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**A STUDY ON RELATIONSHIP OF WORKLOAD, REWARDS AND
CAREER DEVELOPMENT TOWARDS JOB SATISFACTION AMONG
ACADEMIC STAFF IN PUBLIC INSTITUTION, KEDAH.**



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MASTER OF HUMAN RESOURCE MANAGEMENT

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DEVELOPMENT TOWARDS JOB SATISFACTION AMONG ACADEMIC
STAFF IN PUBLIC INSTITUTION, KEDAH.**

By

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**Thesis Submitted to
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Management**



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ABSTRACT

Job satisfaction is one of the factors that may influence employee productivity and performance in an organization. The purpose of this project paper is to determine the factors that have a high relationship with job satisfaction among academic staff in a Public Institution in Kedah. It is also helpful to determine which factors that have higher significance toward job satisfaction. For the questionnaire, the total items measured are 27 items. All of the collected data were analyzed using the Statistical Package for Social Science (SPSS) version 22. Moreover, 150 questionnaires were distributed to the academic staff. From this research it clearly showed that workload, rewards and career development have a significant relationship with employee job satisfaction. This study also found that rewards have a higher significant relationship with employee job satisfaction. Future studies are recommended on academic staff who are teaching in private institutions in order to measure another factor that has a highest possibility towards employee job satisfaction.

Keywords: Job satisfaction, Workload, Rewards, Career Development

ABSTRAK

Kepuasan kerja adalah salah satu faktor yang boleh mempengaruhi produktiviti dan prestasi pekerja dalam organisasi. Tujuan kertas projek ini dijalankan adalah untuk menentukan faktor yang mempunyai hubungan yang tinggi dengan kepuasan kerja di kalangan kakitangan akademik di Institusi Awam di Kedah. Ia juga membantu menentukan faktor yang mana lebih tinggi mempengaruhi ke arah kepuasan bekerja. Untuk soal selidik, jumlah soalan yang diukur adalah sebanyak 27 soalan. Selain itu, borang yang telah di isi dianalisis dengan menggunakan versi Pakej Statistik untuk Sains Sosial (SPSS) 22. Selain itu, 150 borang soal selidik telah diedarkan kepada kakitangan akademik. Keputusan dari kajian ini jelas menunjukkan bahawa beban kerja, ganjaran dan pembangunan kerjaya mempunyai hubungan yang signifikan dengan kepuasan pekerjaan. Kajian ini juga menunjukkan ganjaran adalah salah satu faktor yang mempunyai hubungan kait dengan kepuasan bekerja bagi kakitangan akademik. Disarankan, bagi kajian pada masa akan datang untuk mempertimbangkan kakitangan akademik yang mengajar di institusi swasta untuk mengukur faktor lain yang mempunyai kemungkinan tertinggi untuk mempengaruhi kepuasan bekerja dikalangan pekerja.

Kata Kunci: Kepuasan Kerja, Beban Kerja, Ganjaran, Pembangunan Kerjaya

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CHAPTER ONE

INTRODUCTION

1.1 INTRODUCTION

This chapter introduces the research project by explaining the title of the research with references to many journals. This chapter also contains the aim of the study which determined the objectives, hypothesis and also the independent and dependent variables for this research. In addition, this chapter also contains a list of research questions which are related to the research findings. From this chapter, the problem statement which affects the result of the research was determined. Overall, this chapter explains the background of study, problem statement, research objective, research question, research hypothesis, significance of the study and the definitions of terms such as to whom this research is suitable for and the result of the research.

1.2 BACKGROUND OF STUDY

Education is important since we are moving onwards to the era of globalization. Malaysia is one of the countries that provide education services. In Malaysia the higher education sector is operated by Higher Education Institutions (HEIs) which are under the jurisdiction of the Ministry of Higher Education (MOHE). In Malaysia, there are a total of 20 public institutions of which, several have made it to world-class rankings. In the 2012, the Minister of Higher Education has mentioned that there are five public institutions that have been given autonomy in certain academic areas

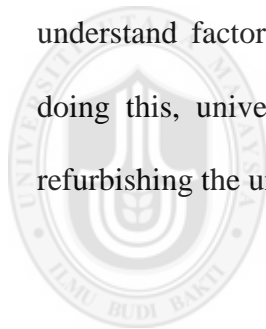
and have been assigned research university status with additional funding for Research and Development to commercialize their research (Study Malaysia, 2015).

In 2013, the Ministry of Education embarked on a review of the development of a Higher Education Blueprint and this review was published in 2015. The Blueprint proposed on the developing a higher education system that will rank among the world's leading education systems and enable Malaysia to compete in the global economy (Education Service Provider). To this end, the Minister of Higher Education urged that all academic staff need to become more productive. Meanwhile, Malaysian higher education is also aggressively promoted in many parts of the world through road-shows in order to attract international students to public institutions (World Education News, 2014).

As such, lecturers are one of the important components that play a main role to ensure that the mission can be achieved. Based on the statistics, there are a total of 79,922 lecturers in Malaysian public institutions (News Straits Times, 2016). The large number of lecturers means that good management is essential to ensure the success of the institutions. Lecturers play a main role to achieve the university's vision and mission because they are the main mover in the institutions. Presently, with the growing educational market, universities in Malaysia have become more competitive in their effort to keep their manpower, which is related to the lecturers and their satisfaction. This is because satisfied employees will be more committed towards the organization (Alia and Hua, 2015).

Conversely, there are many negative impacts when the lecturers are not satisfied with the organization. One of them is loss of productivity which will affect the university's reputation. Job satisfaction significantly impacts on how employees respond to their tasks and responsibilities (Nyberg, 2010). Moreover this research sought to compare to previous studies in the literature that look at the effect of job satisfaction towards the lecturers. Besides that several variables in relation to job satisfaction were also examined.

A major implication of this research is it to help public institutions to further understand factors that affect the job satisfaction among the lecturers. By doing this, universities can allocate their resources towards developing or refurbishing the universities policies in order to retain their academicians.



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1.3 PROBLEM STATEMENT

This study focuses on the relationship of workload, rewards and career development towards job satisfaction among lecturers at a public institution. Azalea and Hua (2015), found that most of the lecturers at a public institution negatively associated job satisfaction with the increase of their duties. This can be related to the the fast growing total number of students which according to the Department of Statistic Malaysia, increased by 45% from 2016 to 2017. This shows that lecturers' responsibilities has increased based on the total number of students entering universities. However, there is less consideration on their job satisfaction.

Moreover, lecturers are the backbone of any institutions. Thus, it is important for the management to fulfill the entire requirement needed by the lecturers. This is supported by Harter, Schmidt and Hayes (2002) who claimed that job satisfaction is important to control the employees' productivity as well as enthusiasm for work. Employee job satisfaction is important for any organization that intends to retain valued employees, but there is less consideration among employers on employees' job satisfaction. According to Wan and Syarif (2015), job satisfaction also received substantial attention on the academic research as a consequence of the complex relationships, thus it influence the academic staff commitment and performance. In recognition of the importance of job satisfaction, an array of theories is available to clarify the issues surrounding the topic. There are two major theories related to job satisfaction, which are firstly, Herzberg or Two Factor Theory and secondly, Maslow's Theory that suggest the causes that lead to satisfaction and

dissatisfaction among individuals, and the factors that influence the job satisfaction.

Job satisfaction can be affected by certain indicators. From previous studies conducted among lecturers, there are many factors that affect the lecturers' satisfaction. Raziq and Maulabakhsh (2015), found that workload and rewards are the main factors that have a higher relationship with job satisfaction among lecturers at private universities. In their study, the factors that were tested are workload, rewards and career development. These three factors have higher possibility to correlate with the employee job satisfaction and it can be tested towards the lecturers because it a component of the individual's needs. Individuals who experience high workload will not be able to fulfill job demands and this may cause them to decrease their quality of work and lead to dissatisfaction (Azman, 2010). Meanwhile, reward is usually tied to a worker's performance on the job and is used as a motivational tool to encourage high levels of performance (Zunnorin et al., 2014). Lastly, lack of career development can cause individuals to be demotivated and the job productivity will decrease which will affect their job satisfaction (Mubbsher et al., 2012). This shows that workload, rewards and career development have a high relationship with job satisfaction.

There are many studies that have been carried out to measure the lecturers' job satisfaction. Several indicators have been tested by the researchers and three of the factors, which are workload, rewards and career development, have been widely used. But the literature shows inconsistent findings regarding

these factors, thus warranting further research. Furthermore, less survey has been conducted among the lecturers in public institutions and more research need to be conducted in order to help identify the factors that influence job satisfaction among lecturers (Tobing, 2015).

1.4 RESEARCH QUESTION

In this study, there are some problem statements that arise which can lead to questions that can be asked and tested at the end of the study. This will determine the reliability of the findings in this study. The research questions are as follows:

- i. Is there any significant relationship between workload and job satisfaction among lecturers?
- ii. Is there any significant relationship between rewards and job satisfaction among lecturers?
- iii. Is there any significant relationship between career development and job satisfaction among lecturers?

