

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



THE FACTORS INFLUENCE JOB SATISFACTION AMONG CHILDCARE
EMPLOYEES: A STUDY IN KEDAH

NUR ZALIKHA 'AKALILI' BT MUHAMAD KASHFI

822661



UUM
Universiti Utara Malaysia

Thesis submitted to
Othman Yeop Abdullah Graduate School of Business,
UNIVERSITI UTARA MALAYSIA,
In Partial Fulfillment of the requirement for
Master of Sciences (Management)



**Pusat Pengajian Pengurusan
Perniagaan**

SCHOOL OF BUSINESS MANAGEMENT

Universiti Utara Malaysia

PERAKUAN KERJA KERTAS PENYELIDIKAN
(Certification of Research Paper)

Saya, mengaku bertandatangan, memperakukan bahawa
(I, the undersigned, certified that)

NUR ZALIKHA 'AKALILI' BT. MUHAMAD KASHFI (822661)

Calon untuk Ijazah Sarjana
(Candidate for the degree of)

MASTER OF SCIENCE (MANAGEMENT)

telah mengemukakan kertas penyelidikan yang bertajuk
(has presented his/her research paper of the following title)

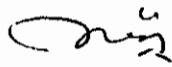
**THE FACTORS INFLUENCE JOB SATISFACTION AMONG CHILD CARE EMPLOYEES:
A STUDY IN KEDAH**

Seperti yang tercatat di muka surat tajuk dan kulit kertas penyelidikan
(as it appears on the title page and front cover of the research paper)

Bahawa kertas penyelidikan tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan.

(that the research paper acceptable in the form and content and that a satisfactory knowledge of the field is covered by the research paper).

Nama Penyelia : **DR. YATY BT. SULAIMAN**
(Name of Supervisor)

Tandatangan : 
(Signature)

Tarikh : **7 MEI 2018**
(Date)

PERMISSION TO USE

In presenting this dissertation in partial fulfillment of the requirement for a Post Graduate degree from Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this dissertation in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s) or in her absence, by the Dean of Othman Yeop Abdullah Graduate School of Business where I did my dissertation. It is understood that any copying or publication or use of this dissertation parts of it for financial gain shall not be allowed without my permission, It is also understood that due recognition shall be given to me and to UUM in any scholarly use which may be made of any material in my dissertation.

Request for permission to copy or to make other use of materials in this dissertation in whole or in part, should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Business

Universiti Utara Malaysia

06010 UUM Sintok

Kedah Darul Aman

Malaysia

ABSTRACT

This study aims to look at the factors that influence job satisfaction among childcare employees in the Kedah State. The main objective of this research was to identify any correlation between salary, internal communication, rewards, working hour, and job satisfaction. This study was conducted using quantitative methods where data were collected using a set of questionnaires. Questionnaires' books were used to obtain feedback from the respondents. The study sample consisted of employees of childcare center in the Kedah State which has a total of 234 respondents participated in this study. The findings showed that there is a positive relationship between salary, internal communication, rewards and working hour and job satisfaction. This indicates that satisfied employees working in their respective organizations. This study has provided a better understanding of the factors that influence job satisfaction in the childcare centre. Results of this study provide benefits to the centre, particularly the management in knowing and measuring the level of satisfaction of their employees.

Keywords: Job Satisfaction, childcare employees, salary, internal communication, rewards, working hour.

ABSTRAK

Kajian ini bertujuan untuk mengkaji faktor-faktor yang mempengaruhi kepuasan kerja di kalangan pekerja penjagaan kanak-kanak di Negeri Kedah. Objektif utama penyelidikan ini adalah untuk mengenal pasti apa-apa hubungan antara gaji, komunikasi dalaman, ganjaran, jam kerja, dan kepuasan kerja. Kajian ini dijalankan menggunakan kaedah kuantitatif di mana data dikumpul menggunakan satu set soal selidik. Buku soal selidik digunakan untuk mendapatkan maklum balas daripada responden. Sampel kajian terdiri daripada pekerja pusat penjagaan kanak-kanak di Negeri Kedah yang mempunyai seramai 234 responden yang terlibat dalam kajian ini. Penemuan menunjukkan bahawa terdapat hubungan positif antara gaji, komunikasi dalaman, ganjaran dan jam kerja dan kepuasan kerja. Ini menunjukkan bahawa pekerja yang berpuas hati bekerja di organisasi masing-masing. Kajian ini telah memberikan pemahaman yang lebih baik tentang faktor-faktor yang mempengaruhi kepuasan kerja di pusat penjagaan kanak-kanak. Hasil kajian ini memberikan faedah kepada pusat, khususnya pengurusan dalam mengetahui dan mengukur tahap kepuasan pekerja mereka.

Kata kunci: Kepuasan kerja, pekerja penjagaan kanak-kanak, gaji, komunikasi dalaman, motivasi, jam kerja.

ACKNOWLEDGEMENT

I would like to take this opportunity to express my deepest gratitude to all parties who assisted me in accomplishing this research paper. First and foremost, I would like to express my sincere appreciation to my supervisor, Dr. Yaty Sulaiman (Lecturer, College of Business, Universiti Utara Malaysia), who had been there always to provide me with professional advice, guidance, and support to make this study more meaningful. I am really grateful for her contribution and kind support, knowledge and guidance in helping me to complete this thesis.

A special note of appreciation also goes to my family for their dedication, supportive spirit and endless love. I highly appreciated the contributions of my parents who provided me with encouragement and financial support. I would like to extend my deepest appreciation to all respondents in childcare centre who helped me in this study. Finally, I offer my regards and blessings for those who have supported me to complete this thesis successfully.

Thank you.

Nur Zalikha 'Akalili' bt Muhamad Kashfi

Matric No: 822661

Master of Science (Management)

TABLE OF CONTENTS

CONTENT	PAGE
CERTIFICATE OF RESEARCH PAPER	i
PERMISSION TO USE	ii
ABSTRACT	iii
ABSTRAK	iv
ACKNOWLEDGEMENT	v
TABLE OF CONTENT	vi-ix
LIST OF TABLES	x-xi
LIST OF FIGURES	xii
LISTS OF ABBREVIATIONS	xiii
CHAPTER 1 INTRODUCTION	
1.1 Introduction	1
1.2 Background of study	4
1.3 Statement of the Problem	6
1.4 Research Objectives	
1.4.1 Main Objective	9
1.4.2 Specific Objectives	9
1.5 Research Questions	10
1.6 Scope of Study	11
1.7 Significant of Study	11
1.8 Limitation of Study	12
1.9 Conceptual Definition	13
1.10 Organizational of Study	15

CHAPTER 2 LITERATURE REVIEW

2.1 Introduction	16
2.2 Definition of Job Satisfaction	16
2.3 Theory and Principles of Job Satisfaction	20
2.3.1 Herzberg's theory (Herzberg's Motivator- Hygiene Theory)	21
2.4 Demographic Factors on Job Satisfaction	22
2.4.1 Age	23
2.4.2 Gender	24
2.4.3 Marital Status	25
2.5 Factors Affecting Job Satisfaction	26
2.5.1 Salary	27
2.5.2 Internal Communication	30
2.5.3 Rewards	34
2.5.4 Working Hour	37

CHAPTER 3 METHODOLOGY 40

3.1 Introduction	40
3.2 Research Framework	41
3.3 Hypotheses	42
3.4 Research Design	43
3.5 Research Methods	44
3.6 Analysis Units	45
3.7 Sampling Design	45
3.7.1 Population and Sampling Methods	45
3.7.2 Sample Size	47

3.8 Target Population	48
3.9 Questionnaire Design	49
3.10 Data Analysis	50
3.10.1 Primary Data	50
3.10.2 Secondary Data	50
3.11 Research Instrument	51
3.11.1 Demographic Measurement Variables	51
3.11.2 Variables of Job Satisfaction Measurement	52
3.11.3 Variable Measuring Factors Affecting	53
3.12 Reliability Test	55
3.13 Validity Test	56
3.14 Inferential Analysis	56
3.14.1 Pearson's Correlation Analysis	57
3.14.2 Multiple Regression Analysis	58
3.15 Conclusion	58
CHAPTER 4 FINDINGS AND DISCUSSION	59
4.1 Introduction	59
4.2 Reliability Test Analysis	61
4.3 Descriptive Analysis of Respondent's Profile	63
4.3.1 Frequency Distribution (Gender)	63
4.3.2 Frequency Distribution (Age)	64
4.3.3 Frequency Distribution (Marital Status)	65
4.3.4 Frequency Distribution (Ethnics)	66
4.3.5 Frequency Distribution (Religion)	67
4.3.6 Frequency Distribution (Working Experience)	68

4.3.7 Frequency Distribution (Higher Education Level)	69
4.4 Descriptive Analysis of research Variables	70
4.5 Statistical Analysis Inference	72
4.5.1 Pearson Correlation Analysis	72
4.5.2 Multiple Regression Analysis	79
4.6 Research Hypotheses	84
4.7 Summary	84
CHAPTER 5 DISCUSSION AND CONCLUSION	86
5.1 Introduction	86
5.2 Summary of Research	86
5.3 Discussion of Research Findings	88
5.3.1 First Hypothesis	89
5.3.2 Second Hypothesis	91
5.3.3 Third Hypothesis	93
5.3.4 Fourth Hypothesis	95
5.4 Recommendation	97
5.5 Limitation of Research	100
5.6 Future Research	101
5.7 Conclusion	102
REFERENCES	104
APPENDIXES	115

