

**EFFORT, REWARD, OVERCOMMITMENT AND JOB SATISFACTION AMONG  
ACADEMICIANS**



**Thesis Submitted To  
School of Business Management  
Universiti Utara Malaysia  
In Partial Fulfilment of the Requirement for the degree  
(Master of Human Resource Management)**

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## ABSTRACT

This study was conducted to examine the relationship between effort, reward overcommitment and job satisfaction among academic staffs in public universities in the Northern Region of Peninsular Malaysia. A total of 331 questionnaires were distributed to academicians in four public universities and only 156 responses gathered in this study. The results showed that there is a positive significant relationship between job satisfaction and reward. Nevertheless, other factors were found to be not significant in predicting job performance among academics. Discussions elaborated on the importance of reward in understanding job satisfaction among lecturers. Finally, practical and theoretical implications, limitations of the study and recommendations for future research were also presented.

**Keywords:** Job Satisfaction, Effort, Reward, Overcommitment



## ABSTRAK

Kajian ini dijalankan untuk mengetahui hubungan antara usaha, ganjaran, terlebih komitmen dan kepuasan kerja di kalangan kakitangan akademik di universiti awam di kawasan utara Semenanjung Malaysia. Sejumlah 331 set borang soal selidik telah diedarkan kepada kakitangan akademik di empat buah universiti awam dan hanya 156 jawapan diperolehi dalam kajian ini. Hasil kajian menunjukkan bahawa terdapat hubungan positif dan signifikan antara kepuasan kerja dan ganjaran. Walau bagaimanapun, faktor-faktor lain didapati tidak signifikan dalam meramal prestasi kerja di kalangan ahli akademik. Perbincangan selanjutnya menghuraikan kepentingan ganjaran dalam memahami kepuasan kerja di kalangan ahli akademik. Akhir sekali, turut dibentangkan mengenai implikasi teori dan praktikal, batasan kajian dan juga cadangan kajian lanjutan.

**Kata kunci:** Kepuasan Kerja, Usaha, Ganjaran, Terlebih Komitmen



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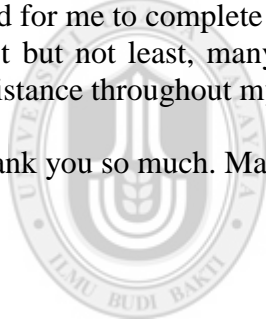
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Figure 2.1 Research Framework



## LIST OF ABBREVIATIONS

ERI	Effort-Reward Imbalance
IPTA	Institut Pengajian Tinggi Awam
KMO	Kaiser-Meyer-Olkin
KPIs	Key Performance Indicators
MSQ	Minnesota Satisfaction Questionnaire
Ph.D.	Doctorate of Philosophy
SET	Social Exchange Theory
SPSS	Statistical Package for the Social Sciences
UITM	Universiti Teknologi Mara
UUM	Universiti Utara Malaysia



# CHAPTER ONE

## INTRODUCTION

### 1.1 Introduction

This chapter is about the background of Malaysian higher education institutions and the importance of academic staff satisfactions in order to achieve government future plans and strategies. This chapter also, highlighted the problem statement for this study, research questions, research objectives, significance of the study, scope and definition of key terms. Finally, the chapter presented the organization of the research.

### 1.2 Background of the Study

Education is one of the important aspects in any nation and has a significant influence on everybody's life. It is an essential instrument to ensure the growth, development and success of any country. According to Peril and Promise (2000), education plays an important role in strengthening the social and development for enhancing the standard. This means, education gives a positive effect on generating an advanced community and improving the standard of human life. Through education people can become more civilized in their society. An uneducated people and society cannot become successful because they did not have the knowledge that can develop their minds. In addition the importance of education is undeniable because by having an educated people can gain respect and recognition from others.

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