2014), described that feeling of affection, compassion, caring and tenderness in the workplace are related positively toward employees' satisfaction.

2.7 Research Framework

The research framework is one of the important aspects that can be found in the research paper as mentioned by Sekaran and Bougie (2016). They classified research framework as the main basis of what the whole research paper is founded. Job satisfaction will be a dependent variable in this study while workload, salary and co-workers will be the independent variables in this study. So, the research framework of this study is shown in figure 2.1 below.

DV

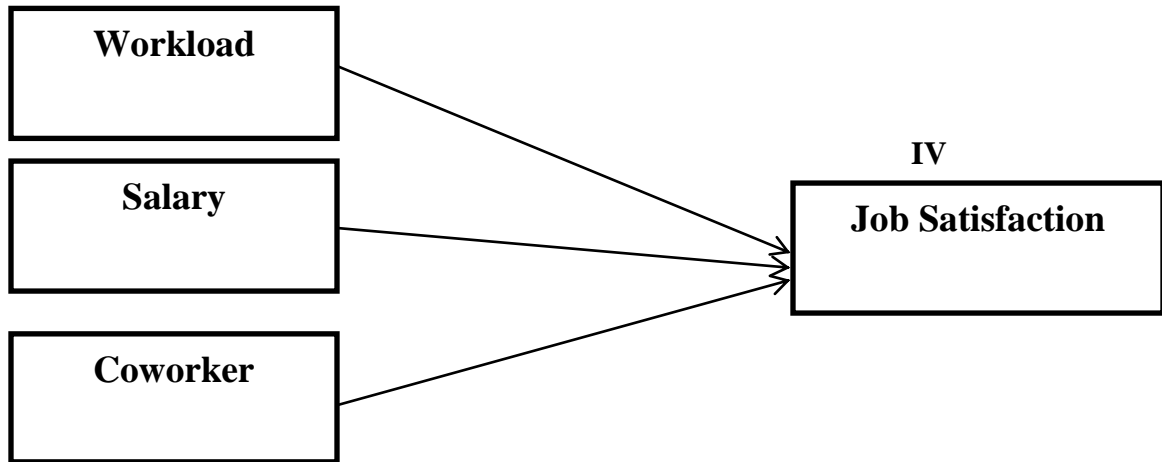


Figure 2.1: Research Framework

2.8 Hypothesis

The hypothesis can be defined as a tentative argument of the research problems. It can be seen as a possible result of the study that is carried out by a researcher. More importantly, before the hypothesis is conducted, a researcher needs to be specific in term of reporting the research outcomes that the researcher obtained from the literature in order to know about the relationship between dependent and independent variables in better ways. The hypothesis developed for this study are included in the following sub-points.

2.8.1 Workload and job satisfaction

First of all, the amount of a job's workload itself will bring stress towards the employees and this situation may affect the level of job satisfaction among employees. Hoboubi, Choobineh, Ghanavati, Keshavarzi and Hosseini (2016) stated in their study; there is negative relationship between workload and job satisfaction.

Moreover, to test the relationship between workload and job satisfaction, Shahzad, Muntaz, Hayat and Khan (2010), has conducted a research of compensation and workload in the Public Education Institution in Pakistan and they stated that there is negative relationship between workload and job satisfaction.

The finding mentioned above is supported by Yeh (2015), who discovered in his study that workload will decrease job satisfaction. Therefore based on the above discussion, the first hypothesis proposed in this study are as follow:

H1: There is negative relationship between workload and job satisfaction.

2.8.2 Salary and job satisfaction

Firstly, employees' level of salary may play a crucial role to determine the level of employees' job satisfaction in the organization. For instance, an employee hopes to receive a fair pay for the job that he or she performed and it may affect the performance and the level of job satisfaction. According to Pruthi et al.(2016), there is a relationship between salary and job satisfaction. Other than that, Sharma (2011) stated in her study that salary satisfaction has already been proven to become one of the important factor that will increase the level of job satisfaction among employees.

Other than that, Chai and Nik Intan Norliza (2013) conducted a study among the non-administrative employees at the company X located in Seremban to see a relationship between salary and job satisfaction. The result shows that salary is one of the factors that will positively influence the employees' job satisfaction among the non-administrative employees at the company. Therefore, based on the above discussion, the second hypothesis proposed in this study are as follow:

H2: There is a positive relationship between salary and job satisfaction.

2.8.3 Coworker and job satisfaction

Good relationship among co-workers will help to improve the level of job satisfaction among the employees at the organization and for so many years, many organizations try to build a good working relationship among employees since it can bring many advantages to the organization. In term of having good relationship, good teamwork is required and to achieve it, Daft (2012) suggested that regular connection among employees, sharing an execution objective and being committed to the objective will lead to decent coworker relationship which is the basis of job satisfaction.

According to Zou (2015), relationship with colleagues or co-worker is one of the aspects that will lead toward job satisfaction among employees. More importantly to build a good relationship among co-worker, it is important to make sure that they are able to support each other in their job because according to Gountas, Gountas and Mavondo (2013), co-workers' support may improve standard for service delivery and at the same time may also affect job satisfaction in positive ways. Therefore, based on the above discussion, the third hypothesis proposed in this study is as follow:

H3: There is a positive relationship between co-worker and job satisfaction.

2.9 Conclusion

This chapter covers the finding from the previous literature regarding the concept and definition of dependant and independent variables in this study. More importantly, three hypothesis have also been developed in order to see the relationship between dependent and independent variables whether they possess positive or negative relationship. Moreover, this chapter will discuss the underpinning theory that will be used in this study. Finally, this chapter will also explain about the research framework in this study which has a high regard to the dependant and the independent variables of this study.



CHAPTER 3

METHODOLOGY

3.1 Introduction

This chapter explains the research methodology used in this study. It focuses on strategies for achieving the objectives outlined earlier. It consists of design for the research, sources of data, sampling technique, population of the study, unit of analysis, adopted measures, data collection procedure, pilot test, questionnaire design and data analysis method for the study.