LIST OF TABLES

Table 2.1	Summary of Past Empirical Research on Job Satisfaction
Table 2.2	Summary of Past Empirical Research on effect of demographic factor on Job Satisfaction
Table 2.3	Summary of Past Empirical Research on Salary
Table 2.4	Summary of Past Empirical Research on Internal Communication
Table 2.5	Summary of Past Empirical Research on Rewards
Table 3.1	Krejchie and Morgan Table
Table 3.2	Explanation of Cronbach Alpha (α)
Table 3.3	Strength Relationships for Correlation
Table 4.1	Respondent's Profile
Table 4.2	Respondent's Profile
TABLE 4.3	Distribution of Respondents Based On Gender
TABLE 4.4	Distribution of Respondents Based On Age
TABLE 4.5	Distribution of Respondents Based On Marital Status
TABLE 4.6	Distribution of Respondents Based On Ethnicity
TABLE 4.7	Distribution of Respondents Based On Religion
TABLE 4.8	Distribution of Respondents Based On Working experience
TABLE 4.9	Distribution of Respondents Based On Higher Education
TABLE 4.10	Descriptive Analysis
TABLE 4.11	Pearson Correlation Finding
TABLE 4.12	Relationship Between Salary Factor And Job Satisfaction.
TABLE 4.13	Relationship Between Internal Communication Factor And Job Satisfaction

TABLE 4.14 Relationship Between Rewards Factor And Job Satisfaction

TABLE 4.15 Relationship Between Working Hour Factor And Job Satisfaction

TABLE 4.16 Summary of Multiple Regressions

TABLE 4.17 Multiple Regression Analysis

TABLE 4.18 Summary of Hypotheses

TABLE 5.1 Summary of Research



LIST OF FIGURES

FIGURE 2.1 Maslow Hierarchy of Needs

FIGURE 3.1 Research Framework



LISTS OF ABBREVIATIONS

IV Independent Variable

DV Dependent Variable

UUM Universiti Utara Malaysia

JKM Jabatan Kebajikan Masyarakat



CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter discusses about the introduction of research, general description and an overview of the research process as a whole. This research gives priority and analysis of employees at childcare centre in the State of Kedah on issues of job satisfaction. This chapter discusses the background of research, problem statement, research objectives, research questions, research scope, conceptual definitions, research limitations and overall chapter summaries. This research only focuses on employees of childcare center in the State of Kedah.

Job satisfaction speaks to a blend of either positive or negative opinions that employees have concerning to their job. In the mean time, at what time employees utilized in a business organization, carries with it the needs, wants and experiences that determinates desires that he has rejected. Job satisfaction speaks to the degree to which desires are and facilitate the genuine honors. According to Davis et al., (1985), job satisfaction is immovably associated with that individual's direct in the work place.

Job satisfaction is an emotion of achievement and success at work. It is the most part seen to be relate to productivity and in addition to personal prosperity. Job satisfaction suggests completing work one appreciates, doing it well and being compensated for one's endeavors. Job satisfaction also proposes power and satisfaction with one's work. Job satisfaction is the key settling that prompts affirmation, salary, progression, and the achievement of various targets that incite a supposition accomplishments (Kaliski,2007).

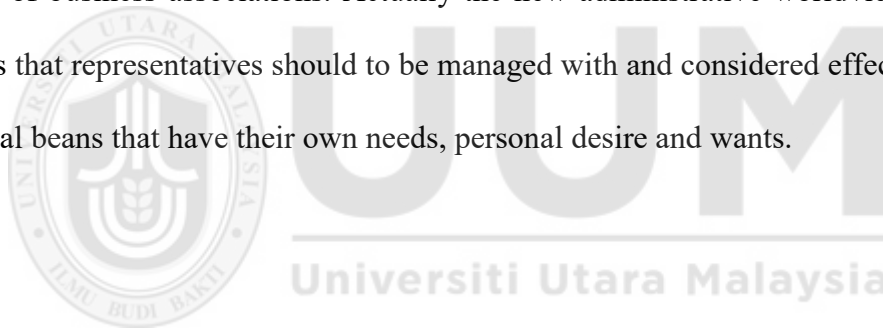
Job satisfaction can be defined also as the extent to which a worker is content with the rewards that individual gets out of one's job, particularly in terms of intrinsic motivation (Statt, 2004).

The term job satisfaction refers to the both attitude and emotions of individuals have about their job. Positive and great attitudes towards the job that will demonstrate job satisfaction. Negative and bad attitudes towards the job demonstrate job dissatisfaction (Armstrong, 2006).

Job satisfaction is the collection of sentiment and feelings that persons have about their current place of employment. Individuals' levels of degree of job satisfaction employment fulfillments can enlarge from surprising fulfillment to extreme dissatisfaction. Although have demeanors about their jobs in general. Individuals have states of mentality about different parts of their employments, for example, the sort of work they do, their colleagues, supervisor or subordinates and their compensation (George et al., 2008).

Job satisfaction is a perplexing and multifaceted idea, which can show particular things to various individuals. Job satisfaction is typically connected with motivation, yet the idea of this bond isn't clear. Fulfillment isn't the similar as encouragement. Job satisfaction is a superior total of a demeanor, an internal state. For example, be related with an individual feeling achievement, either quantitative or subjective (Mullins, 2005).

We consider that job satisfaction speaks to an inclination that shows up because of the judgment that the activity enables the material and mental needs (Aziri, 2008). Job satisfaction is one of the fundamental components that can relate to efficiency and viability of business associations. Actually the new administrative worldview which demands that representatives should to be managed with and considered effectively as individual beans that have their own needs, personal desire and wants.



1.2 Background of Study

Job satisfaction is essentially one of the issues that have always been addressed in every organization. Job satisfaction is seen as an important thing in which employees contribute to the organization to achieve their goals. This is because job satisfaction is an individual and it is an issue that is often said and often a source of concern between employers and employees today. It will indirectly cause the organization's goals to be achieved. Job satisfaction issue researchers are increasingly keen on conducting research and subsequently contributing new ideas and formulating new and appropriate strategies to organizational management in reducing conflicts between workers and employees as well as between workers and employers. The importance of research on job satisfaction shows that the importance of job satisfaction, especially for countries that are experiencing economic and industrial growth such as Malaysia who want to reach the vision 2020 soon.

Basically job satisfaction is something that touches the nature of emotions of someone where one has assessed his work and the results of the desired values in the work have been achieved. The level of satisfaction of each individual is varied in parallel with one's attitudes and behaviors and abilities. Steers (1988) and Vroom (1964) express that the level of job satisfaction is one of the central point that can influence the execution of representatives and associations all in all. The higher the level of evaluation and acknowledgment that it has as per its desires, at that point the roundabout satisfaction level is additionally high and the other way around. In general, job satisfaction is something that is fun or uncomfortable in doing something.

According to Chen et al., (2006) states that organizational management should emphasize an organization's internal employees or customers so that they are always interested and satisfied when discharging their duties and responsibilities as best they can. Efficient and transparent management and administration is one of the measures and strategies employed by the organization and top management to ensure that the goals, vision and mission of the organization are successfully achieved. This is a step of improvement that every organization should take in the handling of human resources so that the outcomes displayed by employees are more productive, high quality and proactive. For example, management should emphasize and expose staff to proper and effective job handling, self-improvement training, internal and external customer satisfaction, and often motivate employees to continuously improve the quality of work excellence and loyalty to the organization.

Through efficient, effective and orderly management, the performance of employee excellence can be improved from time to time. Indirectly, it reduces conflict and creates a harmonious working environment and the staff can give full commitment to the organization in ensuring the organization's objectives, missions and visions are achieved. Therefore, job satisfaction among employees should be emphasized and taken seriously by the organization so that conducive and fun working environments can be applied in the organization as well as to achieve planned goals. Additionally, organizational sensitivities to things that can influence the level of job satisfaction among employees will have a great impact on one's employees as well as on the whole organization.

1.3 Problem Statement

Issues of employee dissatisfaction in the workplace are often heard in print media or in electronic media. Various grievances and complaints about insufficient salary, overloaded workload, internal communication between employees whose said to be unreasonable colleagues, and also employees and employer whose just lead, low motivations and poorly working conditions. These are among the factors that work in the workplace that cause some workers to feel unmotivated to go to work. There are some workers who are trying to find peace and escape from job responsibilities and often get out of work while working, surfing the Internet, talking to colleagues or truancy to cheat the employer by showing false illnesses. All this is a sign that the productivity level of workers decreases because of the job satisfaction they want is not met. This results in a negative impact on the development of his or her career and also affects the advancement of the organization.