1.5 RESEARCH OBJECTIVE

Research objectives are derived from the problem 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 relationship between workload and job satisfaction
- ii. To investigate the relationship between rewards and job satisfaction
- iii. To investigate the relationship between career development and job satisfaction.

1.6 SIGNIFICANCE OF STUDY

Working in the education fields is challenging. Thus, this study aimed to examine the job satisfaction among the lecturers at a public institution. The results of the study will help the management to design better work policies and provide a good working environment. In addition, it will inform the management on the requirements that need to be followed in order to ensure that lecturers are being satisfied with their job. This study also can contribute knowledge among the lecturers and lead to future research.

From the study, the result will provide the lecturers the chance to know more on factors that affect their satisfaction in terms of the workload, rewards and also career development. This research also can help lecturers to understand more on working environment and what is the management action taken if there are any issues or dissatisfaction that arises in the institution. The information that produced from this study may be beneficial for lecturers and also the management in order to fulfill the needs of their employees.

1.7 SCOPE OF STUDY

This research focuses on the factors that affect job satisfaction at a public institution among academic staff which are workload, rewards and career development. It was done by obtaining primary data through the distribution of questionnaires to the respondents and by analyzing the primary data together with secondary data which was gathered from published journal articles. The questionnaires were distributed to the lecturers at a Public Institutions in Kedah.

1.8 DEFINITIONS OF KEY TERMS

Job satisfaction

Job satisfaction can be defined as the feelings and thoughts of the individual about his or her job duties (Sowmya and Panchanatham, 2011).

Rewards

Rewards are financial and non-financial rewards which both can serve the purpose of motivating the employee by reinforcing desirable behavior and spurring the employee on to higher levels of productivity (Maimunah, 2014).

Workload

Workload can be defined as employee spending time in term of physical and psychological on doing their task in order to achieve the job requirements (Tajmal, 2014).

Career Development

Career development can be defined as the implementation of improving technical and conceptual skills and morale as a motivation of employee to achieve an optimum result (Abdul et al., 2016)

Lecturers

Refers to a person who gives lectures, especially as one of the occupations at a university or college of higher education (Oxford Dictionary)

Public Institution

Name that is being applied to a school, college, courthouse, library, hospital and others place that is run for the public to use (The Law Dictionary, 2nd ed)

1.9 ORGANIZATION OF THE THESIS

This project paper includes five chapters. In chapter one it briefly describes the introduction and cover about the background of the study, problem statement, research questions, research objectives, scope of study and definitions of key terms. Meanwhile in chapter two it covers on literature review and describes more on the factors that affect job satisfaction. Chapter three discusses on research methodology which includes research design, operational definition, sampling size, population, data collection procedures and technique on data analysis. Chapter four is describes the findings of the study. Lastly, chapter five contains discussion and recommendations.

1.10 CONCLUSION

As a conclusion, this chapter was about the introduction of the research project such as the title of the research, the problem statement, the hypothesis and also the research questions. From this chapter, type of the research and also the independent and dependent variable were identified. In addition, from this chapter, it could determine both topics which the effect of workload, rewards and career development towards job satisfaction among lecturer at public institution in this research project. As a conclusion, this chapter was about the introduction of the research project such as the title of the research, the problem statement, the hypothesis and also the research questions. From this

chapter, type of the research and also the independent and dependent variables were identified. In addition, from this chapter, the topic which is the effect of workload, rewards and career development towards job satisfaction among lecturer at a public institution in this research project was determined. Based on this chapter, more can be carried out in the next chapter as chapter one will be the leading chapter or reference for the other chapters so that they are related with one and another. Furthermore, the problem statement and research hypothesis could provide the result of the research at the end of the researcher reading. This is because the research objective will be covered in overall chapter. From that, it will help to determine whether the research suitable or not and help to meet the key points of the objectives of this research project.



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CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

Literature review is a process in doing researches by identifying published and unpublished materials such as journal, reports, researches, books and others on the topic of interest. This chapter provides background information related to this study (Sekaran & Bougie, 2013). This chapter also shows all the information and theories about the relationship of employee job satisfaction that are related to this study which involve the dependent variable which is job satisfaction and independent variables namely workload, rewards and career development. All of the materials were evaluated and analyzed related to the research. The last part for this chapter which is conclusion part, summarizes the chapter altogether.

2.2 DEPENDENT VARIABLE

2.2.1 Job Satisfaction

Generally, job satisfaction is one of the factors that may influence employees to focus more on doing their task and responsibilities. Job satisfaction is known as the feelings and thoughts of the individual about his or her job duties (Sowmya and Panchanatham, 2011). According to Salem (2013), there are many factors that lead towards employee job satisfaction which can be in terms of compensation, promotion, recognitions at the workplace and employee loyalty. Meanwhile, low job satisfaction will give a bad impact

towards the organization. This is supported by Jimmieseon, Terry & Callan (2004) who stated that low motivation can be one of the main reasons of low job satisfaction because it affect the effectiveness of organization and also the employee. According to Karshan (2015), job satisfaction refers to the attitude and emotional response of the individual to their work task as well as to the physical and condition of the surroundings and the determinants that may affect the job satisfaction of the employee.

Furthermore, in the job satisfaction model, it shows that there are many factors that are consistent variables which influence job satisfaction. Additionally, individuals that can control their level of workload will experience more positive genetic responses compared to individuals that often have a high level of stress and this situation may lead to higher job satisfaction (Azman et al., 2010). Job satisfaction is always considered as one of the factors towards employee emotional well- being and psychological health which will eventually lead to the organization's success.

In addition, job satisfaction is also affected by the workload. This is supported by Hettiararchchi and Jayarathna (2014), who stated that job satisfaction play an important role in influencing the employees' emotional and human behavior at the workplace plus it accurately measures the job satisfaction and understanding of the employee at the workplace. Thus, job satisfaction is the pleasure and preference that are related to the job. Meanwhile, employees that have a positive attitude towards their job usually have a good recognition in the organization. According to Sowmya and Panchanatham (2011), extensive

research on job satisfaction shows that employees satisfied with their jobs will have a higher job satisfaction when their needs and fulfillment meet their expectations. Job satisfaction is based on the duties and task assisted by the individual and at the same time, a person that have a high level of job satisfaction holds a positive attitude towards their task and responsibilities and it is the reverse when they have a negative attitude about their job as it leads towards dissatisfaction on the jobs (Hettiararchchi and Jayarathna, 2014).

In addition, career development is one the factors that might influence employee job satisfaction. This is supported by Kaya and Ceylan (2014), who stated that career development involves various alternatives to develop the abilities of the employees, preserve the current skills and preparation for the employee to receive promotions which can give an effect on the employee job satisfaction at their workplace. Moreover, job satisfaction is also generally accepted as an important element of individual career planning and can be perceived as the relationship between what the employee wants from the jobs and what they perceive of the offer given (Kayalar and Ozmutaf, 2009). The determinants of job satisfaction revealed that there are many factors affecting the level of the job satisfaction of the employee (Wan and Syarif, 2015). According to Quang Duong as cited by Wan and Syarif (2014), while it is true that job satisfaction can be influenced by many factors such as internal, external and personal factors, it also depends on the workplace environment. Equally, job satisfaction can help to increase the productivity, reduce the turnover rate and encourage the commitment among employees and as

supported by Batagoda (2009), employee job satisfaction cannot be abandoned and the organization need to take it as a serious issue.

2.3 INDEPENDENT VARIABLE

2.3.1 Workload

Workload is one of the factors that will influence employee job satisfaction. Workload can be defined as the time spent by employees physically and psychologically on doing their task in order to achieve the job requirements. According to Xiaoming et al., (2014), high workload that exceeds the human capability will affect the employees' focus and at the same time it will lead to anxiety, frustration and bad physical and emotional control. Through high workload, employees will feel dissatisfied with their job and can lead to low performance. Workload also refers to the increasing in working hours, duty and pressure from the employee. People who suffer with high workload will have a low job satisfaction in performing their job and have attitude problems. This is also supported by Tajmal (2015), who stated how workload may affect the employee's job satisfaction refers to employee's attitudes. Workload is the main cause of the job related attitudes which causes the employee to experience stress and as a result, the employee will give poor performance and job dissatisfaction. Meanwhile as stated by Hande and Semra (2013), through the past research and common practice, work overload gives negative effects on the job satisfaction.

In addition, workload also can make an employee feel stressed. Workload stress can be defined as the reluctance of the employee to come to work and

they have a feeling of constant pressure in the workplace (Muttie et al., 2013). In general, it can be seen that employee job dissatisfaction is based on the stress and caused by the workload. This is also being cited by Maria et al., (2015), who stated that there is a relationship between workload and job satisfaction because burnouts due to work overload. Some researchers concluded that the level of the job satisfaction have the high correlation with the workload of the individual. Furthermore, as stated by Ali and Yasir (2014), employees who have a high workload tend to have bad performance and are not satisfied in doing their tasks which usually will affect the employees' focus. The burden of the work makes them feel demotivated and it will directly affect their job satisfaction.

