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**THE RELATIONSHIP BETWEEN WORKLOAD, CAREER GROWTH,
WORKPLACE WELLBEING AND JOB SATISFACTION AMONG
EMPLOYEES IN INSURANCE INDUSTRY**



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UUM
Universiti Utara Malaysia

**MASTER OF HUMAN RESOURCE MANAGEMENT
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and Job Satisfaction among Employees in Insurance Industry**



**Thesis Submitted to
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in Fulfilment of the Requirement for the Degree of Master of Human Resource
Management**



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Abstract

This study examines the relationship between workload, career growth, workplace wellbeing, and job satisfaction among employees in the insurance industry. This study employed the quantitative research methodology and data were collected from a target population of 140 employees through structured surveys. The questionnaires were distributed through snowball sampling in two insurance agencies in Alor Setar, Kedah. The study achieved a response rate of 75%. The data was analyzed through the Statistical Package for the Social Sciences (SPSS) version 27. The results from Pearson's correlation analysis and multiple regression analysis revealed that variables such as workload and career growth have a significant positive impact on job satisfaction with the results of $\beta=0.595$ and $\beta=0.301$ respectively, while, workplace wellbeing does not have a significant impact on job satisfaction ($\beta=0.071$). The outcome of this study helps to provide insights into the challenges faced by employees in a competitive industry. There are a few limitations in this study such as this study uses cross-sectional study, non-probability sampling of snowball sampling, focuses on only three independent variables and uses quantitative method. This study also provided with suggestions for future studies exploring the factors that affect job satisfaction.

Keywords: Workload, Career Growth, Workplace Wellbeing, Job Satisfaction.



Abstrak

Kajian ini mengkaji hubungan antara beban kerja, pertumbuhan kerjaya, kesejahteraan tempat kerja, dan kepuasan kerja dalam kalangan pekerja industri insurans. Kajian ini menggunakan metodologi penyelidikan kuantitatif dan data dikumpul daripada populasi sasaran sebanyak 140 pekerja melalui soal selidik berstruktur. Soal selidik diedarkan melalui kaedah persampelan bola salji di dua agensi insurans di Alor Setar, Kedah. Kajian ini mencapai kadar respons sebanyak 75%. Data dianalisis dengan menggunakan Pakej Perisian Statistik untuk Sains Sosial (SPSS) versi 27. Keputusan daripada analisis korelasi Pearson dan analisis regresi berganda menunjukkan bahawa pembolehubah seperti beban kerja dan pertumbuhan kerjaya mempunyai impak positif yang signifikan terhadap kepuasan kerja dengan keputusan $\beta=0.595$ dan $\beta=0.301$, manakala kesejahteraan tempat kerja tidak mempunyai impak yang signifikan terhadap kepuasan kerja ($\beta=0.071$). Hasil kajian ini membantu memberikan pandangan tentang cabaran yang dihadapi oleh pekerja dalam industri yang kompetitif. Terdapat beberapa batasan dalam kajian ini seperti kajian ini menggunakan reka bentuk kajian keratan rentas, persampelan bukan kebarangkalian iaitu persampelan bola salji, hanya memberi tumpuan kepada tiga pembolehubah bebas dan menggunakan kaedah kuantitatif. Kajian ini juga memberikan cadangan untuk kajian-kajian akan datang untuk mengkaji faktor-faktor yang mempengaruhi kepuasan kerja.

Kata kunci: Beban Kerja, Pertumbuhan Kerjaya, Kesejahteraan Tempat Kerja, Kepuasan Kerja.



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List of Abbreviations

Abbreviations	Meaning
JS	Job Satisfaction
W	Workload
CG	Career Growth
WW	Workplace Wellbeing
SPSS	Statistical Package for the Social Sciences



CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Job satisfaction is widely required in all the companies. More importantly, human resources are one of the factors to increase the effectiveness and efficiency of a company, so it must be managed properly (Malau & Kasmir, 2021). An company requires a good human resource management in addition to resources, facilities and other resources to operate well (Malau & Kasmir, 2021). There is a positive trend based on studies by Gallup and the Conference Board show increasing job satisfaction in recent years. As of 2023, around 62 to 65 percent of employees globally report being satisfied with their jobs (Jager, 2024).