3.2 Research Design

The study focuses on the influence of workload, salary, and co-workers toward job satisfaction among employees at the studied organization. This research adopts a quantitative study by using the survey method to achieve the objective set up for the research. The results and findings of the study depend on the statistical data collected and analyzed by using Statistical Packages of Social Sciences (SPSS).

3.3 Unit of analysis

Unit of analysis selected for this study is the employees at the studied organization. When the data is gathered from each individual, it will be considered as individual unit of analysis. (Sekaran and Bougie 2013). According to Long (2004), unit of analysis is recognized as an important aspect in a research because it will be the main objective of who or what the study is about.

3.4 Population and Sample

The definition of the population is the overall number of collection of individuals, that researcher intends to make an investigation (Sekaran & Bougie, 2013). In line with that, the population for this study consists of 150 numbers of employees from the studied organization. Table 3.1 shows the number of employees at this organization.

3.5 Sample of size

The population of the study is composed of 150 numbers of employees. Therefore, according to the Morgan table, the sample size should be 108 respondents and in this research, the researcher conducted a survey on the factor that may influence employees' job satisfaction in the studied organization. The researcher distributed a total of 126 questionnaires because the researcher was concern of the low probability rates of turn up responses. Sampling technique for this study was simple random sampling which means each member of the population has an equal probability of being chosen. The researcher will give two weeks to the respondents to complete the questionnaire.

Table 3.1**The number of employees**

No	Department	Number of staffs
1	Pejabat Ketua Eksekutif	3
2	Setiausaha Korporat& Perundangan	7
3	Unit Perhubungan Awam	3
4	Audit Dalam	5
5	Pengurusan Kewangan	15
6	Unit ICT	6
7	Pengurus Besar Operasi	4
8	Pembangunan Teknikal	22
9	Industri	9
10	Pentadbiran & Pembangunan Sumber Manusia	35
11	Pembangunan Usahawan	9
12	Pembangunan Perniagaan	7
13	Pelaburan	7
14	Unit Kawalan Kredit	9
15	Hartanah	9
	Total	150

Source: Pentadbiran dan Pembangunan Sumber Manusia

3.6 Measurement / Instrument

3.6.1 Dependent variables

The dependent variable used in this research is job satisfaction and to measure the dependent variable, the researcher chooses to adopt the instrument from (Boles, et al. , 2007). There will be seven items (7) for workload, six Items (6) for salary and three Items (3) for co-worker that need to be examined carefully. The responses for the questionnaires are based on 5 point Likert Scale which is from (1) strongly disagrees to (5) strongly agree.

3.6.2 Independent variables

For the measurement of independent variables in this research, workload, salary and co-workers will be arrayed. Firstly, an instrument for the independent variable 'workload' with seven items is adopted from Johnston et al. (1990), Rizzo et al. (1970), Firth et al. (2004), and Mazlina (2012). Secondly, for the instrument of 'salary', the researcher adopted six items from Boles et al. (2007 and Gloria (2014). Finally, for 'co-worker', the researcher adopted three items from Boles et al (2007). Table 3.2 shows items for independent variables and dependent variable.

Table 3.2**The Variables, Operational definition, Sources and Items**

Variable	Operational definition	Items	Sources
Workload	Workload is a demand of a task that employee experience and their ability to cope with that responsibility	<p>1. I am given enough time to do what is expected of me at my job</p> <p>2. It seems that I have more work at my job that I can handle</p> <p>3. My job requires me to work very hard</p> <p>4. There isn't enough time during my regular workdays to do everything that is expected of me</p> <p>5. I am rushed in doing my job</p> <p>6. There has been an increase in my workload in the past year</p> <p>7. The increased workload has negatively affected my family, religious and/or cultural responsibilities</p>	Rizzo et al. (1970), Johnston et al. (1990), Firth et al. (2004), Mazlina (2012)



UUM
Universiti Utara Malaysia

Salary

Salary can be defined as type of payment that can be used as a driving force to encourage employee to increase their productivity.

(Boles et al,2007)

1. I'm satisfied with the salary I get
2. The salary I received was appropriate for the work I did
3. The salary I received encouraged me to work harder
4. Wages and salary paid to the employees is competitive in the market
5. Rewards for exceptional performance exist in the organization
6. The rewards offered to the employees are comparable with the market offers

Boles et al.
(2007), Gloria
(2014)



UUM
Universiti Utara Malaysia

Co-worker

Co-worker is people that you work together in daily basis

(Boles et al,2007)

1. The people I work with are very friendly
2. My fellow workers are pleasant
3. The people I work will help each other out when someone falls behind or gets in a tight spot

Boles et al.
(2007)

Job Satisfaction	Job satisfaction is an attitude or feelings that employee on their work	<ol style="list-style-type: none"> 1. My job gives me a sense of accomplishment 2. My job is exciting 3. My job is satisfying 4. I am really doing something worthwhile in my job 5. Considering everything, my organization already fulfilled the entire employee requirement 	Boles et al. (2007)
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3.7 Pilot test

A pilot test is considered as one of the important process before delivering the actual or altered questionnaire to the target respondent. This is due to the importance of obtaining information regarding the items in the questionnaire that seems indistinct to the respondent. It is considered as a pre-test for a research instrument (Baker 1994). The purpose of this study is to clarify that all the items in the questionnaire are clear to the respondents and by the beginning of February 2018, a pilot test was conducted randomly among 10 selected employees who agreed to become the respondents for the said pilot test because their feedback were helpful. Hence, the positive result will help the researcher to proceed to other targeted respondents.

Table 3.3
Research Variables Reliability Statistics (Pilot study)

Variables	Number of items	Cronbach Alpha
Workload	7	0.679
Salary	6	0.794
Co-worker	3	0.842
Job Satisfaction	5	0.844

3.8 Questionnaire design

The questionnaire is designed with a close-ended question in which all questions have a set of alternative answers and the respondents are required to choose one appropriate answer that best describes their opinion. Furthermore, the questionnaire is divided into three parts as part A is about demographic questions of the respondent with regard to some of their personal information like gender, age, education level, marital status, level of position and years of tenure.