Nowadays, Malaysia is one of the growing Asean countries in terms of development and economy and towards the developed nation status by the year 2020. The impact of these developments is that Malaysians, especially in the labor market, face various challenges in increasingly complex jobs including low salary compared to the productivity it produces. However, if salary adjustments are increased, it can lead to inflation and indirectly can cause losses to employers due to increased costs. If this is the case, it may result in workers losing their jobs, as employers want to reduce production costs and maximize profits. The effect of this can certainly increase unemployment in the labor market, high cost of living and poverty reduction among low-income workers (Zulkifly Osman, 2011).

Through the experience of researchers on job satisfaction among childcare employees in conducting this research, it is found that the problems faced by childcare employees are the dissatisfaction in terms of salary received, how many hour that they need to work, internal communication between employees and between employees and employers, and also the rewards.

The childcare field is known for having a high turnover rate. In fact, research has indicated that the high turnover is due to low salary and many other work place issues. According to Jessica Johnson (2016), found that employees leave for the following reasons which are they want more money, employees tend to leave because of issues with management, issues with their co-workers and also they are not happy working in the workplace.

In addition, employees' dissatisfaction issues are often heard in print media or electronic media in relation to the salaries paid by poor employees. According to the Jessica van Vonderen (2016) states that one of the causes of shifting workplaces especially in childcare centres and serving in other organizations is that they receive better salary offerings than new organizations. Jessica also stated that high turnover and more people leaving who are highly dedicated, highly qualifies people are the most problematic issues nowadays.

The problem of stop work is said, as most childcare employees are dissatisfied with the salaries they receive and serve at other organizations offering higher salary. Therefore, the researcher found that the problem of dissatisfaction with the work

involved several factors including monthly salary received is low; no incentives are received and other factors that can bring employees' dissatisfaction.

According to Georgina Bloomfield (2016), happiness depending on the attitude of the person seeking it as the employees go to work and laugh, have fun and find joy in the work they do, then they have basic career happiness right there. While employees with emotionally suffering at their job every day, then no amount of money in the world will ever make them content.

There are several reasons why employees' motivation is important. Mainly because it allows management to meet the company's goals. Without a motivated workplace, companies could be placed in a risky position. As the motivated employees can lead to increase productivity and allow an organization to achieve higher levels of output. Imagine having an employees who is not motivated at work, they would probably use the time at their desk surfing the internet for personal pleasure or even looking for another job. This is a waste of time and resources.

Therefore, this research is conducted to see the level of job satisfaction among the childcare employees in the State of Kedah in term of the satisfaction in salary, internal communication, rewards and working hour.

1.4 Research Objectives

1.4.1 Main Objectives

This research will be conducted to identify the factors that influence job satisfaction towards childcare employees where the study is conducted around Kedah Darul Aman. It intends to study the relationship between independent variables (salary, internal communication, rewards and working hour) and dependent variable (job satisfaction).

1.4.2 Specific Objectives

The specific objectives of this study are as follows:

- 1) To investigate the relationship between salary and job satisfaction among child care employees in Kedah.
- 2) To identify the relationship between internal communication and job satisfaction among child care employees in Kedah.
- 3) To study the relationship between rewards and job satisfaction among child care employees in Kedah.
- 4) To examine the relationship between working hour and job satisfaction among child care employees in Kedah.

1.5 Research Questions

For the purpose of conducting research on the factors that influence job satisfaction among childcare employees, some of the main research questions are summarized as follows:

- 1) Does salary has a positive and significant with job satisfaction?
- 2) Does internal communication has a positive and significant with job satisfaction?
- 3) Does rewards has a positive and significant with job satisfaction?
- 4) Does working hour has a positive and significant with job satisfaction?



1.6 Scope of Study

This study is generally conducted to investigate the factors that influence job satisfaction among childcare employees. The main scope of the study, which is the respondents were selected as the study sample consisted of employees in childcare centres in the State of Kedah Darul Aman. The study was conducted based on childcares that are registered under Jabatan Kebajikan Masyarakat (JKM). This study is limited to the data gathered from Kedah only. Although the study was performed in the context of childcare centres in Kedah, its might implies to other contexts not only childcare centres but also business organization as the study examined the factors influence job satisfaction among childcares' employee.

Researcher tends to choose Kedah since there is no researches has been conducted in Kedah areas especially in childcare centres as we know that there are limited research in childcare perspectives. In addition, this study is to identify the factors that influence the satisfaction of the employees through selected factors such as salary, internal communication, rewards, and working hour. Questionnaire instrument is used in this study in order to obtain information and data from respondents.

1.7 Significant of Study

This research aims to provide a clearer understanding of the staff on the key factors affecting the job satisfaction of childcare center in the State of Kedah. At the same time, this research will help staff and organizations how to avoid and raise their awareness of the importance of factors affecting job satisfaction. By understanding the factors that influence job satisfaction, it actually contributes to the organization as well as employees in helping to improve the quality of work and efficiency in management. This research also enhances knowledge on productivity and the level of job satisfaction in the organization to achieve success. Employees need to improve their performance and also enhances optimum productivity. This is because increased job satisfaction will give effect to the organization.

As a result of this research, researchers hope to be able to assist the organization in developing strategies and updating procedures to enhance their employees' satisfaction. It also reduces disputes between employees and the organization and can also help improve the efficiency and effectiveness of the organization. Additionally, it is hoped that this research will provide another source of reference for future research.

1.8 Limitation of Study

This research limits research on the population of staff working among childcare center in the State of Kedah. While conducting this research, there are some constraints faced by researchers, which includes the costs that involved on several fronts such as time where researcher has to face limited time constraints to go to re-collect questionnaires in each organization. Researchers also need to spend time to recover data from respondents as the time needed for researcher in setting up data analysis and data collection. Other than that, researcher also undergoes financial constraint where she needs to spend money in order to spend for the costs of printing the questionnaire and also the travel costs as the childcare involved were quite far from one place to another place. In fact, energy constraint should also be taken in the process of getting a response since data collection is not all data obtained in accordance with the specifications desired by researchers such as questions not been answered by the respondents.

1.9 Conceptual definition

1.9.1 Job satisfaction

According to Arnold and Feldman (1986) job satisfaction is the total amount of an individual's impression of an individual to their work is no positive or negative impression. According to Locke (1976) between the characteristics that affect the interests and job satisfaction of an individual is the opportunity to use skills, skill, creativity, diversity, responsibility, autonomy and work mandate. However Greenberg and Baron (1997) defined job satisfaction as a cognitive, effective and assessment of

their work. According to his investigation also, there are five modifiers who were found to give effect to job satisfaction

1.9.2 Salary

According to Mueller and Price (1990) salary is seen part of the transaction system used in the organization to motivate compliance with rules and regulations to employees. Salary is a reward received by individuals as a reward to those who work (Lum et al., 1998).

1.9.3 Rewards

Employee reward refer to programs set up by a company to reward performance and motivate employees on individual and/or group levels. They are normally considered separate from salary but may be monetary in nature or otherwise have a cost to the company. While previously considered the domain of large companies, small businesses have also begun employing them as a tool to lure top employees in a competitive job market as well as to increase employee performance.

1.9.4 Internal Communication

Internal communication is the transmission of information between organizational members or parts of the organization. It takes place across all levels and organizational units of an organization.

1.9.5 Working Hour

According to Brown and Rutondo (n.d.), Using hours of work as a tool to promote employee productivity. Therefore, employees at first may be willing to work long

hours to complete important pieces of work but when long hours of work become the norm they may be more likely to report lower levels of job satisfaction.

1.10 Organizational of Study

This research consists of five chapters of the full research paper. The chapters are the introduction, literature review, research methodology, results and finding and lastly, discussion, recommendation and conclusion.

Introduction is the first chapter of writing this paper. It highlights the overview of the research titles and elaborates the title in details way. Meanwhile, literature review is the second chapter that discussed about the previous study, which can be, relate to the recent studies conducted by the researcher. This researcher will gather all the information and explained the possibility and appropriateness to carry this research.

Next chapter is chapter 3 where explained about the method that involved in this research. Research framework, research design, sampling design, instrument design and data analysis are presented in this chapter. All procedures gets are explained based in the valid citations in order to obtain true and reliable findings.

The next chapter is chapter 4 which will highlight the discussion of the result. This chapter will analyze the result of the study. Lastly, chapter 5 is about conclusion and recommendation in order for the researcher to wrap all the data about this study and recommend the idea for improvement for the next studies.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This part distinguishes and talks about accessible and applicable writing from an assortment of sources. According to Garrard (2007), to obtain good and perfect research results, researchers should always refer to research that has been written and reviewed by previous researchers and learn more clearly how research ideas have evolved from time to time. This chapter will also explain the concepts, definitions, and research of past researchers on factors affecting job satisfaction such as salary, internal communication, rewards, working hour and their relationship to job satisfaction. The sources of reviews of this work are derived from journals, books, articles, dictionaries and other learning resources.

2.2 Definition of Job Satisfaction

Job satisfaction is one of the main things in determining the success of an organization where the level of employee satisfaction is at a high level, indirectly improving the image of an organization, improving productivity and giving positive motivation to employees. On the other hand, if the level of job satisfaction is low, this allows the organization to not achieve a good goal, low productivity and unmotivated workers in improving their quality of work.