According to Beheshti et al., (2015), workload is one of the set of job requirements and the effort of the employee to perform the work and it refers to the efficiency of the individual to perform the task. Extreme workload will lead to the increasing of mental and physical and job dissatisfaction from the employee that leads to low job satisfaction towards the organization. Extreme workload is when the individual faces too many tasks that need to be done that exceeds their capabilities. The employee will usually feel threatened by the employer because they need to settle all of the tasks within the time period given and causing them to perform the job but with low productivity and affect their job satisfaction. This is also supported by Goets et al., (2013), who stated that employees have to complete their task within the period time given and most of them will not give a good performance and it will demotivated them leading to low satisfaction towards the job and also the organization. As

mentioned by Katherina (2015), workload is related to some outcomes and it might negatively affects the employees's feeling and individual satisfaction. Workload or high level of demands is also one of the reasons of emotional exhaustion and causes burnout to the individual. Employees that cannot handle the workload tend to give low job performance and affect their job satisfaction (Houston et al., 2006).

2.3.2 Rewards

Rewards are also considered as one of the factors that influences employee job satisfaction. According to Maimunah (2014), rewards are usually tied to a worker's performance on the job and are used as a motivational tool to encourage high levels of performance. Rewards represent what the individual desires to obtain from work or what they perceives from cash payments to working conditions (Reham et al., 2010). In the rewards systems there are financial and non-financial rewards which both can serve the purpose of motivating the employee by reinforcing desirable behavior and spurring the employee on to higher levels of productivity (Maimunah, 2014). This means it is concerned with the formulation and implementation of strategies and policies that aim to reward people fairly, equitably and consistently in accordance with their value to the organization (www.hrware.com).

Meanwhile, in theory, Saks (2006) believes that employees vary in their satisfaction as a function of their perceptions of the benefits they received from their work. Again, according Saks (2006), the employees are likely to create the return on investment of their challenging jobs when they are given

better rewards and compensation. This happens when the employees perceived that they will be satisfied towards their job and organization when they received more rewards for their effort. Furthermore, recognition is one of the form of rewards, and may take the form of monetary or nonmonetary awards, or simple acknowledgement of a job well done. Saks (2006), again stated that once employees are recognized with greater incentives and recognition for their performance, it is expected that employees might be satisfied in their mind and perhaps feel that their workplace is fit for them. Employees considered rewards to be important for keeping them engaged and satisfied with their organization (Sia, 2012). When an organization or a supervisor rewards or recognizes an employee or a team, they are communicating in a powerful way what types of activities and accomplishment the organization values. Conversely, according to Maslach et al (2001), a lack of recognition or rewards can lead to burnout, therefore proper recognition or rewards is very important in order to increase employee job satisfaction.

In addition, some organizations give rewards to their employee based on their length of service, also known as based on seniority. This is supported by Hande and Semra (2013), where most organizations still give rewards to their employees based on their seniority although some organizations used a new ways such as rewarding their employees based on their job performance. This is in order to ensure that their employees are satisfied with the organization and will increase their productivity. According to Zunnoorain et al., (2014), there are many factors that can influence employee job satisfaction and rewards are one of the effective ways to motivate employee. By giving them

several incentives, employers can motivate them to do a good job and they will feel satisfied with their job. Moreover, rewards are stated as one of the benefits received by the employee and it also a significant element of the employees' commitment and job satisfaction. Employees will be committed towards the organization when they feel their services are valuable and the organization rewarded them because of their good performance. This is supported by Khawaja et al., (2012), where there is a significant relationship between reward and recognition and employee motivation and satisfaction. Employees that feel satisfied with the rewards they received they will be more productive and give a high commitment.

Thus, rewards have a high relationship with the employee job satisfaction. This is also stated by Tausif (2012), where employees will be motivated and have high satisfaction when they perceived rewards from the organization. This would increase their job performance and which will lead towards their job satisfaction. Besides that, the rewards systems are concerned with the design and implementation with the strategies and policies of the company. According to Carolline (2014), frequent problems with the rewards system and job satisfaction that occur in the organization will affect employee job satisfaction, creating dissatisfaction within the organization when they received less rewards that are not commensurate their job commitment. Furthermore, as mentioned by Ezza (2014), rewards refers to all financial, non-financial and also emotional cost that are provided by the organization to the employees in return for the job they do. Rewards are also important in order to motivate the employees and it will control the employees' behavior

and satisfaction in the organization. In order for employees to be satisfied with their job, the rewards system in the company must be relevant and systematic, and as stated by Nadja (2015), the rewards system in the organization must meet employees' expectation.

2.3.3 Career Development

Career development is important for employee to grow and develop their career in the future. Career development is also known as career planning and it helps to organize the learning of experience in order to increase and make an improvement in growth performance of their duties through education and training activity in the organization. According to Abdul et.al, (2016), career development can be defined in the implementation of improving technical and conceptual skills and morale as a motivation of the employees to achieve an optimum result. Besides that, career development also can be seen as the growth ability of the employee to compete in a competitive environment. Career development is one of the process on improving the ability of the individual's skills in order to achieve the desired career, where the career development aims also to match the individual's goals with the career opportunities in the company for the future. Employee perception is important to develop job satisfaction because it will influence employees. As mentioned by Naway and Ikhfan (2017) the occurrence of job satisfaction is driven by the many factors and one of it is career development that is progressing well. Career development is important because it comes from the employees' perception and it will influence individual attitudes, behaviors and also their emotions. As discussed above, job satisfaction comes from the pleasant

feelings and emotions. Employees that have a good perception on the implementation of the career development can produce a positive impact on the emergence of job satisfaction and with the development of their careers, it will allow the employees to be promoted, and enjoy their work, and so the employees will be satisfied with the organization.

Furthermore, career is a continual progress, experience and skill of the person in their work area and career not only depends on the job that they currently doing but is also based on the future which is for them to fulfill the expectation and job goals. Whenever employees are able to achieve all their targets and they believe that they get the opportunity in developing their career, it will affect their job satisfaction. This is supported by Maria et.al, (2015), when the organization offers a good career development for the employees and give them training to enhance their skill, knowledge and ability, it will motivate the employees to become more productive boost their motivation and also their job satisfaction. Kayalar and Ozmutaf (2009) stated that career development refer to specific human resource activities that will match the individual and the job opportunities, thus the human resource management need to make sure that the organization offer a good career development for employees and so that it will increase individual job satisfaction. Thus, organizations should ensure that the career development in the company must be compliant with the employees' job satisfaction. According to Diana (2016), employee job satisfaction can be increased by the organization by having a good career development and clarifying it to their employees.

Moreover, career development is one of the factors that lead on employee job satisfaction which is good career program and growth that will lead the employee to be productive in doing their task and responsibility. As stated by Azman et.al, (2015), employees that have a high job satisfaction usually feel that they are treated fairly by the organization and one of the factors that they are looking for are the career development that their employer and organization provide towards them. Career development also involves the process and activity in preparing an employee to be promoted and is associated with the requirements and capabilities needed and it increased employee job satisfaction (Akmal, 2015). This is also supported by Kaya and Ceylan (2014), who stated that some research provide evidence that positive career development will significantly influence individual job satisfaction and also employee commitment.

An aspect of work itself covers the promotions, working condition, challenge and supervision. When the organization provides a good working environment, it also will help employee satisfaction and providing employees with a good career development will motivate the employees to perform better (Jane, 2001). The presence of a systematic career development will encourage the individuals to be motivated and satisfied with their job.

2.4 UNDERPINNING THEORY

Many theories of job satisfaction have been proposed by previous researchers. The job satisfaction concept is not a new concept but it has already been

researched since the nineteenth century and this concept has been used in order to enhance the effectiveness of organizations and as well for the employees (Sarasvathy, 2013). One of the theories is the Herzberg or two-factor theory which is being used in measuring job satisfaction of employees in their working place.