Section B will cover the independent variables which are workload, salary and co-worker with a 5-point scale. The scale label are: 1=Strongly Disagree, 2= Disagree, 3= Unsure, 4= Agree, 5= Strongly Agree. Section C is about job satisfaction, also measured in a 5-point scale with the labels of: 1=Strongly Disagree, 2= Disagree, 3= Unsure, 4= Agree, 5= Strongly Agree.

3.9 Data Collection Method

To make sure a completed questionnaire returned within the shortest possible time, the researcher chooses to use a drop off method. This method is believed to be a good system. There was evidence that shows that the rate of return of questionnaires may be very low as the response rate by (Asika, 1991; Ringim, 2012) if the survey was conducted through self-administration of questionnaires.

The chosen survey method was drop off and the researcher chooses this method because the researcher may gain its outstanding benefits. For example, one of the benefit is that the researcher will be able to collect the entire completed questionnaire within a short period of time which is an important factor since the researcher only has a short period of time to complete this research. Other than that, the researcher will be able to give an additional explanation on items that require clarification by the respondents because different respondent may understand it differently. Additionally, the researcher is allowed in such scenario to persuade the respondents to take part in the survey in order to give their sincere opinions (Bichi, 2004; Sekaran & Bougie, 2013).

3.10 Method of analyzing data

To analyze the data that the researcher received from the questionnaire into the meaningful information, the researcher decided to use SPSS since this software will provide an accurate data analysis for quantitative study so it will help the researcher to see the relationship for every selected variable in this study in order to make a conclusion based on the analysis.

3.11 Conclusion

This chapter emphasizes the fragment of the methodology of this research. This chapter provides explanations of all elements that are necessary in the research methodology part. Also, this chapter will help the researcher by giving clear illustration regarding the manner and pattern in which the study is designed methodologically. As a conclusion, this chapter will give a better clue of the adopted research methodology and the pattern of embraced analysis.



CHAPTER 4

FINDINGS

4.1 Introduction

This section discusses the findings of the study. The rate of responses and respondents' descriptions are all presented in this section of the study. In addition, the outcome of the reliability test of each variable are also included, including Pearson correlation, followed by the regression analysis of the hypothesis in the study.

4.2 Rate of Responses

In this research, a total of 126 of the questionnaire were printed and handed out to the employees. As a result, the researcher managed to collect and gather a total of 123 questionnaires that were completed by the respondents. In this context, the data revealed that there are 97% of response rate from the respondents. The figure is achieved through the non-probability sampling technique which is convenience sampling. The summary of the response rate in this study is shown in the Table 4.1 below.

Table 4.1
Summary of responses Rate

Total of Questionnaire Distributed	Total of Questionnaire used in the study	Percentage (%)
126	123	97%

4.3 Demographic Characteristics

The demographic profile of respondents consists of information regarding gender, status, age and length of service. Demographic profile is considered as an important factor in order to get more accurate detail about the characteristics of the population that involved in a survey (Wyse, 2012).

The overall respondent for this research is 123. First of all, in term of gender, female respondents recorded a majority number of participants in this survey which is about 71 respondents (57.7%) while the male is about 52 respondents (42.3%). In term of age, about 13 respondents (10.6%) aged between 20-29 years which fall under the age less than 30 years old , about 65 (52.8%) respondents with the age range between 30-39 years, while 19 (15.4 %) respondents are in the age of 40-49 years and followed by 26 respondents (21.1%) for the age ranged 49 and above. In term of race 123 respondents (100%) are Malay.

Other than that, in terms of level of education, 32 respondents (26%) have SPM as their highest education, followed by 19 respondents (15.4%) who have STPM, about 46 respondents (37.4%) are with a Diploma, followed by 20 respondents (16.3%) with a degree and finally 6 respondents (4.9%) have postgraduate as their highest education qualification.

Then, in term of marital status, 11 respondents (8.9%) fall under the single category, followed by 112 respondents (91.1%) who represents the married category. For the level

of position, 20 respondents (16.3%) fall under executive category and 103 respondents (83.7%) fall under the non-executive category.

Finally for the length of tenure part, 2 respondents (1.6%) fall under category < 1 years, followed by 31 respondents (25.2 %) fall under the category of 1-5 years, about 41 respondents (33.3%) represent 6-10 years, 24 respondents (19.5%) represent 11-15 years, 13 respondents (10.6%) fall under category 16-20 years and finally 12 respondents (9.8%) represent > 20 years. The more detailed version on the respondents' demographic profile is shown in table 4.2.

Table 4.2: Demographic Characteristic

Items	N	Frequency	Percentage %
Gender	123		
Male		71	57.7
Female		52	42.3
Age	123		
20-29		13	10.6
30-39		65	52.8
40-49		19	15.4
49 and above		26	21.1
Race	123		
Malay		123	100
Education level	123		
SPM		32	26
STPM		19	15.4
Diploma		46	37.4
Degree		20	16.3
Postgraduate		6	4.9
Marital status	123		
Single		11	8.9
Married		112	91.1
Level of position	123		

Executive	20	16.3
Non-Executive	103	83.7

Years of tenure	123	
< 1 years	2	1.6
1-5 years	31	25.2
6-10 years	41	33.3
11-15 years	24	19.5
16-20 years	13	10.6
>20 years	12	9.8

4.4 Descriptive Analysis

This section of the findings explains the mean score with the standard deviation of the variables included in this study base on five point Likert scales. The variables include; workload, salary, coworker and job satisfaction. Table 4.3 and 4.4 below show the statistics of the variables.

Table 4.3

The tendency level based on the mean score

Mean Score	Tendency level
1.00 to 2.33	Low
2.34 to 3.67	Average
3.68 to 5.00	High

Source Landell (1997)

The level of tendency for each variable can be seen as in table 4.3. According to Landell (1997), if mean score value is ranged from 1.00 to 2.33, the tendency level is low. If the mean score ranged from 2.34 to 3.67, the tendency level is average and finally if mean score is ranged from 3.68 to 5.00, the tendency level is high.