In today's rapidly evolving workplace, understanding employee job satisfaction is crucial for companies in Malaysia. Job satisfaction, which refers to an individual's positive feelings towards their work (Jakada, 2019), is a well-established concept with significant implications for both employees and employers. Satisfied employees tend to be more productive, engaged, and less likely to leave their jobs (Rana, 2024). Conversely, low job satisfaction can lead to absenteeism, decreased performance, and high turnover rates, ultimately impacting a company's bottom line. Based on the study by Price waterhouse Coopers (PwC) in 2023, it is reported that 59 percent of Malaysia employees reported bring satisfied with their jobs. This suggests a decent baseline, but there is still room for improvement. Despite the satisfaction score, the same PwC survey revealed 17 percent of respondents were likely to switch employers within a year (PricewaterhouseCoopers, 2023). This highlights a desire for better opportunities even among those somewhat satisfied.

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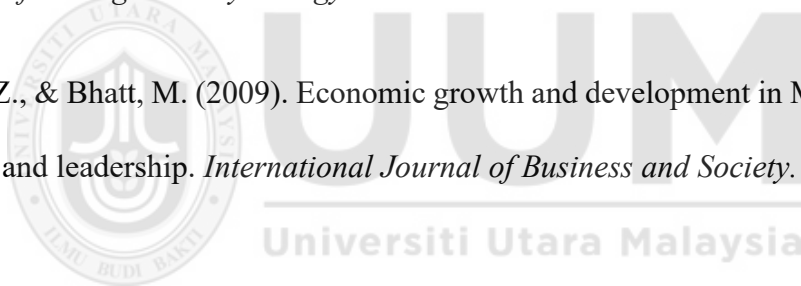
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APPENDIX

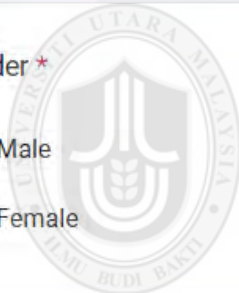
Workload, Career Growth, Workplace Wellbeing and Job Satisfaction among Employees in Insurance Industry

Hi everyone, I am Adrienne Tan Shao Wey, a student of Master of Human Resources Management from University Utara Malaysia and I will be carrying out a study on the relationship of workload, career growth and workplace wellbeing on job satisfaction in the insurance industry. This questionnaire will be distributed to gather information and data. All data that is gathered will be kept confidential and used for academic purposes only. There are 37 questions in 5 sections of the questionnaire. Your cooperation in answering this questionnaire is greatly appreciated. Thank you in advanced.

* Indicates required question

Gender *

- Male
- Female



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Age *

- Under 20 years old
- 21-30 years old
- 31-40 years old
- 41-50 years old
- 51-60 years old

Marital Status *

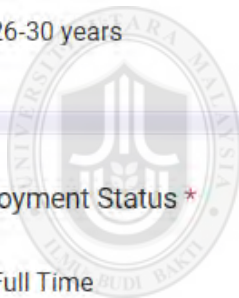
- Married
- Single

Working Experiences *

- Less than 5 years
- 5-10 years
- 11-15 years
- 16-20 years
- 21-25 years
- 26-30 years

Employment Status *

- Full Time
- Part time



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Job Satisfaction

The company offers salaries according to the positions. *

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

The company pays salaries on time. *

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

The company's promotions are based on employees' work performances. *

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

Every employee has the same opportunity in career development. *

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

Superiors provide supports in decisions made by employees. *

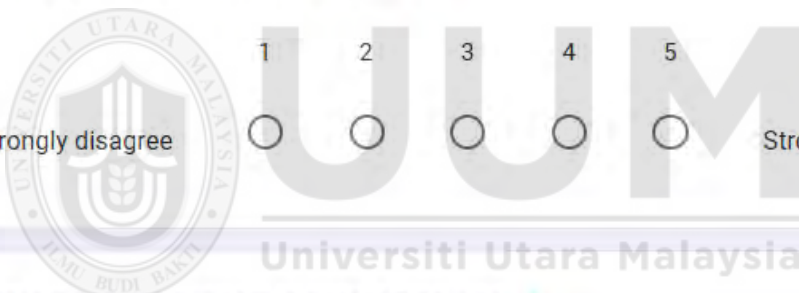
	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

Superiors are fair in assessing the work performance of employees. *

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

The boss is firm in enforcing discipline. *

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree



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Coworkers provide support in completing work. *

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

The job assignments given are in accordance with the employee's job description. *