2.4.1 Herzberg or Two Factor Theory

Herzberg theory or two-factor theory is a famous theory being utilized in job satisfaction. This theory refers to on the job satisfaction in two ways which is firstly, the factors that cause satisfaction (motivators or intrinsic factors) and secondly, the factors that cause dissatisfaction (hygiene and extrinsic factors) and both of these factors are measured on employee job satisfaction (Noell, 1976). In this research the extrinsic factors (Hygiene) and intrinsic factors (Motivator) refer to the rewards, workload and career development faced by the individuals. Job satisfaction has its own requirements and it is depends on the individual whether it may come from extrinsic or intrinsic factors. This is supported by Riley (2015), whereby the satisfaction on the hygiene factors will prevent the employee from feeling dissatisfied with their job and satisfaction on motivator will motivate individual. *(Refer to figure 2.1).*

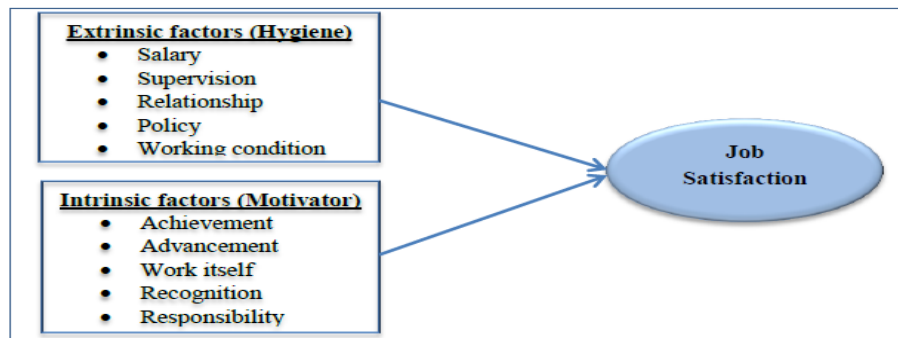


Figure 2.1: Herzberg Theory- Job satisfaction Model
(Mehboob et al, 2011)

2.5 CONCEPTUAL FRAMEWORK

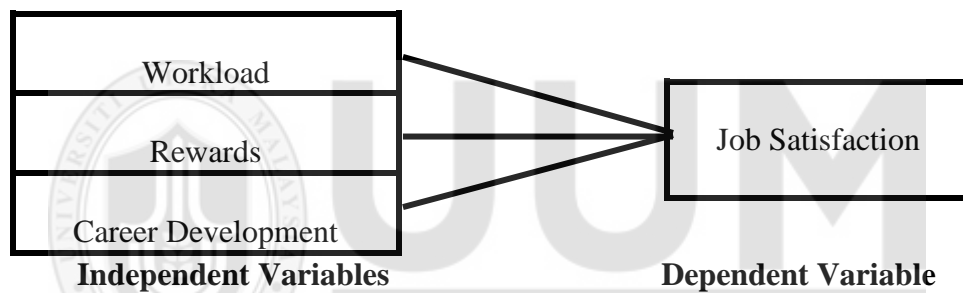


Figure 2.2: Theoretical Framework

2.6 RESEARCH HYPOTHESIS

Hypothesis 1

H1: There is significant effect between workload and employees' job satisfaction

Hypothesis 2

H2: There is significant effect between rewards and employees' job satisfaction

Hypothesis 3

H3: There is significant effect between career development and employees' job satisfaction

2.7 CONCLUSION

As a conclusion for this chapter regarding the theoretical framework, all of the independent variables influenced the dependent variables in which in other words workload, rewards and career development theoretically have a relationship with employee job satisfaction. Furthermore, if the employees' needs and wants are being managed properly, it will improve the employees' performance and lead to the positive response and employees will be satisfied with the organization.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter outlines the research methodology of this study. This chapter covers on the methods used in the research to collect and gather information. The purpose of this study is to measure the relationship of workload, rewards and career development towards job satisfaction among academic staff at a public institution. Besides, this chapter also will discuss about research design, instrument development, sampling design which consists of population, sampling technique and sample size, data collection, reliability testing, data analysis that includes regression analysis and hypothesis testing.

3.2 CONCEPTUAL DEFINITIONS OF VARIABLES

This section clarifies on how the study's variables are being defined. Specifically, job satisfaction is represented as the dependent variable while workload, rewards and career development as independent variables.

3.2.1 Dependent Variable

The dependent variable in this study is job satisfaction. Job satisfaction refers to the satisfaction of an individual's involvement and as well as enthusiasm for work (Harter, Schmidt and Hayes, 2002). According to Salem (2013), there are many factors that lead towards the employees' job satisfaction which are in terms of compensation, promotion, recognitions at the workplace and

employee loyalty. Meanwhile, low job satisfaction will give a bad impact towards the organization. In addition, job satisfaction is important because it will lead to better employee performance and productivity.

3.2.2 Independent Variables

The independent variables in this study are workload, rewards and career development. Workload is defined as the number of tasks that should be done by an individual and it has been identified as a stressor towards the employee. According to Kar and Suar (2014), workload is a task difficulty, confusion, rapid decision making and cognitive overload that can contribute to job dissatisfaction. The next independent variable in this study are rewards which is concerned with the formulation and implementation of strategies and policies that aim to reward people fairly, equitably and consistently in accordance with their value to the organization. In theory, Saks (2006) believes that employees vary in their job satisfaction as a function of their perceptions of the benefits they received from their work. Again, according to Saks (2006), the employees are likely to create the return on investment of their challenging jobs when they are given better rewards and compensation. Lastly for independent variables is career development. Career development can be defined as the implementation of improving technical and conceptual skills and morale as a motivation of employee to achieve an optimum result. According to Jane (2001), career goals can inspire the individual to work hard and it also prevents the company from losing the best talents in the organization and most of the employees believe that a good career development being provided by the organization will lead to a higher job

satisfaction. However, the relationship between workload, rewards and career development with job satisfaction can be variable, with some factors giving more impact on the employee job satisfaction.

3.3 MEASUREMENT OF VARIABLES

The present study has three main constructs to be measured which are workload, rewards and career development. The sections below discuss how the constructs are operationalized and the instrument being used in measuring them.

3.3.1 Job Satisfaction

In this study, job satisfaction refers to the satisfaction among lecturers. According to Sowmya and Panchanatham (2011), job satisfaction is the feelings and thoughts of the individual about his or her job duties. This was measured with five items and the internal consistency reliability for job satisfaction was 0.86 which is within the accepted value by Hair et al. (1998). The items are presented in Table 3.1. A five-point Likert scale with uniform descriptive ranging from 1: strongly disagree to 5: strongly agree was used to measure all of the items in this section.

3.3.2 Workload

Workload is operationalized in this study as a one of the factors that have a relationship with employee job satisfaction. Workload refers to the employee spending time in terms of physically and psychologically while doing their task in order to achieve the job requirements (Tajmal, 2014). This was

measured with nine items and the internal consistency reliability for job satisfaction was 0.70 which is within the accepted value by Hair et al. (1998). The items are presented in Table 3.1. A five-point Likert scale with uniform descriptive ranging from 1: strongly disagree to 5: strongly agree was used to measure all of the items in this section.

3.3.3 Rewards

Rewards in this study are operationalized as the financial and non-financial rewards which both can serve the purpose of motivating the employee by reinforcing desirable behavior and spurring the employee on to higher levels of productivity (Maimunah, 2014). This was measured with six items and the internal consistency reliability for job satisfaction was 0.75 which is within the accepted value by Hair et al. (1998). The items are presented in Table 3.1. A five-point Likert scale with uniform descriptive ranging from 1: strongly disagree to 5: strongly agree was used to measure all of the items in this section.

3.3.4 Career Development

Career development is defined in this study as the implementation of improving technical and conceptual skills and morale as a motivation of employee to achieve an optimum result (Abdul et al., 2016). This was measured with seven items and the internal consistency reliability for job satisfaction was 0.71 which is within the accepted value by Hair et al. (1998). The items are presented in Table 3.1. A five-point Likert scale with uniform

descriptive ranging from 1: strongly disagree to 5: strongly agree was used to measure all of the items in this section.

Table 3.1
The Variables, Sources, Items and Type of Scale.

	Sources	Items	Type of Scale
Workload	Johnston et al. (1990); Rizzo et al. (1970); Firth et al. (2004); Mazlina (2012)	1. I am given enough time to do what is expected of me at my job 2. It seems that I have more work at my job that I can handle 3. My job requires that me work very hard 4. There isn't enough time during my regular workdays to do everything that is expected of me 5. I am rushed in doing my job 6. I am willing to work after office hours/weekends/public holidays 7. There has been an increase in my workload in the past year 8. My responsibility have increased, but my salary remains 9. The increased workload has negatively affected my family, religious and/or cultural responsibilities	Likert Scale
Rewards	Chepkwony (2014); Khan et al., (2014)	1. I receive rewards when I do a good job. 2. Performance incentives are clearly linked to standards and goals 3. The performance incentives are meaningful 4. Organization gives rewards equivalent to your job task 5. I will be rewarded for	Likert Scale

achieving organization's goals
 6. My salary level motivates me to stay with my current organization.

Career Development	Abulla, J. & Djebavni, R. (2011); Albanese, A.R. (2008)	<ol style="list-style-type: none"> 1. Career development is supported through a clear and well executed policy 2. My employer give me the opportunity to gain wider experience 3. Advancement opportunities are a adequately distributed 4. I have opportunity to develop my skills and knowledge 5. My organization support my personal growth 6. I participate in the staff review and development scheme 7. You believe it is important to continue to develop your work skills 	Likert Scale
Job Satisfaction	Sowmya and Panchanatham (2011).	<ol style="list-style-type: none"> 1. I like the kind or work I do 2. My work gives me a feeling of personal accomplishment 3. I enjoy coming to work 4. I am generally satisfied with the kind of work I do on this job. 5. Considering everything, University Utara Malaysia (UUM) fulfilled the entire employee requirement 	Likert Scale

3.4 RESEARCH DESIGN

Research design is a framework or blueprint for the researcher to conduct the research project. It specifies the details of the procedures necessary for obtaining the information needed to structure or solve research problems (Sekaran & Bougie, 2013).