Table 4.4
Descriptive statistic mean and standard deviation

Variable	Number	Mean	S/deviation
Workload	123	3.2276	0.54070
Salary	123	3.7575	0.53530
Coworker	123	4.0027	0.51833
Job Satisfaction	123	3.9154	0.45593

The table above shows that workload has a mean of 3.2276 and a standard deviation of 0.54070 while salary has a mean of 3.7575 with 0.53530 as the standard deviation. Then, co-worker has a mean of 4.0027 and standard deviation of 0.51833. Finally, job satisfaction has a mean of 3.9154 with a standard deviation of 0.45593. As a result, co-worker has the highest mean score between all variables.

4.5 Descriptive analysis of the dependent and independent variable

This analysis will indicate the descriptive analysis result from the respondents about the factors (workload, salary and coworker) that may influence job satisfaction. There are 7 questions used to evaluate workload, 6 questions for salary and 3 questions for the co-workers and the mean is obtained after the analysis.

Table 4.5
Descriptive analysis of the dependent variable

Job Satisfaction	Mean
Q1: My job gives me a sense of accomplishment	3.8862
Q2: My job is exciting	3.9187
Q3: My job is satisfying	3.9350
Q4: I am really doing something worthwhile in my job	3.9187
Q5: Considering everything, my organization already fulfilled the entire employee requirement	3.9187
Total average mean	3.9154

Table 4.5 indicates the descriptive analysis of job satisfaction among employees. According to the table above, there are 5 elements used to evaluate the job satisfaction among employee in study organization. The total mean is 3.9154, calculated from the perception of employees towards job satisfaction. From the analysis, the highest mean is 3.9350 which refers to question 3, whereby the lowest mean is 3.8862 which refers to question 1. Overall, the answer range of respondents is agreed, that job satisfaction exists among employee at the total average of 3.9155.

Table 4.6
Descriptive analysis of workload

Workload	Mean
Q1: I am given enough time to do what is expected of me at my job	3.7805
Q2: It seems that I have more work at my job that I can handle	2.9431
Q3: My job requires me to work very hard	3.6260
Q4: There isn't enough time during my regular workdays to do everything that is expected of me	2.8374
Q5: I am rushed in doing my job	2.7561
Q6: There has been an increase in my workload in the past year	3.3333
Q7: The increased workload has negatively affected my family, religious and/or cultural responsibilities	3.3171
Total average mean	3.2276

Table 4.6 above indicates that the descriptive analysis result from the respondents is about the influence of workload towards job satisfaction. There are 7 questions used to evaluate the influence of the workload and the mean is obtained after the analysis. Based on the analysis, the highest mean for the workload is 3.7805 which refers to the employees' agreement that they were given enough time to what is expected in their job. Meanwhile, the lowest mean in this analysis is 2.7561 from the question.

Table 4.7**Descriptive analysis for salary**

Salary	Mean
Q1: I'm satisfied with the salary I get	3.7317
Q2: The salary I received was appropriate for the work I did	3.7642
Q3: The salary I received encouraged me to work harder	3.8455
Q4: Wages and salary paid to the employees is competitive in the market	3.6911
Q5: Rewards for exceptional performance exist in the organization	3.8374
Q6: The rewards offered to the employees are comparable with the market offers	3.6748
Total average mean	3.7575

Table 4.7 above indicates the descriptive analysis result from the respondents about the influence of salary towards job satisfaction. There are 6 questions used to evaluate the influence of the salary and the mean is obtained after the analysis. Based on the analysis, the highest mean for salary is 3.8455 from the question "The salary I received encouraged me to work harder". Meanwhile, the lowest mean in this analysis is 3.6748 from the question "The rewards offered to the employees are comparable with the market offer".

Table 4.8
Descriptive analysis for a coworker

Coworker	Mean
Q1: The people I work with are very friendly	3.9756
Q2: My fellow workers are pleasant	4.0244
Q3: The people I work will help each other out when someone falls behind or gets in a tight spot	4.0081
Total average mean	4.0027

Table 4.8 above indicates the descriptive analysis result from the respondents about the influence of coworker towards job satisfaction. There are 3 questions used to evaluate the influence of the coworker and the mean is obtained after the analysis. Based on the analysis, the highest mean for coworker is 4.0244 from the question “My fellow workers are pleasant”. Meanwhile, the lowest mean in this analysis is 3.9756 from the question “The people I work with are very friendly”.

4.6 Reliability Test

In this part of the study, the reliability that is employed in the research will be discussed.

Table 4.9 below clarifies it all:

Table 4.9
Reliability Test of Study Variables

Variables	Responses	Number of Items	Cronbach Alpha
Workload	123	7	.658
Salary	123	6	.875
Coworker	123	3	.957
Job Satisfaction	123	5	.892

The reliability for the table 4.9 above explains that workload, salary, coworker and job satisfaction has a high-reliability coefficient of .658, .875, .957 and .892 respectively. However, according to research experts, the reliability of 0.60 can be seen as an average coefficient and 0.80 can be seen as high coefficient reliability. From the table above, the result shows that all the measures reached high-reliability coefficient ranged from 0.68 to 0.957. According to Sekaran & Bougie (2010), the reliability of 0.60 can be focused as a common coefficient, while 0.80 might be seemed as excessive reliability coefficient.

4.7 Pearson Correlation

The purpose of Pearson correlation is to identify the relationship between variables so we can describe the main objective of a Pearson correlation analysis is to see whether the variables correlate to each other.

Table 4.10

Rules for Pearson correlation analysis

Amount of correlation	Interpretation
$r = 0.5$ to 1.0 or $r = -0.5$ to -1.0	High
$r = 0.3$ to 0.49 or $r = -0.3$ to -0.49	Moderate
$r = 0.1$ to 0.29 or $r = -0.1$ to -0.29	Small

Sources Cohen (1988)

Table 4.11
Pearson Correlation Analysis

Variable	Workload	Salary	Coworker	Job Satisfaction
Workload	1			
Salary	.066	1		
Coworker	.034	.255**	1	
Job Satisfaction	.133	.631**	.542**	1

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

The table 4.11 above shows the Pearson correlation analysis result for independent variables and dependent variables relationship. According to the table, the first independent variable is workload (0.133) and job satisfaction has the small positive correlation. The second independent variable which is salary (0.631) and job satisfaction has a high positive correlation. Finally, the third independent variable which is co-worker (0.542) also has a high positive correlation with job satisfaction.