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

The company ensures the safety and comfort of employees at work. *

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

Workload

The deadline for the work given is reasonable. *

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

I never get a job that is sudden and must be completed quickly. *

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

I have ample time to complete my tasks. *

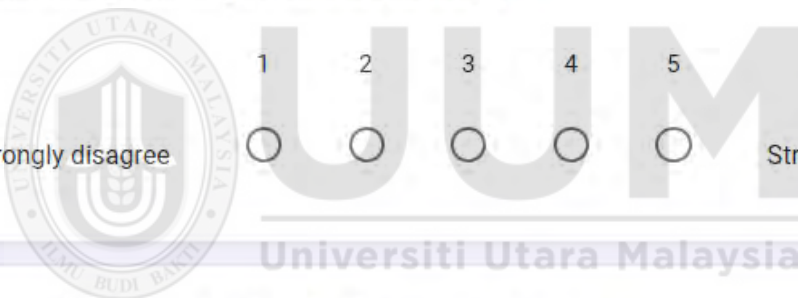
	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

I rarely get a large number of jobs that are not my duties and responsibilities. *

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

The work assignments given are not too many. *

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree



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I can complete the work given by the company well. *

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

The job given is in accordance with the skills I have. *

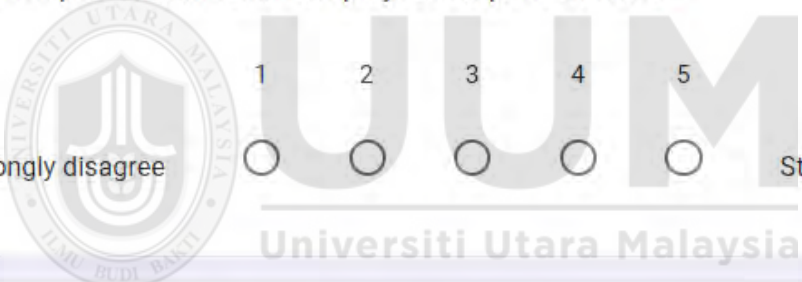
	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

My ideas can be accepted in completing the tasks assigned by the company. *

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

Relationships between fellow employees help me at work. *

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree



Cooperation between departments is very good. *

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

Career Growth

My present job moves me closer to my career goals. *

1 2 3 4 5

Strongly disagree Strongly agree

My promotion speed in the present company is fast. *

1 2 3 4 5

Strongly disagree Strongly agree

My present job encourages me to continuously gain new and job-related skills. *

1 2 3 4 5

Strongly disagree Strongly agree

My salary is growing quickly in my present company *

1 2 3 4 5

Strongly disagree Strongly agree

Workplace Wellbeing

Among the people I work with, I feel there is a sense of brotherhood/sisterhood. *

1 2 3 4 5

Strongly disagree Strongly agree

I feel close to the people in my work environment. *

1 2 3 4 5

Strongly disagree Strongly agree

I feel connected to others within the work environment. *

1 2 3 4 5

Strongly disagree Strongly agree

I consider the people I work with to be my friends. *

1 2 3 4 5

Strongly disagree Strongly agree

I am emotionally energized at work. *

1 2 3 4 5

Strongly disagree Strongly agree

I feel that I have a purpose at my work. *

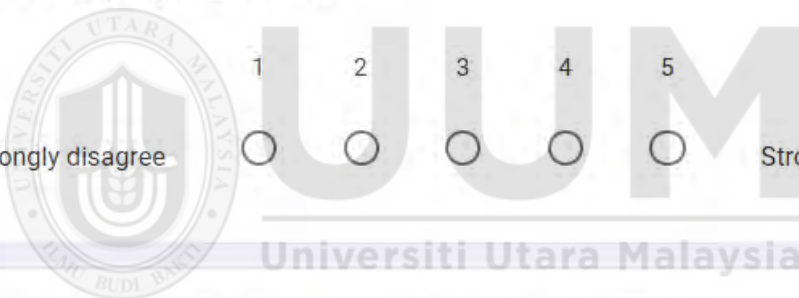
1 2 3 4 5

Strongly disagree Strongly agree

My work is very important to me. *

1 2 3 4 5

Strongly disagree Strongly agree



I feel I am able to continually develop as a person in my job. *

1 2 3 4 5

Strongly disagree Strongly agree

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.860 ^a	.739	.731	.31422

a. Predictors: (Constant), WorkplaceWellbeing, Workload, CareerGrowth

b. Dependent Variable: JobSatisfaction

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.257	3	9.419	95.397	<.001 ^b
	Residual	9.972	101	.099		
	Total	38.230	104			

a. Dependent Variable: JobSatisfaction

b. Predictors: (Constant), WorkplaceWellbeing, Workload, CareerGrowth



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