This study was implemented by using a descriptive study to collect the information and factors influencing employee job satisfaction at a public institution. It was carried out at a public institution in Kedah because of the suitable and appropriate target group to answer the questionnaires regarding the employee job satisfaction. A descriptive study is used to describe the characteristics, of persons, events or situations (Sekaran and Bougie, 2013). Thus, the purpose of this study is to describe the factors that affect employee job satisfaction at a public institution. In addition, this study involved quantitative data such as rating.

Furthermore, this study was carried out in a non-contrived setting where the variables are not controlled or manipulated by the researchers. The variables for this study are based on the previous research with the same topic on employee job satisfaction. Then, in this study, the respondents itself will control the variables by answering the questionnaire given.

Besides that, this research study is a cross-sectional study. According to Sekaran and Bougie (2013), a cross-sectional study is a study undertaken in

which data are gathered just once, perhaps over a period of days, or weeks, or months, in order to answer the research questions.

3.5 POPULATION OF THE STUDY

Population refers to entire group of people, events or things of interest that are being investigated (Sekaran & Bougie, 2013). The target population in this study was focused on the academic staff at a public institution. This is to measure the effect of workload, rewards and career development towards employee job satisfaction. The target population is all lecturers at the public institution.

3.6 SAMPLE SIZE

Sampling sized is important in this research because the number of respondents should be suitable or moderate which is not to large or not too small. This is because when the number of the employees is too large it is hard for the researchers to distribute, collect and make analysis while if the number of employees chosen is too small, the results can be inaccurate.

In this study, the sample size was determined by refer to a table based on what the formula published by Krejcie and Morgan (1970). According to the table, the appropriate sample size of this study is 150 respondents. This is because the total number of lecturers is less than 650. The researchers are not use the exactly amount because of respondents do not give cooperation. These included all lecturers from all colleges at the public institution.

3.7 SAMPLING TECHNIQUE

The techniques that were used in this study were probability sampling and simple random sampling method. As stated by Sekaran & Bougie (2013), probability sampling is when the elements in the population have a known, nonzero chance of being chosen as subjects. By referring to the number of population and sample size at the public institution in Kedah, these techniques were chosen because they are suitable for this study. 150 questionnaires were distributed randomly to the lecturers.

Table 3.2:
Sampling Number

S/No.	Name of Faculty/School	Number Lecturers	Percentage %
1	College A	262	43
2	College B	258	41
3	College C	107	16
	Total	627	100

Source: Registrar Office

3.8 PILOT TEST

According to Rudestam (2007), conducting the pilot study before the researcher collects the actual data is important and useful. Therefore, pilot testing instruments are considered significant in any study; this is to ensure the consistency and accuracy of the responses (Hair et al., 2007). Furthermore, according to Gay, Mills & Airasian (2012), pilot testing instruments will give the researcher the information and suggestion for improvement. This is in order to ensure that unclear and irrelevant items will be revised before the actual data collected. Meanwhile, pilot testing is significant because it improves the content and format of the questionnaire (Creswell, 2013).

Sample size of the pilot test is usually smaller than actual sample size, the appropriate sample size of the pilot study is approximately 30 to 100 respondents and it also depends on the actual number of sample size (Sekaran & Bougie, 2013). The pilot study of the instrument of this study was conducted in September year??, and the respondents are among the lecturers from a public university. The questionnaire was distributed by using the Google document survey. The total number of respondents for the pilot test was 30 respondents. The statistical Package for Social Science (SPSS) was used to analyze the data and to test the Cronbach's alpha of the instruments. Cronbach's alpha is a reliability coefficient that indicates how well the items in a set are positively correlated to one another (Sekaran & Bougie, 2013). In addition, it also tests whether most of the items have a positive and high correlation. In this study, no questions were dropped and the final questionnaire remains the same number of items. The total number of items contained in the final questionnaire was 27 items.

According to Sekaran & Bougie (2013), a Cronbach's alpha value of 0.70 or above indicated a strong internal consistency of the instruments. Following the above argument, the entire instruments in this study as shown in Table 3.3 were reliable.

Table 3.3

Summary of Reliability Test for Pilot Test

Constructs	No of items	CronbachAlpha
Workload	9	0.70
Rewards	6	0.75
Career Development	7	0.71
Job Satisfaction	5	0.86

3.9 DATA COLLECTION PROCEDURES

In order to achieve the study objectives, the data for this study was collected by distributing the questionnaire to the respondents with a cover letter introducing the purpose of the study to the respondents in order to acknowledge them. An official letter was collected from the OYA Graduate School of Business to enable the researcher to collect data (refer to appendix). The letter was forwarded to the Registrar Office. Data was collected from the Lecturers in all Schools or Colleges which were from College A, B and C at the public institution.

3.10 TECHNIQUE OF DATA ANALYSIS

The data were analyzed by using Statistical Package for the Social Sciences (SPSS) version 22.0. SPSS is a Windows based program that can be used to perform data entry and analysis and to create tables and graphs. This software is very helpful and friendly since it helps to key in the data, data management and statistical analysis. Besides that, this software can prevent from making mistakes or even forgetting something. Furthermore, SPSS will measure the data that has been collected by using the Cronbach's alpha, descriptive statistics such as minimum, maximum, mean and standard deviation, frequencies analysis and Pearson Correlation.

3.10.1 Reliability Statistics Analysis

Sekaran & Bougie (2013) stated that reliability test is related with consistency of a test, survey, observation, or other measuring devices. This is important to ensure the reliability of the data and to ensure that

the test result is consistent throughout many tries. Reliability of measures was tested in this research by using the Cronbach's Alpha. Cronbach's Alpha is a reliability coefficient that indicates how well the items in a set are positively correlated to one another. It is important to note that all of the negatively worded items in the questionnaire should be reversed first before the items are submitted for reliability tests. The closer Cronbach's alpha is to 1, the higher the internal consistency reliability (Sekaran & Bougie, 2013).

Table 3.4

Alpha's Coefficient Range	Strength of Association
< 0.6	Poor
0.6- < 0.7	Moderate
0.7- < 0.8	Good
0.8- < 0.9	Very Good
0.9	Excellent

(Sources: *Gliem & Gliem, 2003*)

3.10.2 Descriptive Analysis

Descriptive analysis is the method of describing the main feature of the data quantitatively and tangibly. In other words, descriptive analysis is a research study that describes the variables in a situation of interest to the researcher (Sekaran & Bougie, 2013). According to Sekaran & Bougie (2013), descriptive analysis can be presented more accurately for each variable. Besides, the interpretation of the data can be in the form of histogram, bar chart and pie chart.

3.10.3 Pearson Correlation Matrix

According to (Sekaran & Bougie, 2013), the Pearson correlation matrix will indicate the direction, strength, and significance of the bivariate relationships among all the variables that were measured at an interval or ratio level. The correlation is derived by assessing the variations in one variable as another variable also varies. By using Person correlation matrix in the data analysis, the correlation among variables can be tested and how strongly pairs of variables are related each other can be identified.

R is the correlation coefficient, and it demonstrates how much and what direction the two variables move together or related. If the R value is greater than 0.5, it shows that the independent variables increases. So, the dependent variables will be positively affected. If there is an increase in one variable there will be changes in increment in other variables and vice versa. That proves that the variables are strongly correlated with each other. This study used the suggested interpretation for value “*r*” to determine the strength of coefficient (Guilford, 1956).

Table 3.5

“<i>r</i>” value	Interpretation
Less than 0.20	Slight, almost negligible relationship
0.20-0.40	Low correlation, definite but small relationship
0.40-0.70	Moderate correlation, substantial relationship
0.70-0.90	High correlation, marked relationship
0.90-1.00	Very high, very dependent relationship

(Source: Guilford, 1956)

3.10.4 Multiple Regression Analysis

Sekaran & Bougie (2013) mentioned that multiple regression analysis is used when there is more than one independent variable to explain variance in the dependent variable. Thus, the regression will indicate which independent variables that influence the dependent variables.

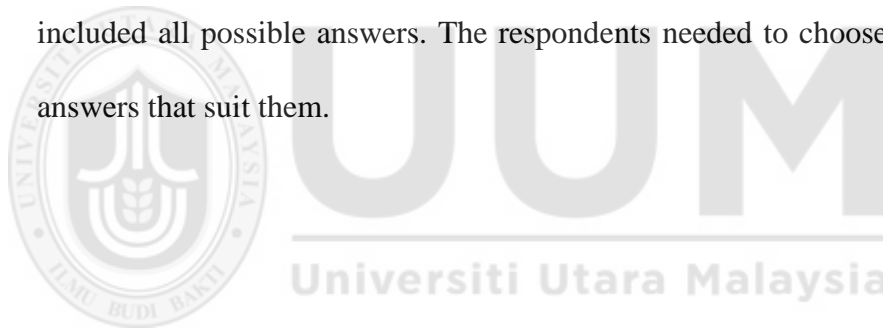
A square of multiple r , R-square or R^2 as it is commonly known is the amount of variance explained in the dependent variable by predictors. If the R^2 is closer to 1, it indicates that the independent variables have a linear relationship with dependent variables.

In addition, if the R^2 value is 0, it indicates that there is no relationship between two variables which are dependent and independent variables.