4.8 Multiple Linear Regressions

Regression analysis explains correlations analysis in order to determine whether the variables possess more on the positive or negative relationship and at the same time to test the hypothesis. Table 4.12 shows a summary of the model.

Table 4.12

Summary of model

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.749 ^a	.560	.549	.30612

a. Predictors: (Constant), Coworker, Workload, Salary

Table 4.12 can be used to determine how well a regression model will fit the data. The R column will represent the value of R; the multiple correlation coefficients which are R-value can be used to measure prediction of the dependent variable (Job Satisfaction). R-Value 0.749 will indicate a good level of the prediction.

R Square value which is also been called as a coefficient of determination will help to determine the proportion of variance independent variables that can be explained by the independent variables. The Value of R Square 0.560 means independent variables explain 56% of the variability of the dependent variable.

Table 4.13
ANOVA Analysis

Model		Sum of squares	df	Mean square	F	Sig.
1	Regression	14.209	3	4.736	50.541	.000 ^b
	Residual	11.152	119	.094		
	Total	25.361	122			

a. Dependent variable : Job Satisfaction

b. Predictors : (Constant) , Coworker, Workload, Salary

The F ratio in the ANOVA table test will provide the result whether the overall regression model will be fit for the data or not. The table 4.13 shows that the independent variables statistically significantly predict the dependent variable, $F(3, 119) = 50.541$, $p < .0005$ mean the regression model is a good fit of the data.

Table 4.14
Coefficients Table

Model	Unstandardized		Standardized	t	sig.
	Coefficients				
	B	Std.Error	Beta		
1 (Constant)	2.928	1.500		1.952	.53
Workload	.051	.037	.085	1.393	.166
Salary	.370	.045	.521	8.280	.000
Coworker	.595	.092	.406	6.459	.000

Table 4.14 illustrates the multiple regression results and presents the influence of workload, salary and coworker toward employee job satisfaction. As depicted in this Table 4.12, the three variables examined in this study: workload ($\beta=0.085$ $t= 1.393$ $\text{sig}= 0.166$), salary ($\beta=0.521$ $t= 8.280$ $\text{sig} 0.000$), and coworker ($\beta=0.406$ $t = 6.459$ $\text{sig} = 0.000$) were found to be significant in predicting employee job satisfaction.

4.9 Hypothesis Testing

Table 4.15

Hypothesis testing

Hypothesis	Statement	Result
H1	Workload was negatively influence job satisfaction	Rejected
H2	Salary positively influence job satisfaction	Supported
H3	Coworker positively influence job satisfaction	Supported

4.10 Conclusion

Based on the discussion above, three objectives of the study have been accomplished via three hypothesis testing which this section has presented in a detailed SPSS output. From the findings, it can be concluded that the hypothesis developed earlier in this study is supported and proven through regression analysis. It also shows the positive correlation between the salary and co-workers toward job satisfaction but at the same time, there is no positive correlation between workload and job satisfaction.



CHAPTER 5

DISCUSSION AND CONCLUSION

5.1 Introduction

This chapter will discuss the summary of the result of this study which is the discussion about the relationship between workload, salary, and coworker with employee job satisfaction. Besides that, the implication and limitation of the study also will be discussed in this chapter. Lastly, recommendation and conclusion will also be provided in this chapter.

5.2 Discussion of the result

The researcher focuses on measuring the factors that will influence job satisfaction among the employees in study organization. The selected organization is located in Alor Setar, Kedah. A total of 126 questionnaires have been distributed, but the researcher was able to collect only 123 questionnaires. Furthermore, the researcher recognized the dimension discussed below are the needs of the factors that will influence employee job satisfaction.

The factors were analyzed by using the questionnaire that consists of three sections namely Section (A), regarding the demography characteristic, Section (B) regarding the independent variables which is workload, salary and coworker and Section(C), regarding dependent variables which is job satisfaction. In this study, the researcher distributed a total of 126 questionnaires but from all of these, only 123 were collected and can be used.

5.2.1 Relationship between workload and job satisfaction

H1: There is negatively relationship between workload and job satisfaction.

Based on table 4.14, if a significant level is less than 0.05, it means that there is a relationship between workload and job satisfaction. Therefore, since the table of coefficient shows that the significant level is higher than 0.05 (0.116), it means there is no positively significant relationship between workload and job satisfaction. This result is similar to the studies by Trivellas, Reklitis & Platis (2013), Bouckenooghe, Raja and Butt (2013) and also Williams et al. (2010) which stated that workload does not have a positive relationship with job satisfaction since workload will cause job stress to the employee although based on the result from the table 4.14 there is no significant negative relationship between workload and job satisfaction Therefore, hypothesis 1 is rejected since there is also no significant negative relationship between workload and job satisfaction.

5.2.2 Relationship between salary and job satisfaction

H2: There is a significant positive relationship between salary and job satisfaction.

Based on table 4.14, if a significant level is less than 0.05, it means that there is a relationship between salary and job satisfaction. Therefore, since the coefficient table shows that the significant level is less than 0.05 (0.000), it means that there is a positive significant relationship between salary and employee job satisfaction. These results are consistent with the previous study by Smith and Shields (2013); Gurkova et al. (2012);

Stringer, Didham and Theivananthampillai (2011); who reported that salary is positively related to employee job satisfaction. In short, the hypothesis 2 is accepted; there is a significant positive relationship between salary and job satisfaction.

5.2.3 Relationship between coworker and job satisfaction

H3: There is a significant positive relationship between coworker and job satisfaction.