Job satisfaction as an effective response and sensation to some perspectives in personal careers (Kreitner and Irwin, 2000) and Aziri B. (2011) define that job satisfaction is an individual's approach toward his job. There are many more terms used by researchers in this job satisfaction. According to Hariandja Marihot Tua Efendi (2002) defines job satisfaction as a measure of whether the individual feels positive or negative towards various factors and dimensions of his or her duties.

Job satisfaction is firmly identified with the connection between a helpful workplace and individual work needs. Job satisfaction can likewise be characterized by different methodologies including singular angle contrasts, needs or similar estimations of work done and how the task is done (Khalilzadeh J., 2013). While Kotler (2003) states that Job satisfaction can be named the person's sentiments of whether it is fun or baffling that originates from desire. As stated by UK Essay (2017) job satisfaction is the conduct of a representative on his or her obligations emerging from a few parts of his or her obligations, for example, salary rates, inspiration, supervision, and partners who may impact worker impression of their work. Working environment conditions likewise add to job satisfaction, for example, supervisory states of mind, authoritative methods, and associations with partners and extra advantages.

Mullins (2002) defines job satisfaction as an attitude and internal state while Hassart et. al. (2018) defines job satisfaction when workers love their work. Job satisfaction refers to the attitude of an individual towards the work and organization where they perform the given work. Generally, job satisfaction includes a feeling exhibited by workers in terms of work elements are intrinsic and extrinsic (Ali and Mohammad, 2006).

Vandell and Wolfe (2000) in his research on job satisfaction suggests that job satisfaction is a fun or emotionally positive feeling as a result of job evaluation and work experience of an employee. Ahmed et al., (2010), states that job satisfaction is the impact of employee perceptions on his work in acquiring something that is considered important.

In addition, Mudor and Tooksoon (2011) increase job satisfaction is a factor that will encourage employees to work in the long run. Without job satisfaction, an organization or firm will face problems with recruitment due to the high rate of job transfers. For this reason, the organization should salary serious attention to work satisfaction among employees so that the problem of shifting of employees can be reduced. According to Brown and Rotundo (n.d.) long working hour can have negative implications towards employee attitudes and behaviors where respond by undertaking active job search.

Job satisfaction is additionally observed from various points as far as workload and workmanship. It is additionally observed from another perspective which is the aftereffect of the reason for the conduct or it can be viewed as a major aspect of the administrative framework where the assessment of the choices prompts the choice whether the progressions are made or not. The nuts and bolts of job satisfaction estimation start with the work itself, and the progressive estimation forms into multi-area (Tsai, 2007). Ana and Marion (2001) interpret job satisfaction as the level of affection and energy of a man against his work. Job satisfaction is imperative in guaranteeing quality, powerful and productive administration quality. These components are generally used to gauge impression of job satisfaction among

employees and it is additionally helpful for impacting representative motivation thus high efficiency can be accomplished.

Thusly, in choosing whether to utilize single or multi-thing estimations in estimating job satisfaction might be the way to standard estimation (Mishra V. et. al., 2014). Therefore, it can be abridged from the feelings and perspectives of a few specialists on job satisfaction expressing that the positive practices showed by aberrant representatives can adjust to the connection between partners, supervision and work circumstances including salary rates, sound social connections can improve their level of job satisfaction.



Table 2.1**Summary of Past Empirical Research on Job Satisfaction**

No	Researchers	Dimensions	Finding
1	Kreitner and Irwin, (2000)	Women and men want immediate feedback from supervisors	The finding shows the relationship between emotional intelligence, job satisfaction and organizational commitment among workers.
2	Hariandja Marihot Tua Efendi (2002)	Job satisfaction	Measure of whether the individual feels positive or negative towards various factors and dimensions of his or her duties
3	Mudor and Tooksoon (2011)	Job satisfaction	The finding shows the relationship of job dissatisfaction and high rate job transfer.
4	Brown and Rotundo (n.d.)	Working Hour	Negative implications towards employee attitudes and behaviors
5	Mishra V. et. al. (2014)	Job Satisfaction	Positive practices showed by aberrant representatives can adjust to the connection between partners, supervision and work circumstances including salary rates, sound social connections can improve their level of job satisfaction.

2.3 Theory and Principles of Job Satisfaction

Speaking of job satisfaction theory, there are various theories presented and highlighted by research experts who have conducted research on issues of job satisfaction. The job satisfaction theory is categorized into two parts of Content Theories and Process Theories. According to Doell (1985) Content Theory is to find certain factors that lead to job satisfaction while Process Theory is a process for

determining where individual variables influence work characteristics to generate job satisfaction.

2.3.1 Herzberg's Theory (Herzberg's Motivator-Hygiene Theory).

This theory was introduced by Frederick Herzberg in 1957. Herzberg (1959) stated that there are two factors that influence employee motivation, Motivator and environmental needs (Hygiene). Drivers such as achievement, responsibility, recognition, positive feeling of work, respect and self-growth. According to Herzberg, if these factors exist in the job, it will give satisfaction to the employee and if neglected will lead to job dissatisfaction.

Herzberg (1974) concluded that motivators influence long lasting employee performance results, which is in contradiction to hygiene factors that lead to short-term employee performance and attitudes about the job. The primary source of employee job satisfaction correlates to job satisfaction and job dissatisfaction correlates to work content (Herzberg, 1974). An escalation of employee concerns resulting from hygiene factors imposes a risk for business managers (Herzberg, 1974). Sustainability of a theory is an important consideration for a researcher. Herzberg's two-factor theory remains as one of the most prominent foundations for studies of performance and motivation (Jarkas, Radosavljevic, & Wuyi, 2014). Applicability and sustainability of Herzberg's theory reinforced my decision to use this theory for this study (see Figure 2). The graphical model depicts various aspects that may impact how employees feel about their jobs.

Meanwhile, the second factor is the workplace situation factor in which if it is in the job, it will lead to job satisfaction in the job, and if it does not exist it causes job dissatisfaction. Environmental needs factor play an important role in determining job satisfaction such as relationships with colleagues, salaries, job security and security, corporate policies and administration, work facilities and workplace environment.

According to Hassard et.al. (2018), 'Motivating' factors like pay and benefits, recognition and achievement need to be met in order for an employee to be satisfied with work. On the other hand, 'hygiene' factors (such as, working conditions, company policies and structure, job security, interaction with colleagues and quality of management) are associated with job dissatisfaction. Job satisfaction depends on meeting the needs of workplace conditions by providing facilities to employees (Herzberg in Muchinsky, 1993). If this facility is not feasible, dissatisfaction will occur so that the impetus requirements cannot work. To meet the impetus needs of employees is to provide excellent work, achievements and responsibilities so that employees can improve their commitment and performance in their work.

2.4 Demographic Factors on Job Satisfaction

Research found that there was a correlation between demographic and job satisfaction factors such as age, gender, religion, ethnics, marital status, and level of study. Research conducted by Chirchir R. (2016) on 372 teachers showed job satisfaction not dependent on gender, race, age, high level and service group. Other research findings suggest that the gender factor between the male and female staff is different and affects the commitment to the organization. According to Temesgen Kifle (2012),

he also supported that there was a difference between the two inner genders affecting commitment to organization. He thinks that the staff men are more focused on salaries, education, work performance and job convergence than female staff.

SaqibUsman, M. Tahir Akbar, Dr. MuhammedRamzan (2013) discovered that there are numerous factors that can influence job satisfaction of an individual including salary and incidental advantages, only arrangement of promotion, working condition quality, leadership, the work undertakings and socializing.

2.4.1 Age

In general, there is a relationship between work satisfaction and the age of a worker. Long working employees are generally more satisfied and happy with their work than younger employees, while the vast majority of employees are more satisfied than those who lack experience. Extensive age and experience with a realistic view of doing work and life, they typically have a high level of job satisfaction as compared to their younger counterparts.

According to Robbins et al., (2009) in his view that young workers have little experience in comparison with older workers. Older workers have an idealistic view of the work done. The results showed that there was a positive correlation between job satisfaction and age. In other studies also showed that there was a decline in job satisfaction when middle-aged at least until the age of 60 years. Job satisfaction will increase again around the age of 40 years.

A person will become more satisfied when he or she grows up to the stage before retirement as older workers usually acquire seniority and experience. They also have a better job, either in terms of intrinsic, autonomic and skill factors or extrinsic factors such as salary. Better jobs and rewards will further enhance the level of satisfaction (Musyoki MM., 2012). This shows that an aging worker is more satisfied because the expectation of his work is not so much.

According to Muzita (1986) in his research on the level of job satisfaction of the employees of commercial banks, it was found that workers under the age of 30 were less than pleased with their work and they were more likely to work than employees over the age of 30-an. This is because the level of satisfaction for the aged has reached the highest satisfaction level. Humphrey T. (2009) supported that the employees who are satisfied with the rewards received are those who passed the 40s.