The researchers use the multiple regression analysis for better analysis in their research. Furthermore, it also explains about F-statistics and significance value (sig.) that determines the research model is statistically significant. Besides, the beta coefficients or standardized regression coefficient (β) shows the factors that affect employee job satisfaction. In order to determine whether or not independent variable significantly affects or influences the dependent variable, the Sig. value (or p-value) prevails should be less than 0.05 although some researchers use 0.01 or 0.1 (Sekaran & Bougie, 2013).

3.11 CONCLUSION

As a conclusion, this chapter stressed on the methodology used during the study to examine the relationship of independent variables whether the factors have a relationship with employee job satisfaction including workload, rewards and career development with its dependent variable which is job satisfaction. The present study was based on quantitative research since there was a survey involved. The respondents of this study were the academic staff at a public institution and most of the information gained was downloaded from the internet. The type of questionnaire used was open ended questions for Section A and close ended questions for Section B and Section C, which included all possible answers. The respondents needed to choose the suitable answers that suit them.



CHAPTER 4

DATA ANALYSIS

4.1 INTRODUCTION

This chapter will include the topics such as findings, demographics of the respondents' profiles, reliability analysis, descriptive analysis, regression analysis, Pearson Correlation analysis, hypothesis testing and also the conclusion for this chapter.

4.2 FINDINGS

For findings, the data firstly was collected and analyzed using the methods mentioned earlier. The findings then were visualized into tables or figures using the statistical Package for Social Science (SPSS) software which transformed the variables into a rank by their mean value to seek whether there is a relationship between workload, rewards and career development with job satisfaction. It was divided into the three major sections which were descriptive analysis, reliability testing and hypothesis testing which would be discussed later in this chapter. For the hypothesis testing, methods such as correlation and multiple regressions were used to test the listed hypothesis for the research. Overall, the findings would show the results obtained throughout the research study.

4.3 RESPONDENTS' PROFILES

The result of the demographic profiles of the respondents in a public institution in Kedah is shown below:

Table 4.1:
Demographic Profiles of Respondents

Demographic Factors		Frequency	Percentage
GENDER	Male	59	39.3
	Female	91	60.7
	Total	150	100.0
AGE	25-34 years old	4	2.7
	35-44 years old	75	50.0
	45-54 years old	58	38.7
	55 years old and above	13	8.7
	Total	150	100.0
MARITAL	Single	16	10.7
	Married	134	89.3
	Total	150	100.0
EDUCATION	Master	23	15.3
	PHD/Doctorate	127	84.7
	Total	150	100.0
TENURE	0-5 years	65	43.3
	6-10 years	49	32.7
	11-15 years	16	10.7
	16-20 years	13	8.7
	21-25 years	7	4.7
	Total	150	100.0
COLLEGE	College A	80	53.3
	College B	38	25.3
	College C	32	21.3
	Total	150	100.0

The respondents are the employees from one public institution in Kedah. Based on the table, out of the total of 150 respondents, there is a difference of 21.4% between the male and female respondents. The majority of respondents involved in this research were female with a total number of 91 respondents. In percentage, the female respondents represent a total of 60.7% while male respondents' total number was 59 with a total percentage of 39.3%.

For the demographic profiles of age of respondents, it shows that most of the respondents were in the age of 35-44 years old with a percentage of 50.0 % which is 75 respondents while the lowest age group of respondents to answer the questionnaire was 25-34 years old, which were only 4 respondents or 2.7 %. The other respondents were 45-54 years old which was 58 respondents with the percentage of 38.7 % and last is 55 and above which was 13 respondents with 8.7%. Besides that, most of the respondent were married which was 134 respondents at 89.3%, while only 23 were single at 10.7%.

For the demographic profiles of the educational level among respondents, it shows that most of the respondents were the PHD/doctorate holders which was 127 respondents with a percentage of 84.7%, and 23 respondents were master's holders with a percentage of 15.3%. In addition, the highest tenure of the respondent was 0-5 years which was 65 respondents at 43.35% while the lowest was 21-25 years with only 7 respondents at 4.7%. There are three colleges at the public institution, and most of the respondents came from College A with a total number of 80 respondents and the second highest being College B with 38 respondents and lastly was College C with 32 respondents.

4.4 RELIABILITY ANALYSIS

The result for the reliability analysis is shown as below:

Table 4.2:
Reliability Analysis

VARIABLES	ITEMS	CRONBACH'S ALPHA
Workload	<ol style="list-style-type: none"> 1. I am given enough time to do what is expected of me at my job 2. It seems that I have more work at my job that I can handle 3. My job requires that me work very hard 4. There isn't enough time during my regular workdays to do everything that is expected of me 5. I am rushed in doing my job 6. I am willing to work after office hours/weekends/public holidays 7. There has been an increase in my workload in the past year 8. My responsibility have increased, but my salary remains 9. The increased workload has negatively affected my family, religious and/or cultural responsibilities 	0.712
Rewards	<ol style="list-style-type: none"> 1. I receive rewards when I do a good job. 2. Performance incentives are clearly linked to standards and goals 3. The performance incentives are meaningful 4. Organization gives rewards equivalent to your job task 5. I will be rewarded for achieving organization's goals 6. My salary level motivates me to stay with my current organization. 	0.851
Career Development	<ol style="list-style-type: none"> 1. Career development is supported through a clear and well executed policy 2. My employer give me the opportunity to gain wider experience 3. Advancement opportunities are a adequately distributed 4. I have opportunity to develop my skills and knowledge 5. My organization support my personal growth 6. I participate in the staff review and development scheme 7. You believe it is important to continue to develop your work skills 	0.817
Job Satisfaction	<ol style="list-style-type: none"> 1. I like the kind or work I do. 2. My work gives me a feeling of personal accomplishment. 3. I enjoy coming to work. 4. I am generally satisfied with the kind of work I do on this job. 5. Considering everything, University Utara Malaysia (UUM) fulfilled the entire employee requirement. 	0.774

Table 4.3.1 shows the reliability test for workload, rewards and career development.

Based on the Cronbach's alpha stated, the reliability test for workload was 0.712. The number of items for the variable is 9. According to Hair et al. (2010), when the Cronbach's alpha coefficient is more than 0.7 but less than 0.8, the strengths of

variable can be considered as good. Thus, workload was good because it was more than 0.7 but less than 0.8.

The second variable was rewards. Referring to the above table, the Cronbach's alpha coefficient for this variable was 0.851. The number of items for the variable is 6. According to Hair et al. (2010), when the Cronbach's alpha coefficient is more than 0.8 but less than 0.9, the strength of variable can be considered as very good. Thus, rewards were very good because it was more than 0.8 but less than 0.9.

The last variable was career development. Based on the table above, the Cronbach's alpha coefficient for this variable was 0.817 with the number of items being 7. By referring to the table adapted from Hair et al., (2010), when the Cronbach's alpha is more than 0.8 but less than 0.9, the strengths of variable can be considered as very good. Thus, leadership was good because it was more than 0.8 but less than 0.9.

Employee job satisfaction in this study acted as the dependent variable. The table above shows that the Cronbach's alpha coefficient for this variable was 0.774. The number of items for the variable is 5. According to Hair et al. (2010), when the Cronbach's alpha coefficient is more than 0.7 but less than 0.8, the strengths of the variable can be considered as good. Thus, employee job satisfaction was considered as good because it was more than 0.7 but less than 0.8.

4.5 PEARSON CORRELATION MATRIX

The result for the descriptive analysis is shown as below:

Table 4.3:

Pearson Correlation Matrix of Workload

		Workload	Job Satisfaction
Workload	Person Correlation	1	.921**
	Sig. (2-tailed)		.000
	N	150	150
Job Satisfaction	Person Correlation	.921**	1
	Sig. (2-tailed)	.000	
	N	150	150

Table 4.4:

Pearson Correlation Matrix of Rewards

		Rewards	Job Satisfaction
Rewards	Person Correlation	1	.879**
	Sig. (2-tailed)		.000
	N	150	150
Job Satisfaction	Person Correlation	.879**	1
	Sig. (2-tailed)	.000	
	N	150	150

Table 4.5:

Pearson Correlation Matrix of Career Development

		Career Development	Job Satisfaction
Career Development	Person Correlation	1	.844**
	Sig. (2-tailed)		.000
	N	150	150
Job Satisfaction	Person Correlation	.844**	1
	Sig. (2-tailed)	.000	
	N	150	150

For this correlational analysis, it shows correlation between factors and employees' job satisfaction. The Pearson correlation coefficient measured the strength of linearity between the factors which include workload, rewards and

career development with employees' job satisfaction. To have a strong relationship between those two (2) variables, the Pearson coefficient figure needs to be more than 0.001. From the results, there was a higher relationship between the factors and employees' job satisfaction as the level of significance was .001 (2-tailed), but the value in the table stated that it is .000 which is lower than it needed to be. Therefore, the independent variables and dependent variable are in a higher relationship.