Based on table 4.14, if a significant level is less than 0.05, it means that there is a relationship between coworker and job satisfaction. Therefore, since the table coefficient shows that significant level is less than 0.05 (0.000), it means that there is a positive significant relationship between co-workers and job satisfaction. It has been supported by the previous study by Ferguson, Carlson, Zivnuska and Whitten (2012); Madlock and Booth-Butterfield (2011) mentioned in their study that co-workers has significantly positive relationship with employee job satisfaction; good relationship and support from coworker will positively influence job satisfaction among employees. In short, hypothesis 3 is accepted; there is a significant positive relationship between coworker and job satisfaction.

5.3 Implication of the study

This study explains the factors that may influence the employees' job satisfaction among employees. This study can be an indicator or guidance to the organization especially the human resource department itself in the future to complement their organization with a high satisfaction employees.

Overall, there are three independent variables that have been used for multiple regression analysis in this research. These independent variables consist of workload, salary and coworker. The dependent variable involves in the multiple regression analysis is job satisfaction. The regression analysis is used to show correlative coefficients and also indicates the strength of the relationship between the independent variables and dependent variables.

From the table 4.13, it can be seen that F value is 50.541, and the significant value is .000 which is significant since $p < 0.000$ level. This means that this model is reliable for the regression analysis. Moreover according to the table 4.12, it shows that the value of R square is 56%. This indicates the percentage of the independent variable influenced the dependent variable. Hence, it can be said that only 56% of the dependent variable influenced by independent variables and the remaining 44% influenced by other factors. Finally, from the table 4.14, we can describe that two independent variable which are workload and salary has a positive relationship with job satisfaction but in the same time workload do not have positive relationship with the job satisfaction.

From the findings, we can say that there are several recommendations that can be made to the organization in order to improve their level of employees' job satisfaction at the studied organization. The recommendations are as follow.

The researcher recommends that the organization offers a competitive salary as offered by most organizations in the market. Therefore, it is crucial to make sure that the employees' salary must be at least similar or better than what their competitors are offering. By looking at this factor, only then the employees will be satisfied. More importantly, the organization should conduct a pay survey in order to know whether their level of payment in the market is competitive or not. More importantly, to implement it successfully, the organization need to play a crucial role by being alert with the matter of whether to use lead policy, market policy or lag policy in the salary analysis.

In the modern workplace, many organizations will seek to have the high productivity in term of their employees' performance and because of this, sometime employees cannot handle the amount of workload that they need to do which may reduce the level of job satisfaction among employees and the researcher would like to recommended to the organization to follow the following method in order to help the organization manages their employee workload. Firstly, the organization need to be reasonable when distributing the task or responsibility to their employee by taking into account the employees' capabilities to complete the task because different employee comes with different knowledge, skill and expertise so sometimes high expectation from the manager or organization may reduce the level of job satisfaction among the employees in the first

place. Secondly, the organization may also use training as method to enhance employees' skill and ability in their job. At certain times, employees may feel stress or burden with their workload due to lack of skill or abilities and by providing training to the employees, it may help them to enhance their knowledge, skill and abilities but prior to the execution of the training, a need assessment need to done first in order to determine the exact part that needed improvement.

A good relationship with co-workers will also play a crucial role in determining an organization's success and to achieve it, the researcher would like to recommend to the organization to use this method in order to maintain the good relationship among co-workers or employees in this organization. Other than family gathering or family day programs that had been held every year, the organization also need to make sure that their performance evaluation process is fair and square to every employee within the organization because sometimes bias in performance evaluation process may tarnish the relationship among co-workers due to unsatisfied feeling from a co-worker. The organization also need to encourage their employee to respect others' diversity because a good employee not only accepts other people's difference, but also welcomes it and this can be achieve by the mutual respect from everyone in the organization.

5.4 Limitation of the study

The study focuses on the factors that will influence employee job satisfaction. However, this research is narrowed down to only to the employees at this studied organization so this research only describes employee at studied organization and cannot be used at another place. In addition, the study is limited to three independent variables which include workload, salary, and coworker with job satisfaction as the dependent variable. Therefore, only those mentioned factors will be covered in this study.

More importantly, sometime respondents did not understand the question that they answered in the questionnaire that was distributed and this may affect the finding of the study.

5.5 Suggestion for future researcher

There are a few recommendations for the future researcher. Firstly, the future study can discover more on other factors that give impact to the employee's job satisfaction, for example, working condition, recognition and training and development since there are many factors that will influence the employees' job satisfaction and in this study, the researcher only covers the workload, salary and coworker factor. More importantly, by selecting other factors that may influence the level of job satisfaction among employees, future researcher may enhance their understanding of another factor that may also influence employee job satisfaction.

5.6 Conclusion

Based on the discussions from the earlier chapters, the finding of this study have been discussed in this chapter which will provide an explanation about the finding of the study, limitation of the study, recommendation to the organization and future researcher and more importantly the implication of the study.

Finally, through the study that has been done, it can be concluded that there is a significant positive relationship between independent variables which is salary and coworker on job satisfaction among employees at the studied organization. Nevertheless, the independent variable, workload, does not have positive significant relationship towards job satisfaction.



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Appendix A : Questionnaire

Questionnaire

I am Mohamad FaridthulAzhar Bin Mohd Noor , Student in Master of Human Resource Management from the University Utara Malaysia are conducting a research Workload, Salary , and Co- Worker influence on Job Satisfaction among employees at this organization. I would appreciate if you would complete this questionnaire. I hope you can spare some times and help me in answering several question that I have prepared in order to help my studies. All your information is confidential. Your cooperation is kindly appreciated. Thank You.