2.4.2 Gender

According to Abuduaini (2009) conducting research on gender differences is a factor in determining the level of job satisfaction. Women are more concerned with social factors, while men place greater value in their view of salary, progress, and extrinsic aspect. According to him, there are major differences between men and women in terms of job trips that affect job satisfaction. Her research shows that men are more likely to have higher satisfaction while women tend to have higher satisfaction with colleagues.

Researchers see issues involving women in the South African workforce show similar findings and the majority of respondents show that they are satisfied with their work.

Among the factors contributing to their job satisfaction were colleague factors, the chance to gain knowledge of new things and the factors that existed in the work itself (Robbins et al., 2009). Levels of satisfaction between both genders vary depending on the location of the country they live in.

Okpara (2006) in his research examined the difference in gender in salary and advancement of bank managers in the Nigeria and how this distinction affects the level of job satisfaction of both gender managers at selected banks in the Nigeria. The results of this research found that there was a difference between male and female managers. Overall male managers are more satisfied with promotion policies than women managers.

2.4.3 Marital Status

In terms of marital status and research findings, there is a relationship between job satisfactions based on demographics. This can be seen when research finds that there is a difference in the status of marriage. According to Ma Liang (2010) states that marital status is also a factor affecting the level of satisfaction of an employee. The level of job satisfaction for married workers is higher than unmarried workers. This view is supported by Allen and Meyer (1992), which find that married workers have a higher commitment than workers who not married. This clearly shows that the level of job satisfaction among married workers is higher than unmarried because the commitment given is also high.

Table 2.2**Summary of Past Empirical Research on effect of demographic factor on Job Satisfaction**

No	Researchers	Dimensions	Finding
1	Doell (1985)	Theory of Content Theory and Process Theory	The finding shows the relationship between job satisfaction and work characteristics.
2	MM Musyoki (2012)	Gender and job satisfaction	The finding showed job satisfaction not dependent on gender, race, age, high level and service group
3	Hind and Baruch (1997),	Gender and Job satisfaction	The finding shows difference between the two inner genders affecting commitment to organization
4	SaqibUsman, M. Tahir Akbar, Dr. MuhammedRamzan (2013)	Job satisfaction influence by salary	job satisfaction influence individual including salary and incidental advantages,
5	Ma Liang (2010)	Status does affect satisfaction	the finding shows that marital status is also a factor affecting the level of satisfaction of an employee

2.5 Factors Affecting Job Satisfaction

2.5.1 Salary

Salary or salary are the entitlements of workers to be received and expressed in monetary form as a remuneration of the employer to the designated employee and paid in accordance with a working agreement, agreement on services that have been or will be done. Salaries or salary are often associated with the level of satisfaction of an employee, regardless of whether the employee is a subordinate or superior. Herzberg et al., (1959) states that salary or salary factors play an important role in determining the level of job satisfaction among employees and often causes the dissatisfaction of work among staff.

Salary is one of the major concerns to both employers and employees. For employees, salary is an obvious importance in terms of satisfying the economic needs (Collin L.C., 2018). Abu Bakar (1985) in his research on the level of job satisfaction among lecturers found that high-income lecturers had high levels of satisfaction. However, it is difficult to directly attribute salary to results. It is actually attitude and behavior such as salary satisfaction that has been shown in the variable in the relationship between salary and yield. A research on the effect of employees on the importance of salary for example salary is not just objective but it is necessary to determine the nature and domain of salary satisfaction, background and impact (Faulk, 2002).

Weaver (1980) conducted his research among US workers and found positive relationships between one's salary and work satisfaction. Employees who earn a high salary have a high level of satisfaction and vice versa. However, Baekowitz et al.,

(1987) also agreed with this opinion and commented further that the work generated from salaries receivable did not rely solely on the amount received earlier and now and the salaries received by other employees. According to Yaty Sulaiman (2013) illustrated that the perception of salary fairness has a significant and positive relationship with employee job satisfaction, which, in turn, positively contributes to employee organizational commitment and negatively influences employees' turnover intention.

In addition, salaries are one of the great drivers for most workers. Financial rewards and recognition are found to have a significant influence on highly knowledgeable employees. Worker retention problems occur when there is a lack of recognition and unpaid salary. The relationship between money and employee performance motivation makes them more productive to move forward. Concerns and leadership towards workers are important as well as beneficial to the organization (Gregory, 2009).

Utilizing Herzberg's hygiene factors and motivators SaqibUsman, et.al., (2013) found that cleanliness factors (working condition, recognition) in general persuade the job satisfaction level of offers compel. They additionally found the bond between salary and job satisfaction as well as an intervening variable love for money and recognized that the employees who give more essentialness to trade out the occasion that they get a lift in salary they would be more satisfied with their job.

Vieira and Serrano (2005) inspected both low and high paid pros' job satisfaction in the European Union (EU). Their results show when low paid employees were diverged from high paid employees; low paid employees exhibited a low level of job satisfaction, beside in the UK. Their results furthermore demonstrated that the gap between both low paid and high paid employees job satisfaction is reached out in the Southern European countries.

Employees who feel under-rewarded will attempt to restore equity by reducing inputs such as increasing absenteeism, coming late to work, taking longer breaks, and decreasing productivity, or by leaving the organization, all of which are very costly for an employer (Singh P. and Loncar N. 2010). According to Singh P & Loncar N. (2013), employee dissatisfaction with salary, for instance, can decrease commitment to the job, increase stealing, and catalyze turnover.

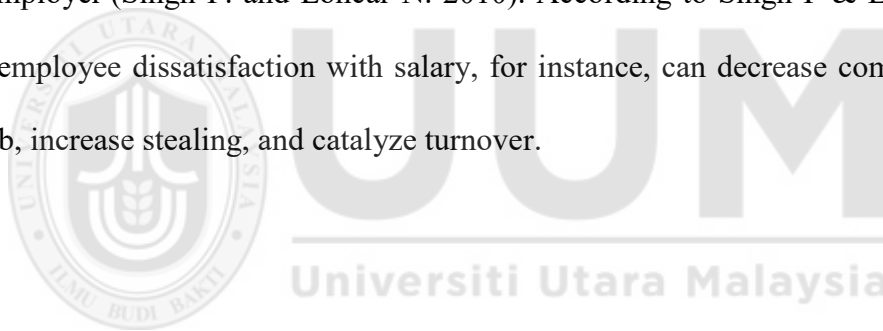


Table 2.3**Summary of Past Empirical Research on Salary**

No	Researchers	Dimensions	Finding
1	Collin L.C., 2018).	Salary as an important in term of satisfaction	The finding shows the relationship between salary and job satisfaction, as salary is an obvious importance in terms of satisfying the economic needs.
2	Abu Bakar (1985)	Level of satisfaction due to expectation	The finding showed high-income employees had high levels of satisfaction
3	Yaty Sulaiman (2013)	Job satisfaction among childcare employees	The finding shows salary fairness has a significant and positive relationship with employee job satisfaction
4	SaqibUsman, M. Tahir Akbar, Dr. MuhammedRamzan (2013)	Job satisfaction influence by salary	Job satisfaction influence individual including salary and incidental advantages,
5	Singh P & Loncar N. (2013)	Turnover intention	The finding shows employee dissatisfaction with salary, can leads to turnover

2.5.2 Internal Communication

According to Magdalena Korkosz (2011), communication is perceived as a process in which one person affects the behaviors or state of mind of another. From this perspective, communication failure occurs when the effect is different or smaller from the intended one. Fiske (2011) describes communication as “one of those human activities that everyone recognizes but few can define satisfactory”. Watson Wyatt Worldwide (2003 & 2005) pointing for discovers the confirmation that viable internal communication improves predominant financial related outcomes and authoritative

solidness. The investigation examines the relationship between's correspondence adequacy, hierarchical turnover, and monetary performance (Yates 2006).

As per Watson Wyatt, powerful organization communication can be characterized as the one that surpasses desires in the accompanying eight territories:

- 1) Educating employees about authoritative culture and qualities
 - 2) Helping employees comprehend the business
 - 3) Adjusting employees' conduct with customer needs
 - 4) Providing employees with money related data and aims
 - 5) Providing employees with data on the estimation of their aggregate rewards programs
 - 6) Explaining and advancing new projects and approaches
 - 7) Integrating new employees into the organization
 - 8) Exhibiting solid initiative by administration during hierarchical change
- (Yates 2006).

The research completed by Miles, et al. (1996) revealed similarly that level of satisfaction could differentiate by work level. Supervisors announced more elevated amount of job satisfaction than hourly workers, particularly more positive relationship communication and upward openness communication. The presumable reason behind that is the way that supervisory part can be depicted by game plan of basically more positive relationship correspondence and more upward transparency correspondence from their speedy supervisors. As per Sulaiman et. al. (2013), internal market orientation contains the internal generation of knowledge, the appropriation of intelligence and the fulfillment of acknowledged responses to meet the requirement of

employees. Oyebamiji Florence Funmilola (2013) found that job satisfaction estimations together and freely predict work execution as salary, the nature of the supervisor-subordinate relationship; employees' chances for progression basically impact the job satisfaction and execution of employees.