4.6 REGRESSION ANALYSIS

Regression is one of the techniques that can be used to examine the effect of one or more independent variable on dependent variable. Sekaran and Bougie (2013) has stated that multiple regression analysis is used to assess the degree and character of the relationship between the independent variable with the dependent variable. According to Gupta (2000), the adjusted R square shows how much the variance in the dependent variable is explained by variance in the independent variables. R-square shows how much the variation in the independent variables measure the variation in the dependent variables. Standard error of estimates stated the dispersion of the dependent variables estimates according to its mean. Standard error is considered high if it is more than 10 percent.

The result for the descriptive analysis can be seen as below:

Table 4.6:

Model Summary Table

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.889 ^a	.847	.833	.10134	1.798

- a. Predictors: (Constant), Workload, Rewards, Career Development
- b. Dependent Variable: Job satisfaction

From this table, the value of R square was 0.847 or 84.7 % which is higher than 60%. This is considered as strong. The R indicates that 84.7% percent of the variance in lecturer of the public institution is explained by factors that have a higher relationship with their job satisfaction which was workload, rewards and career development. The adjusted R square is the actual correlation between the observed and predicted value of dependent variable. The adjusted R square value was 83.3 %, thus 3.5 % of variance in employee job satisfaction is explained by other factors. Meanwhile, the Durbin-Watson value was 1.798 which is close to 2; therefore it has positive serial correlations. Field (2009) stated that a value greater than 2 indicates a negative correlation between adjacent residuals whereas a value below than 2 indicates a positive correlation. Thus, the value of Durbin-Watson in the table was accepted.

Table 4.7:
Coefficient Table

Model		Unstandardized Coefficients		Standardized	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.307	.380		3.441	.001
	WL	.152	.074	.143	2.051	.002
	RW	.168	.059	.242	2.827	.001
	CD	.375	.075	.431	4.967	.000

4.7 HYPOTHESIS TESTING

4.7.1 Hypothesis 1: Workload

H1: There is a significant relationship between the workload and employee job satisfaction

The study on relationship between workload and employees' job satisfaction at a public institution has been achieved. There is a relationship between workload and employees' job satisfaction in public institution. Since the significant level was less than 0.05, there is a relationship between workload and employees' job satisfaction. Based on the hypothesis above, H1 is accepted.

4.7.2 Hypothesis 2: Rewards

H2: There is a significant relationship between rewards and employee job satisfaction

The study on relationship between rewards and employee job satisfaction in a public institution has been achieved. There is a relationship between rewards and employee job satisfaction in the public institution. Since the significant level was less than 0.05, there is a relationship between rewards and employee job satisfaction. Based on the hypothesis above, H2 was accepted.

4.7.3 Hypothesis 3: Career Development

H3: There is a significant relationship between career development and employee job satisfaction

The study on relationship between career development and employee job satisfaction in a public institution has been achieved. There is a relationship between career development and employee job satisfaction in public institution. Since the significant level was less than 0.05, there is a relationship between rewards and employee job satisfaction. Based on the hypothesis above, H3 was accepted.

4.8 CONCLUSION

As a conclusion, data analysis is about the entire results that were obtained from the inputs that were transformed into tables and figures on the SPSS. This chapter covers on the demographic profiles of the respondents, reliability testing and also hypothesis testing using the method used. It explains how the hypothesis can either be accepted or rejected, and also explained how the independent variables affect the dependent variables.



CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1 INTRODUCTION

This final chapter discusses the overall findings from the data analysis and interpretation in Chapter four. This chapter includes topics of discussion, recommendations, direction for future studies and also conclusion. The recommendation listed in this chapter is based on the research objective and question of the study.

5.2 DISCUSSION

5.2.1 The relationship between workloads and job satisfaction among lecturers

The research objective which was to investigate the relationship between workload and job satisfaction was achieved. The findings of this study showed that there was a significant relationship between workload and lecturers' job satisfaction at the public institution. This result is derived from the significant level in the regression table with the value of 0.000 which indicates a strong relationship between workload and job satisfaction. The R Square showed that 84.7% representing workload as the higher relationship with the lecturers' job satisfaction.

Previous research also showed that workload is related with the individual's job satisfaction (Nimalsthasan, 2004). According to Alia

and Hua (2015), workload has a higher relationship with the employee job satisfaction because most of the employees realize that high workload will lead them to be unproductive and have a low job satisfaction.

5.2.2 The relationship between rewards and job satisfaction among lecturers

The research objective was achieved and there the findings showed a relationship between rewards and job satisfaction among lecturers.

This result was derived from the significant level in regression table with the value of 0.000 which indicated a strong relationship between rewards and job satisfaction. Meanwhile, the R Square value of 84.7% showed that workload has the higher relationship with the lecturers' job satisfaction.

Moreover, previous studies have shown that rewards are one of the a higher relationship with job satisfaction and this is because employees will feel demotivated and dissatisfied when the rewards given did not meet their expectations (Chepkwony, 2014). Thus, it was also supported by Maritim (2014), at 95% regression analysis measured showed that rewards gave a higher relationship towards individual satisfaction.

5.2.3 The relationship between career development and job satisfaction among lecturers

The research objective was achieved where it was found that there was a relationship between career development and job satisfaction. In addition, the findings of this study showed that there were strong relationships between career development and lecturers' job satisfaction at the public institution. The R Square value of 84.7% was higher than 60% and thus, was considered as a strong relationship. Thus, this result was derived from the significant level in the regression table with the value of 0.000 which indicates the relationship between career development and job satisfaction.

This finding is in line with a previous study by Kaya and Ceylan (2014) who stated that positive career development will significantly influence individual's job satisfaction and also employee commitment. Also, a previous research by Akmal (2015), found that systematic career development will encourage individuals to be motivated and satisfied with their job.

5.3 LIMITATIONS

A few limitations were realized in this study. Firstly, the scope of study was only focused on the public institutions and the results might not be significant in private institutions. Hence, the result cannot be extrapolated since it only focused on one public institution and not include all of the public institutions in Peninsular Malaysia. In the future, the study should be conducted at several public institutions in order to see the consistency and validity of the study.

In addition the research process was too limited in terms of timing and respondents. During the phase of the research, the difficulty faced was with the respondents who did not give full commitment to answer the questionnaire. Thus, the research needed more time to find good respondents in order to collect reliable data and results. Other than that, the number of respondents that were being studied in this research was only 150. The number is too small to ensure a high level of validity of the study. In the future, expanding the number of respondents to ensure high validity from the result gained is warranted.

Furthermore, this study only concentrated on the three factors, which were workload, rewards and career development only. There will be inconsistencies in the results since a limited variable was being measured. In the future, the study can be improved by using different instruments which are another independent variables and adding more factors that have significant relationship with employee job satisfaction. There are other related factors with the job satisfaction that can be measured such as the working condition at

the institution. Moreover, the employee's policies in the institution also were not investigated such as working hours and insufficient data or sources for lecturers' usage. Thus, the result can be more accurate if the other factors are being discussed too. Lastly, the number of questions that was in the questionnaire is limited. The total number of questions cannot broadly cover more explanations towards the reason why the variables affect the individual's job satisfaction.

5.4 RECOMMENDATIONS

On the basis of the findings of the study and overall discussion drawn from the findings, the following recommendations are hereby suggested in terms of development of the organization.

5.4.1 To the Public Institution/Organization

After the results had been obtained, all of the three independent variables have a positive relationship towards the dependent variable which was lecturer job satisfaction. Thus, it can be said that the framework used in this study was significantly related to the situation applied in this study. But, in order to maintain the level of job satisfaction, the management of the public institution can consider many factors. An institution cannot force a higher job satisfaction among the workers but it depends on the institution to fulfill the individuals' needs and boost their job satisfaction (McMullen, 2013). Therefore, even though it was found that the job satisfaction among the lecturers at a public institution was influenced by all three factors

which are workload, rewards and career development, the institution needs to have the other analyses in order to ensure that they can keep motivating the employees and give them a higher level of job satisfaction in the future.

5.4.2 To the Researchers

For future research, it is suggested that the study can be conducted at private institutions. It is believed that private institutions have their own different factors that may affect their job satisfaction. By doing so, the researcher might be able to discover different factors that will affect the job satisfaction among lecturers at private institutions. In addition, it is also recommend that the future research should be allocated with a longer period of time in conducting the research. By doing so, it will allow more accurate gathering of data and reliable information to achieve a better finding.

5.5 IMPLICATION

There are several common implications that will be faced by the management when they do not fulfill the requirements and needs from the employees. The implications can be seen by these three factors which are from workload, rewards and career development. In terms of the workload, when the employees feel the burden on doing their job, it will lead them to feel demotivated and directly affect their job satisfaction. From that, the implication that faces by the organization is the turnover rate becoming higher over time. Secondly, in terms of rewards, when the employees feel the rewards provided by the organization did not meet their expectation, it will affect the productivity of the employee. This is because rewards are known as a motivational tool to boost the employee job satisfaction. Regarding career development, when employees feel that there are no chances for career growth, they will feel dissatisfied with the management and they will refuse to follow the entire requirements given by the organization and affecting the operation or activities in the organization. Therefore, it can be concluded that the major reason why the management needs to recheck and reorganize the policies of the organization is in order to ensure that the policies provided by the organization meet the employee's expectation. By having good policies it will boost the individuals' motivation, productivity and their job satisfaction.