Part A– Demographic Information

INSTRUCTION : Please circle or ticks your answer

1. Gender (Jantina)

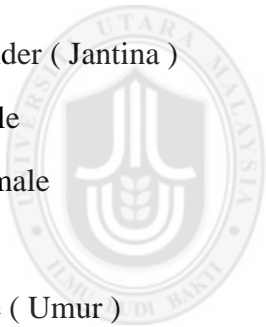
- a. Male
- b. Female

2. Age (Umur)

- a. 20-29
- b. 30-39
- c. 40-49
- d. 49 and above

3. Race (Kaum)

- a. Malay
- b. Chinese
- c. Indian
- d. Other



4. Education level (Taraf Pendidikan)

- a. SPM
- b. STPM
- c. Diploma
- d. Degree
- e. Postgraduate

5. Marital status (Status)

- a. Single
- b. Married

6. Level of position (Jawatan)

- a. Executive
- b. Non Executive

7. Years of tenure (Tempoh perkerjaan)

- a. < 1 years
- b. 1-5 years
- c. 6-10 years
- d. 11-15 years
- e. 16-20 years
- f. > 20 years



Please use the following scale of answers, or choose the response on the answer form that best describes your answer:
 Sila gunakan skala di bawah jawapan, atau memilih jawapan pada borang jawapan yang terbaik menerangkan jawapan anda

1	2	3	4	5
Strongly disagree Sangat tidak bersetuju	Disagree Tidak Bersetuju	Unsure Tidak Pasti	Agree Bersetuju	Strongly agree Sangat Bersetuju

Part B

1. Workload

No	Questions	Strongly disagree	Disagree	Unsure	Agree	Strongly Agree
1	I am given enough time to do what is expected of me at my job (Saya diberikan masa secukupnya dalam kerja saya)	1	2	3	4	5
2	It seems that I have more work at my job that I can handle (Saya mempunyai lebih kerja dari saya mampu menanggung)	1	2	3	4	5
3	My job requires me work very hard (Kerja ini memerlukan saya berkerja keras)	1	2	3	4	5
4	There isn't enough time during my regular workdays to do everything that is expected of me (Saya tidak mempunyai cukup masa semasa waktu berkerja untuk melakukan semua yang diharapkan pada saya)	1	2	3	4	5
5	I am rushed in doing my job (Saya tergesa-gesa melakukan kerja saya)	1	2	3	4	5
6	There has been an increase in my workload in the past year (Terdapat peningkatan dalam beban kerja saya)	1	2	3	4	5

7	The increased workload has negatively affected my family, religious and/or cultural responsibilities (Beban kerja yang meningkat telah memberi kesan negative terhadap tanggungjawab keluarga, agama dan/ atau budaya saya)	1	2	3	4	5
---	--	---	---	---	---	---

2. Salary

No	Questions	Strongly disagree	Disagree	Unsure	Agree	Strongly Agree
8	I'm satisfied with the salary I get. (Saya berpuas hati dengan gaji saya)	1	2	3	4	5
9	The salary I received was appropriate for the work I did (Gaji yang saya terima adalah sesuai untuk kerja-kerja yang saya lakukan)	1	2	3	4	5
10	The salary I received encouraged me to work harder. (Gaji yang saya terima menggalakan saya berkerja lebih keras)	1	2	3	4	5
11	Wages and salary paid to the employees is competitive in the market (Upah dan gaji yang dibayar kepada pekerja adalah kompetitif di pasaran)	1	2	3	4	5
12	Rewards for exceptional performance exist in the organization (Gaji untuk prestasi terbaik wujud di organisasi ini)	1	2	3	4	5
13	The rewards offered to the employees are comparable with the market offers (Ganjaran yang ditawarkan kepada pekerja adalah setanding dengan tawaran pasaran)	1	2	3	4	5

3. Co- worker

No .	Questions	Strongly disagree	Disagree	Unsure	Agree	Strongly Agree
14	The people I work with are very friendly (Rakan sekerja saya peramah)	1	2	3	4	5
15	My fellow workers are pleasant (Rakan sekerja saya menyenangkan)	1	2	3	4	5
17	The people I Work will help each other when someone fall behind or gets in a tight spot (Rakan sekerja saya sentiasa membantu antara satu sama lain)	1	2	3	4	5

Part C

Job Satisfaction

No .	Questions	Strongly disagree	Disagree	Unsure	Agree	Strongly Agree
18	My job gives me a sense of accomplishment (Pekerjaan ini memberi saya perasaan kejayaan)	1	2	3	4	5
19	My job is exciting (Pekerjaan ini menyeronokkan)	1	2	3	4	5
20	My job is satisfying (Pekerjaan ini memberi kepuasan)	1	2	3	4	5
21	I am really doing something worthwhile in my job (Saya melakukan sesuatu yang berguna dalam kerja saya)	1	2	3	4	5
22	Considering everything, my organization already fulfilled the entire employee requirement (Organisasi sudah melakukan segalanya dalam memenuhi keperluan pekerja)	1	2	3	4	5

B. 1 Frequency Analysis

Demographic Profile

Statistics

		Age	Race	Education Level	Marital Status	Level of position	Years of tenure
N	Valid	123	123	123	123	123	123
	Missing	0	0	0	0	0	0

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29	13	10.6	10.6	10.6
	30-39	65	52.8	52.8	63.4
	40-49	19	15.4	15.4	78.9
	49 and above	26	21.1	21.1	100.0
	Total	123	100.0	100.0	

Race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	123	100.0	100.0	100.0

Education Level

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SPM	32	26.0	26.0	26.0
STPM	19	15.4	15.4	41.5
Diploma	46	37.4	37.4	78.9
Degree	20	16.3	16.3	95.1
Postgraduate	6	4.9	4.9	100.0
Total	123	100.0	100.0	

Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Single	11	8.9	8.9	8.9
Married	112	91.1	91.1	100.0
Total	123	100.0	100.0	

Level of position

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Executive	20	16.3	16.3	16.3
Non Executive	103	83.7	83.7	100.0
Total	123	100.0	100.0	

Years of tenure

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid <1 years	2	1.6	1.6	1.6
1-5 years	31	25.2	25.2	26.8
6-10 years	41	33.3	33.3	60.2
11-15 years	24	19.5	19.5	79.7
16-20 years	13	10.6	10.6	90.2
> 20 years	12	9.8	9.8	100.0
Total	123	100.0	100.0	



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B.2 : Descriptive Analysis

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Workload	123	2.14	4.57	3.2276	.54070
Salary	123	2.00	5.00	3.7575	.53530
Coworker	123	2.00	5.00	4.0027	.51833
Job_Satisfaction	123	2.00	5.00	3.9154	.45593
Valid N (listwise)	123				