Every one of the four estimations, especially positive relationship communication and upward openness communication were imperative pointers of job satisfaction for hourly employees. Positive relationship communication and upward openness communication were not big measurements of supervisor's job satisfaction. Regardless, the examination shows that overhauling these two estimations inside the get-together of hourly workers can assemble their job satisfaction. In this manner, communication differentially influences job satisfaction and uncovers absence of consistency of communication rehearses that can impact job satisfaction (Miles, et al. 1996).

As indicated by Burke and Wilcox (1969), the primary thought of the communication procedure highlights inspected by Likert (1967) is the level of honesty and openness of communication appeared by boss and subordinate. Likert's think about wound up starting for their own exploration going for examining the recommendation that open two-way communication is connected with a satisfying and viable predominant subordinate job relationship. Lee (2006), employees expected that communication workplace leads to satisfaction.

Table 2.4**Summary of Past Empirical Research on Internal Communication**

No	Researchers	Dimensions	Finding
1	Miles, et al. (1996)	Positive communication relate to job satisfaction	The finding shows where more employees are satisfied if positive relationship communication and upward openness communication in an organization
2	Oyebamiji Florence Funmilola (2013)	Positive communication affect job satisfaction	The finding showed supervisor-subordinate relationship; employees' chances for progression basically impact the job satisfaction and execution of employees
3	Likert (1967)	Communication among bosses and employees effect satisfaction	The finding shows level of honesty and openness of communication appeared by boss and subordinate.
4	Sulaiman et. al. (2013)	Employees satisfaction	The finding shows appropriation of intelligence and the fulfillment of acknowledged responses to meet the requirement of employees.
5	Lee (2006),	Good communication leads to satisfaction	The finding shows that employees expected that communication workplace leads to satisfaction.

2.5.3 Rewards

According to Bustamam F. L. et. al. (2014), reward system is comprised of financial rewards and non-financial rewards. Selecting the right rewards for the employees has always been an issue in the human resource management. Rewards and motivating forces can be set up for individuals to better achieve the given objective. Motivation can be intrinsic or extrinsic.

Intrinsic motivation can be portrayed, is self-generated, as the procedure of motivation by work itself in so far as it satisfies the individual requirements of the employees. Extrinsic motivation is the amount of exertion other individuals provide for the individual to propel them. Reward programs were created to motivate, attract, reward and hold work force. (Berger, 2000) To dodge over expensive remuneration programs, association must think deliberately how to repay their employees and still keep them spurred.

Employees feel pleased and they get belief that achievement from job and that way are more motivated at work. Financial compensation is the reasons why people are satisfied or dissatisfied with their financial rewards must be considered.. Non-financial compensation could also be for example flexible work hours, long lunch time, interesting projects, support, appreciation, time off, extra vacation days or simply movie tickets, paid lunch or dinner. (Stone, 2003).

Understanding what motivates employees is one of the key challenges for managers. Although it is not possible directly to motivate others, it is nonetheless important to know how to influence what others are motivated to do, with the overall aim of having employees identify their own welfare with that of the organization (Reena A. & Ahmen Shakil M., 2009)

Peter Drucker (2001) defined motivation of expertise employees as the same thing that motivates volunteers. They want to be challenged; they want to work towards a mission and believe in it, they need constant training and to see results. Hence, this leads to the assumption that every group in the work force have to be managed in a different way at different times; employees need to be managed as ‘partners’ or ‘friend’ and be treated as equals – they must be convinced and not ordered.

A study performed in 2004 had two attractive assumptions; employees with high educations are less satisfied, and educational level has no affect on intrinsic work motivation (Eskildsen, Kristensen et al. 2004). They found that skill employees were more motivated, but less satisfied. However, they also found that educational level had no effect, as well as assumed the reason for this paradox might be that experience employees with high education have more expanded and challenging tasks, which may motivate them even though they do not achieve job satisfaction.

Rewards can be seen as a surrogate for fairness and justice, which in return has a direct impact on employees’ motivation and therefore their job satisfaction (Singh P. & Loncar N., 2010).

Table 2.4

Summary of Past Empirical Research on Rewards

No	Researchers	Dimensions	Finding
1	Berger (2000)	Positive motivation relate to job satisfaction	The finding shows reward programs were created to motivate, attract, reward and hold work force.
2	Stone (2003).	Non financial rewards such as support, extra vacation day, paid lunch and so on.	The finding showed non financial rewards can bring satisfaction to the employees.
3	Eskildsen, Kristensen et al. (2004)	Communication among bosses and employees effect satisfaction	The finding shows that skilled employees are more motivated but less satisfied with the jobs.
4	Singh P. & Loncar N., 2010)	Employees satisfaction	The finding shows that employees seems to have dissatisfaction and less motivate if the rewards given is unfair.



UUM
Universiti Utara Malaysia

2.5.4 Working Hour

Self-decided working hours with control over the planning of working hours are imperative for working time satisfaction. With reducing independence the level of working time satisfaction is unequivocally diminishing. This shows the significance of time-sover-eighty and the capacity to impact the planning of work for employees as pre-condition in order to accomplish a decent work-life adjust. Other than independence over working time additionally self-governance over work arranging is critical: employees having less self-sufficiency over work arranging in their activity report bring down levels of satisfaction.

Reduced hours every week appear to positively affect working time satisfaction. These discoveries are in accordance with Booth & Van Ours (2009), where both genders that work part time are observed to enjoy and fulfilled. No communication impacts for sexual orientation and working hours were found, yet for sex and working hour errors. While over-work prompts bring down time fulfillment for people, underemployment demonstrates a similar impact just for ladies. An underemployed man appears to have higher satisfaction levels, yet this impact is measurably not critical. Working time qualities that emphatically influence job satisfaction are rather than working time satisfaction expanding working hours, which is an astonishing finding.

Long work hours are a risk factor for a scope of mental and psychosomatic conditions, including pressure, tension, depression and hypertension. Long work

hours have likewise been found to lessen profitability and working environment ability, prominently among restorative experts (Caruso 2006; Rogers et al. 2004)

According to Susanne Wanger (2017), dissatisfaction with working hours is an important aspect of job satisfaction. The desire to work fewer hours for females and males is negatively linked with job satisfaction as well as the desire to work more hours for females. In contrast the coefficient of underemployed males is statistically insignificant. Further, the results indicate that job satisfaction seems to be largely independent of the remaining working time variables, especially a typical working time arrangements. Job satisfaction tends to be slightly higher among employees with on-call duty.

For example, not being able to realize a desired working time or working time arrangement may cause employees to change jobs (Bijwaard & van Dijk & de Koning 2008). Unusual working hours can complicate participation in social life and work life balance (Greubel et al. 2016). As has been shown in studies on job satisfaction, aspects that are related to working hours have an impact on job satisfaction; persons who are satisfied with the length of their working hours tend to be more satisfied with their jobs in general (Booth & van Ours 2008, Jahn 2013). In addition, working conditions that contribute to the satisfaction of workers lead to higher motivation and commitment (Wunder et al. 2013), which may positively affect productivity. The wellbeing of employees in a workplace has been shown to lead to a return in productivity (Oswald/Proto/SgROI 2015).

Table 2.5**Summary of Past Empirical Research on Working Hour**

No	Researchers	Dimensions	Finding
1	Booth & Van Ours (2009)	both genders that work part time are observed to enjoy and fulfilled.	The finding shows no communication impacts for sexual orientation and working hours were found, yet for sex and working hour errors.
2	Susanne Wanger (2017).	Job dissatisfaction and long working hour	The finding showed that desire to work fewer hours for females and males is negatively linked with job satisfaction as well as the desire to work more hours for females.
3	Bijwaard & van Dijk & de Koning 2008	Working hour and job satisfaction	The finding shows that long working time or working time arrangement may cause employees to change job.
4	Greubel et al. 2016	Employees satisfaction	the finding shows that persons who are satisfied with the length of their working hours tend to be more satisfied with their jobs in general.
5	Wunder et al. 2013	Stress of long working hour effect productivity	The finding shows that wellbeing of employees in a workplace has been shown to lead to a return in productivity

CHAPTER 3

METHODOLOGY

3.1 Introduction

This chapter will discuss as a whole the research methodology that will be used to collect and analyze data in order to achieve research objectives. The research used from the framework method to the analysis of the data obtained. Furthermore, findings related to pilot testing and data analysis were also discussed. This chapter covers discussion of discussions such as frameworks, research designs, data analysis, research instruments, item codes, pilot tests and data analyzes. In testing the reliability of the survey instrument, and all its decisions were discussed clearly in this chapter. The summary will be summarized in providing an overview of the discussion as well as providing important inputs to understand the structure of the investigation.

3.2 Research Framework

This research is conducted to identify factors that influence the satisfaction of working among childcare center employees. This framework has been adapted from Okpara (2006). In this model, researchers have divided the factors affecting job satisfaction into the four categories namely salary factor, working hour, rewards, and internal communication.