5.5 CONCLUSION

This study aimed to explore lecturer's job satisfaction at a public institution and the factors that affect it which was workload, rewards and career development. Job satisfaction as mentioned earlier is an issue that affects institution productivity and the awareness from the management about the lecturers' job satisfaction is really important in order to keep their service towards the institution.

Meanwhile, if the institution wants the lecturer to perform well in doing their task, the management needs to have a good strategy and provide relevant rewards and career development system for them. This is in order to increase the lecturer's job satisfaction as based on the literature review in Chapter Two and findings in Chapter Four. The organization needs to make an extensive effort to make sure that they are fulfilling all the requirements and needs of the lecturers. Thus, the management of the institution needs to always do surveys to help them identify the problems that occur that might affect the job satisfaction among the lecturers. For example, based on this research, we identified which factors may influence the lecturer job satisfaction and how it gives a big effect towards them. One of the most effective methods to increase the level of satisfaction is that the institution needs to reorganize the policies contents and must align them with the employee's needs in order to increase their job satisfaction.

The level of job satisfaction will gradually increase from time to time. By encouraging those to perform better and at the same time management will

fulfill all their needs and requirements. As a conclusion, it was found that all of the objectives of this research which are the factors that affect job satisfaction among lecturers at a public institution are acceptable and it also can be concluded that lecturers' job satisfaction is important in order to ensure that they have good productivity and achieve the target of the institutions and align it with the vision of the Minister of Higher Education.



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APPENDIX A: QUESTIONNAIRE



**UNIVERSITY UTARA MALAYSIA
OTHMAN YEOP ABDULLAH
GRADUATE SCHOOL OF BUSINESS**

I am Nur Nabilah Binti Kamarun Saman, Student in Master of Human Resource Management from the University Utara Malaysia are conducting a research **A Study on Effect of Workload, Rewards and Career Development towards Job Satisfaction among Academic Staff at UUM.** 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.

Yours Sincerely,

NUR NABILAH KAMARUN SAMAN

821912

Master in Human Resources

Othman Yeop Abdullah Graduate School of Business

University Utara Malaysia (UUM), Sintok Kedah

PART A

Please tick (✓) where apply:

1. GENDER :

MALE

FEMALE

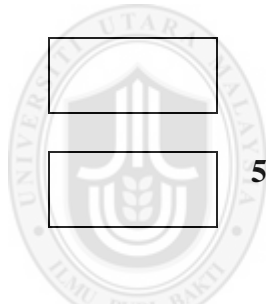
2. AGE :

25-34

35-44

45-54

55 and over



UUM
Universiti Utara Malaysia

3. MARITAL STATUS :

SINGLE

MARRIED

4. EDUCATION LEVEL: _____

5. TENURE: _____

6. COLLEGE: _____

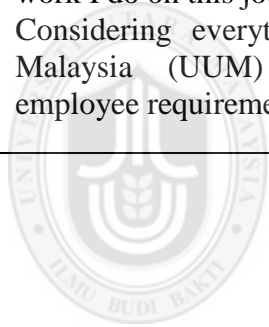
PART B

NO		(1)	(2)	(3)	(4)	(5)
WORKLOAD						
1	I am given enough time to do what is expected of me at my job	1	2	3	4	5
2	It seems that I have more work at my job that I can handle	1	2	3	4	5
3	My job requires that me work very hard	1	2	3	4	5
4	There isn't enough time during my regular workdays to do everything that is expected of me	1	2	3	4	5
5	I am rushed in doing my job	1	2	3	4	5
6	I am willing to work after office hours/weekends/public holidays	1	2	3	4	5
7	There has been an increase in my workload in the past year	1	2	3	4	5
8	My responsibility have increased, but my salary remains	1	2	3	4	5
9	The increased workload has negatively affected my family, religious and/or cultural responsibilities	1	2	3	4	5
REWARDS						
10	I receive rewards when I do a good job.	1	2	3	4	5
11	Performance incentives are clearly linked to standards and goals	1	2	3	4	5
12	The performance incentives are meaningful	1	2	3	4	5
13	Organization gives rewards equivalent to your job task	1	2	3	4	5
14	I will be rewarded for achieving organization's goals	1	2	3	4	5
15	My salary level motivates me to stay with my current organization.	1	2	3	4	5
CAREER DEVELOPMENT						
16	Career development is supported through a clear and well executed policy	1	2	3	4	5
17	My employer give me the opportunity to gain wider experience	1	2	3	4	5
18	Advancement opportunities are a adequately distributed	1	2	3	4	5

19	I have opportunity to develop my skills and knowledge	1	2	3	4	5
20	My organization support my personal growth	1	2	3	4	5
21	I participate in the staff review and development scheme	1	2	3	4	5
22	You believe it is important to continue to develop your work skills	1	2	3	4	5

PART C

JOB SATISFACTION						
23	I like the kind or work I do.	1	2	3	4	5
24	My work gives me a feeling of personal accomplishment.	1	2	3	4	5
25	I enjoy coming to work.	1	2	3	4	5
26	I am generally satisfied with the kind of work I do on this job.	1	2	3	4	5
27	Considering everything, University Utara Malaysia (UUM) fulfilled the entire employee requirement.	1	2	3	4	5



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APPENDIX B: SPSS RESULT

1. Demographic Profiles of Respondents

Demographic Factors		Frequency	Percentage
GENDER	Male	59	39.3
	Female	91	60.7
	Total	150	100.0
AGE	25-34 years old	4	2.7
	35-44 years old	75	50.0
	45-54 years old	58	38.7
	55 years old and above	13	8.7
	Total	150	100.0
MARITAL	Single	16	10.7
	Married	134	89.3
	Total	150	100.0
EDUCATION	Master	23	15.3
	PHD/Doctorate	127	84.7
	Total	150	100.0
TENURE	0-5 years	65	43.3
	6-10 years	49	32.7
	11-15 years	16	10.7
	16-20 years	13	8.7
	21-25 years	7	4.7
	Total	150	100.0
COLLEGE	College A	80	53.3
	College B	38	25.3
	College C	32	21.3
	Total	150	100.0

2. Reliability Analysis

VARIABLES	ITEMS	CRONBACH'S ALPHA
Workload	<ol style="list-style-type: none"> 1. I am given enough time to do what is expected of me at my job 2. It seems that I have more work at my job that I can handle 3. My job requires that me work very hard 4. There isn't enough time during my regular workdays to do everything that is expected of me 5. I am rushed in doing my job 6. I am willing to work after office hours/weekends/public holidays 7. There has been an increase in my workload in the past year 8. My responsibility have increased, but my salary remains 9. The increased workload has negatively affected my family, religious and/or cultural responsibilities 	0.712
Rewards	<ol style="list-style-type: none"> 1. I receive rewards when I do a good job. 2. Performance incentives are clearly linked to standards and goals 3. The performance incentives are meaningful 4. Organization gives rewards equivalent to your job task 5. I will be rewarded for achieving organization's goals 6. My salary level motivates me to stay with my current organization. 	0.851
Career Development	<ol style="list-style-type: none"> 1. Career development is supported through a clear and well executed policy 2. My employer give me the opportunity to gain wider experience 3. Advancement opportunities are a adequately distributed 4. I have opportunity to develop my skills and knowledge 5. My organization support my personal growth 6. I participate in the staff review and development scheme 7. You believe it is important to continue to develop your work skills 	0.817
Job Satisfaction	<ol style="list-style-type: none"> 1. I like the kind or work I do. 2. My work gives me a feeling of personal accomplishment. 3. I enjoy coming to work. 4. I am generally satisfied with the kind of work I do on this job. 5. Considering everything, University Utara Malaysia (UUM) fulfilled the entire employee requirement. 	0.774

3. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.889 ^a	.847	.833	.10134	1.798

- c. Predictors: (Constant), Workload, Rewards, Career Development
d. Dependent Variable: Job satisfaction

4. Anova Table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	52.475	3	14.158	325.815	.000 ^b
	Residual	2.517	56	.061		
	Total	55.992	59			

- a. Predictors: (Constant), Workload, Rewards, Career Development
b. Dependent Variable: Job satisfaction

5. Coefficient Table

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.307	.380		3.441	.001
	WL	.152	.074	.143	2.051	.002
	RW	.168	.059	.242	2.827	.001
	CD	.375	.075	.431	4.967	.000

- a. Dependent Variable: Job satisfaction

6. Pearson Correlation Table

Correlations

		WL	RW	CD	JS
WL	Pearson Correlation	1	.844**	.825**	.921
	Sig. (2-tailed)		.000	.001	.000
	N	150	150	150	150
RW	Pearson Correlation	.844**	1	.823**	.879**
	Sig. (2-tailed)	.000		.000	.000
	N	150	150	150	150
CD	Pearson Correlation	.825**	.823**	1	.844**
	Sig. (2-tailed)	.001	.000		.000
	N	150	150	150	150
JS	Pearson Correlation	.921	.879**	.844**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	150	150	150	150

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