Descriptive Statistics (Job Satisfaction)

	N	Sum	Mean
JS1	123	478.00	3.8862
JS2	123	482.00	3.9187
JS3	123	484.00	3.9350
JS4	123	482.00	3.9187
JS5	123	482.00	3.9187
Valid N (listwise)	123		

Descriptive Statistics (Workload)

	N	Mean
W1	123	3.7805
W2	123	2.9431
W3	123	3.6260
W4	123	2.8374
W5	123	2.7561
W6	123	3.3333
W7	123	3.3171
Valid N (listwise)	123	

Descriptive Statistics (Salary)

	N	Mean
S1	123	3.7317
S2	123	3.7642
S3	123	3.8455
S4	123	3.6911
S5	123	3.8374
S6	123	3.6748
Valid N (listwise)	123	

Descriptive Statistics (Coworker)

	N	Mean
C1	123	3.9756
C2	123	4.0244
C3	123	4.0081
Valid N (listwise)	123	

B.3 : Reliability Analysis

Scale: Workload

Case Processing Summary

		N	%
Cases	Valid	123	100.0
	Excluded ^a	0	.0
	Total	123	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.658	7

Item Statistics

	Mean	Std. Deviation	N
W1	3.7805	.71902	123
W2	2.9431	.99425	123
W3	3.6260	.89074	123
W4	2.8374	.97824	123
W5	2.7561	1.05847	123
W6	3.3333	.97229	123
W7	3.3171	.96085	123

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
W1	18.8130	16.629	-.481	.787
W2	19.6504	10.983	.357	.626
W3	18.9675	10.491	.527	.576
W4	19.7561	9.547	.632	.535
W5	19.8374	9.383	.589	.545
W6	19.2602	9.817	.585	.552
W7	19.2764	11.021	.373	.621

Scale: Salary

Case Processing Summary

		N	%
Cases	Valid	123	100.0
	Excluded ^a	0	.0
	Total	123	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.875	6

Item Statistics

	Mean	Std. Deviation	N
S1	3.7317	.71372	123
S2	3.7642	.66630	123
S3	3.8455	.57306	123
S4	3.6911	.70281	123
S5	3.8374	.68202	123
S6	3.6748	.74102	123

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
S1	18.8130	7.268	.660	.858
S2	18.7805	7.419	.676	.855
S3	18.6992	7.819	.677	.856
S4	18.8537	6.782	.830	.827
S5	18.7073	7.766	.548	.876
S6	18.8699	6.999	.706	.850

Scale: Coworker

Case Processing Summary

		N	%
Cases	Valid	123	100.0
	Excluded ^a	0	.0
	Total	123	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.957	3

Item Statistics

	Mean	Std. Deviation	N
C1	3.9756	.53506	123
C2	4.0244	.53506	123
C3	4.0081	.55065	123

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
C1	8.0325	1.114	.901	.941
C2	7.9837	1.098	.922	.926
C3	8.0000	1.082	.902	.942

Scale: Job Satisfaction

Case Processing Summary

		N	%
Cases	Valid	123	100.0
	Excluded ^a	0	.0
	Total	123	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.892	5

Item Statistics

	Mean	Std. Deviation	N
JS1	3.8862	.56108	123
JS2	3.9187	.56675	123
JS3	3.9350	.50797	123
JS4	3.9187	.48912	123
JS5	3.9187	.59497	123

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JS1	15.6911	3.428	.700	.877
JS2	15.6585	3.161	.851	.841
JS3	15.6423	3.592	.699	.877
JS4	15.6585	3.456	.826	.852
JS5	15.6585	3.440	.636	.894

B.4 : Pearson Correlation

		Workload	Salary	Coworker	Job_Satisfaction
Workload	Pearson Correlation	1	.066	.034	.133
	Sig. (2-tailed)		.471	.709	.143
	N	123	123	123	123
Salary	Pearson Correlation	.066	1	.255**	.631**
	Sig. (2-tailed)	.471		.004	.000
	N	123	123	123	123
Coworker	Pearson Correlation	.034	.255**	1	.542**
	Sig. (2-tailed)	.709	.004		.000
	N	123	123	123	123
Job Satisfaction	Pearson Correlation	.133	.631**	.542**	1
	Sig. (2-tailed)	.143	.000	.000	
	N	123	123	123	123

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

B.5 : Multiple Regression

Model	Variables Entered	Variables Removed	Method
1	Coworker, Workload, Salary ^b		Enter

a. Dependent Variable: Job_Satisfaction

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.749 ^a	.560	.549	.30612

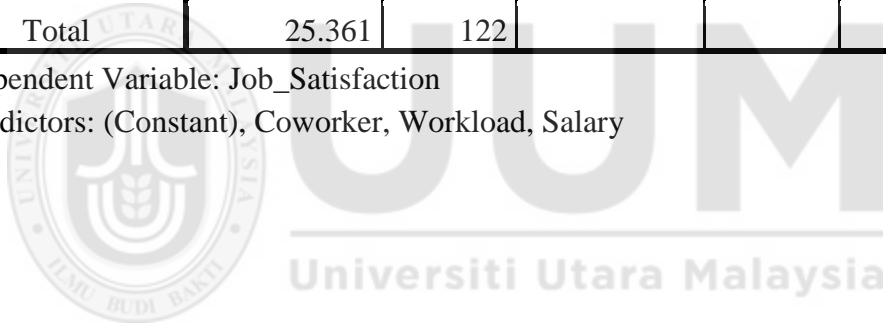
a. Predictors: (Constant), Coworker, Workload, Salary

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.209	3	4.736	50.541	.000 ^b
	Residual	11.152	119	.094		
	Total	25.361	122			

a. Dependent Variable: Job_Satisfaction

b. Predictors: (Constant), Coworker, Workload, Salary



Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	.586	.300		1.952	.053	-.008	1.180
Workload	.072	.051	.085	1.393	.166	-.030	.173
Salary	.444	.054	.521	8.280	.000	.338	.550
Coworker	.357	.055	.406	6.459	.000	.248	.467

a. Dependent Variable: Job_Satisfaction



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