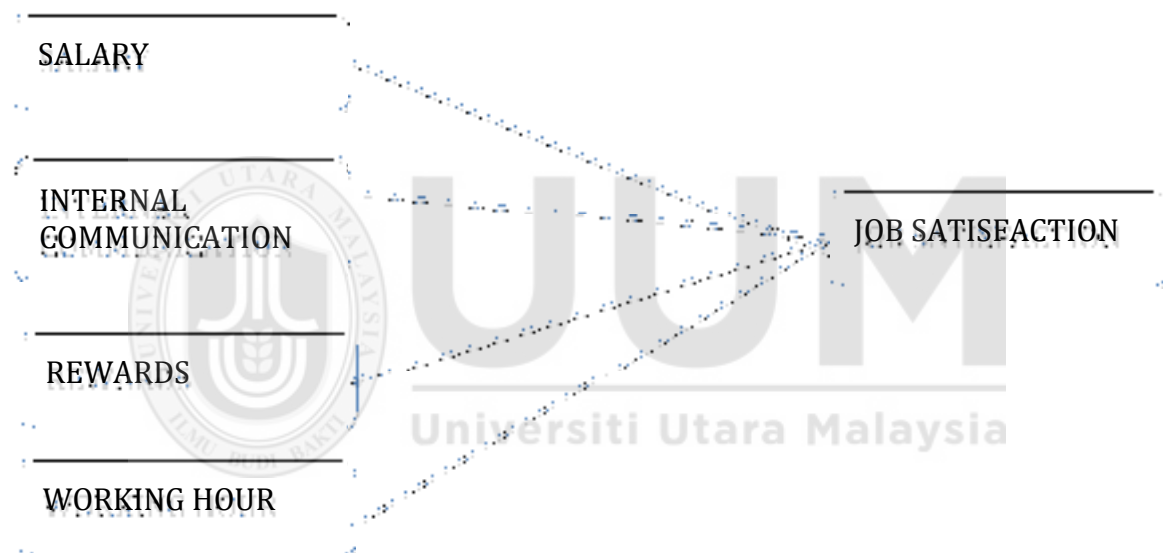


FIGURE 3.1 RESEARCH FRAMEWORK

3.3 Hypothesis

For the purpose of conducting research on the factors that influence job satisfaction among childcare employees, which are the relationship between the independent variables and dependent variable. Some of the main research questions are summarized as follows:

H₁ : There is positive and significant relationship between salary and job satisfaction.

H₂ : There is positive and significant relationship between internal communication and job satisfaction.

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

H₄ : There is positive and significant relationship between working hour and job satisfaction.

3.4 Research Design

The research is quantitative in which the research medium is using statistical data. Quantitative forms are used to find relationships between the variables to be studied and also used to describe something related to the investigation. Respondents used are randomly chosen based on selected childcare center. The instrument used to obtain research data is by using questionnaire method.

According to Freeman (1989), researchers can use the process of collecting data and information by using questionnaire or questionnaire distribution methods to obtain good data for samples randomly (Rossi, 1999). This view is supported by (McGrill, 1999) that the combination of these two methods makes the information obtained more complete.

In this research, the researchers only use the method of distribution of questionnaires only. According to Babbie (1995) through this method, the respondents will fill out all the items provided and the bias problem will be reduced by the use of questionnaires, as there is no direct influence from the researcher unless the researchers are located in the same location. According to him, researchers have plenty of space to ask questions because if researchers use-interviewing methods, bias problems will arise and the time required to interview respondents is limited.

3.5 Research Methods

The main design of this research is to identify the relationship between independent variables and dependent variables. Factors affecting job satisfaction are such factors as salaries, internal communication, rewards and working hour are independent variables while job satisfaction is a dependent variable. This research was conducted on childcare center in Kedah and the data obtained were analyzed using the Statistical Package for Social Science (SPSS) software. The summary of this research relies solely on the findings of statistical data as well as data findings from past research as arguments to support inputs obtained.

At first, the first form of the survey was in English dialect. Then again, while the potential respondents of the study were front-line employees inside childcare centre in Malaysia, hence, the study was converted into Bahasa Malaysia. This was done in like manner to the proposal of Brislin (1986). He expressed that the survey ought to be consecutive made an interpretation of keeping in mind the end goal to register the unwavering quality and legitimacy of the questionnaire. Besides, it was normal that it would be more straightforward for the respondent to comprehend if the questionnaire was set in Bahasa Malaysia and this would urge them to respond to the review. As per Sekaran (2000) it was essential to ensure that the interpretation of the survey was created thusly so as to show signs of improvement input from the respondents.

3.6 Analysis Units

This research involves individuals. The individuals involved in the research are those of employees working in the registered and licensed childcare centres in the State of Kedah, Malaysia. The rationale behind the choice of the front-line employees (teachers or better known as nannies in the Malaysian context) within childcare centres is because they play a fundamental role in caring for and guidance the children. They also act as contact persons who mediate the relationship between the supervisors or managers or owners of the childcare centres and the parents of the children (Grigg, 2009).

3.7 Sampling Design

The sampling design involves the determination of the study's population, the sampling frame, the sampling technique and the sample size, each of which is discussed in the following paragraphs.

3.7.1 Population And Sampling Methods

According to Uma Sekaran (2003), sample design and sampling size are important. This is because it can help researchers to make a good conclusion on the willingness and interest of the population being studied. The population is all cases or subjects that are interested in being studied (Sidek Mod Noah, 2002). As such, this research population consists of 209 childcare centres that are registered under Jabatan Kebajikan Masyarakat in the State of Kedah.

As per Cooper and Schindler (2006), a populace is the entire arrangement of segments from which the specialist chooses to detail a few presumptions. What's more, Salkind (2000) and Sekaran (2003) recognized the exploration population as a total arrangement of individuals, occasions or things of intrigue that the analyst needs to look at. In this investigation, the all-inclusive community contained every one of the employees of enlisted and authorized childcare focuses that are working in Malaysia, including Sabah and Sarawak. Be that as it may, the aggregate populace of representatives working at childcare focuses in Malaysia isn't accessible. Checking with Department of Social Welfare and Companies Commission of Malaysia affirmed with non-accessible data of the quantity of enrolled and authorized childcare focuses representatives.

On the other hand, since the current study is only focusing on registered and licensed childcare centres located in Kedah Darul Aman, therefore, the specific population for the study is should contained the number of all employees of registered and licensed childcare centres that are operating in Kedah. In contrast, the childcare centres that are not registered, and, hence, unlicensed, are not directly under the supervision of the Department of Social Welfare. Consequently, they are exposed to various problems, for example, closure by the Department of Social Welfare and the local authorities at any time (Department of Social Welfare, 2011).

According to Barbie (1990) sampling techniques used in this study are random. The sample refers to a case or subject extract from a population (Sidek Mohd Noah, 2002). According to Ahmad Mahdzan (1997) the sample selection is via a simple random sampling method where it is a process of pulling a sample in any unit individually and directly through a random process.

3.7.2 Sample Size

Based on Krejcie & Morgan (1970) table to determine the sample size, if the size of population is 209 then the sample size would be times 3 as approximately for one childcare centres, there are 3 employees thus the population is 627. In this study the population has been determined in which the employees of childcare centre around Kedah and the sample size is 234 respondents. Of the 234 respondents, all are randomly selected to answer the questionnaires about this study.

Be that as it may, as indicated by Roscoe (1975), the general guidelines to play out a numerous relapse examination is the example size ought to be ideally 10 times or more as the quantity of factors in the investigation.

As indicated by Sekaran (2003), from an example population, it is conceivable to make inferences that can be summed up to the number of inhabitants in intrigue. In accordance with this, Field (2000) called attention to that an example size of no less than 300 would for the most part display a predictable outcome in factor investigation.

TABLE 3.1**KREJCHIE AND MORGAN TABLE**

Table for Determining Sample Size of a Known Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	263	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	173	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	283	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	373
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	333	100000	384

Note: N is Population Size; S is Sample Size *Source: Krejcie & Morgan, 1970*

3.8 Target Population

Population basically refers to the total of collection on elements or cases, which can be comparable, and population includes a group of people, or, goods. Identifying the target population that researcher wishes to investigate was one of the process of sampling (Sekaran, 2005). Moreover, identifying the correct population was very important in order to prevent invalid data and limit generalization of finding the study. The researcher has selected State of Kedah as the focus of study. The researcher has chosen this state, as Kedah is researcher's hometown.

3.9 Questionnaire Design

The study will use the questionnaire as a medium to obtain the data needed from the respondent. Data for this study is collected through survey questionnaire that was distributed to the childcare centres' employees. A survey questionnaire is a set of a written questions and given to the respondent in which it allows respondents to record their answers. In fact, this survey is an efficient data collection tool when used in descriptive studies or research description (Sekaran & Bougie, 2013). In addition, questionnaire typically used to save time and lower costs. The main reasons for the design of the questionnaire used to gather a large amount of quantitative data.

In this study, a questionnaire was designed to study the factors that influence job satisfaction of childcare centres among employees. Respondents were asking to rate as their level of agreement of five-point Likert scale, where 1 represent "Strongly Disagree" followed by "Disagree", "Neither Agree nor Disagree", "Agree", and 5 indicated "Strongly Agree". This scale is used because it is suitable for measuring the magnitude of individual preferences (Sekaran, 2003). The questionnaire used in this study is attached in Appendix A.

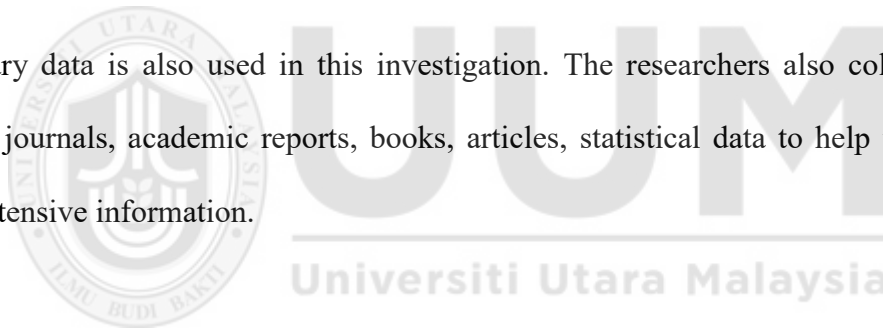
3.10 Data Analysis

3.10.1 Primary Data

Primary data is the information obtained by the researcher. Data collected are primary data. This is because the data obtained is directly from the respondent. The questionnaire form is bilingual in Malay and English. This makes it easy for respondents to understand the meaning of the questions given more clearly.

3.10.2 Secondary Data

Secondary data is also used in this investigation. The researchers also collect data through journals, academic reports, books, articles, statistical data to help to obtain more extensive information.



3.11 Research Instruments

Overall, there are 33 items in the questionnaires conducted in bilingual namely Malay and English. This research uses distribution method of questionnaire to respondents. This questionnaire is divided into three sections that include questions that relates to job satisfaction among employees that are part A, part B, part C.

Part A covers questions related to respondents' demographics, while part B is a question related to job satisfaction and part C covers questions related to factors that influence job satisfaction. All sections in this questionnaire are conducted in bilingual, namely Malay and English. The use of Bahasa Melayu in this questionnaire is used to facilitate respondents understanding the questions and answers.

3.11.1 Part A: Demographic Measurement Variables

This section contains respondents' demographic information. Demographic features include gender, age, marital status, ethnic group, religion, working year experience, and higher education level of the employees. To measure this variable, researchers use a nominal scale.

3.11.2 Part B: Variables of Job Satisfaction Measurement

There are 16 questions in this section and it relates to job satisfaction and the factors that affect them. An instrument used in this investigation is a Job Descriptive Index (JDI) questionnaire. For this section, researchers using Likert scale from 1 (strongly disagree) to 5 (strongly agree) have been used as shown below:

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

1. I enjoy my job as a childcare professional
2. My education has helped me to become more confident as a childcare professional.
3. I am knowledgeable about child development.
4. I am satisfied with my job as a childcare professional.
5. When I do a good job, I receive the recognition for it that I should receive
6. Sometimes feel my job is meaningless
7. Those who do well on the job stand a fair chance of being promoted
8. My efforts to do a good job are seldom blocked by red tape.
9. I like doing the things I do at work
10. The goals of this organization are not clear to me.
11. I am knowledgeable about developmentally appropriate practices.
12. I enjoy my job working with children
13. I am confident in my ability to guide children's behavior
14. I have chosen the child care profession as a career
15. My education has prepared me to be an effective teacher of young children.

16. I am knowledgeable about best practices in the early childhood education setting.

3.4.3 Part C: Variables Measuring Factors Affecting

Salary

There are 19 questions in the section to measure factors that influence job satisfaction. The Likert scale has been used to measure the variables of factors that influence job satisfaction. It describes the factors of employees' salary, internal communication, rewards, and working hour as well

1. I feel I am being paid a fair amount for the work I do.
2. Raises are too few and far between.
3. I feel unappreciated by the organization when I think about what they salary me.
4. I feel satisfied with my chances for salary increment.
5. I am satisfied with the amount of paid leave offered by the centre

Internal Communication

1. Communications seem good within this organization.
2. I like the people I work with.
3. My supervisor is quite competent in doing his/her job.
4. I find I have to work harder at my job because of the incompetence of people I work with.
5. There is too much bickering and fighting at work

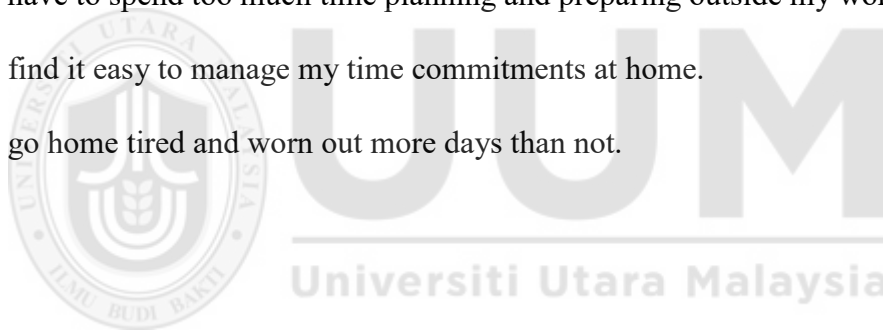
6. My supervisor shows too little interest in the feelings of subordinates.

Rewards

1. I am not satisfied with the rewards I received.
2. The rewards we receive are as good as those offered elsewhere.
3. I do not feel the work I did is appreciated.
4. There are rewards I do not have which I should have (R)
5. I do not feel my efforts are rewarded the way they should be.

Working Hour

1. I have to spend too much time planning and preparing outside my work hours.
2. I find it easy to manage my time commitments at home.
3. I go home tired and worn out more days than not.



3.12 Reliability Test

The reliability test is a test on how reliable a measuring instrument on measures whatever concept it is measures. The reliability of the questionnaire has been verified by using Cronbach's Alpha or called Alpha Coefficient to present the internal dependability of the questionnaire. Sekaran (2009) state that the reliability of the questionnaire is better if the value of reliability coefficient closer to 1.00. Commonly, the acceptable alpha coefficient should be more than 0,7 and it is still acceptable if the value of Cronbach Alpha as 0.6 but it is poor.

Table 3.2

EXPLANATION OF CRONBACH ALPHA (α) THE CRONBACH ALPHA

CRONBACH ALPHA (α)	EXPLANATION
<0.6	Weak
0.6 to <0.7	Medium
0.7 to <0.8	Good
0.8 to <0.9	Very Good
>0.9	Excellent

Source : Heir et al., (2007)

3.13 Validity Test

Validity test is a proof that the technique, process or instrument used to measure a concept does really measure the intended concept (Sekaran, 2009). Validity test help to recognize whether the variables studies in this research are measureable and valid.

3.14 Inferential Analysis

This section will discuss the results of data analysis using inferences analysis. The inferential analysis is to test hypotheses is accepted or rejected in this study. In the inferences analysis will conducted the Correlation Pearson analysis and Multiple Regression analysis.



UUM
Universiti Utara Malaysia

3.14.1 Pearson's Correlation Analysis

To examine the relationship between independent and dependent variables understudied the Pearson's correlation analysis will be done. Pearson correlation is used to illustrate the degree of linear relationship between independent and dependent variables. The symbol of correlation coefficient is "r" and its range from -1.00 to +1.00.

Table 3.3

STRENGTH RELATIONSHIP FOR CORRELATION

R VALUE	STRENGTH RELATUONSHIP
(-1.0 to 0.5) or (0.5 to 1.0)	Strong
(-0.5 to -0.3_ or (0.3 to 0.5)	Medium
(-0.3 to -0.1) or (0.1 to 0.3)	Weak
(-0.1 to 0.1)	Very Weak / No relationship

Source : Choundhary (2009) & Pallant (2013)

3.14.2 Multiple Regression Analysis

In this study, researcher will used standard multiple regression in order to determine the effect on the dependent variable and independent variables. In addition, this technique can also prove that a strong element will effect employees' satisfaction in their works.

Whereas the beta value shown is aimed at identifying the most important factors that affect the independent variable. This beta value is also to estimate the change in value of the standard deviations for the two dependent variables generated. Multiple regression was developed based on following formula:

$$Y_1 = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 = e$$

Where :

Y = dependent variable

X = Independent variables used to predict Y

β = slope

3.15 Conclusion

This chapter has designated the progress of research model for this study. The research framework and research hypotheses have been explained the following research methodology and the research design. Differential statistical analysis will be used such as descriptive analysis and inferential analysis in order to examine the relationship between dependent variable and independent variables.

CHAPTER 4

FINDING AND DISCUSSION

4.1 Introduction

In this chapter, the results of this research are analyzed in detail based on research hypotheses and researchers try to answer research questions, achieve objectives and test the hypotheses developed initially. This chapter is also the most important stage as it seeks to analyze the data obtained from the questionnaire book distributed to respondents.

The researcher will also discuss the findings of the copied and interpreted data. The description and analysis of data is done using the Statistical Packages for Social Science (SPSS) version 24.0. Analyzes are divided into two parts namely descriptive analysis and inference analysis to test hypotheses by focusing on research objectives ie frequency analysis of respondent demographic factors, descriptive analysis of research variables, Pearson correlation analysis and regression analysis.

TABLE 4.1**RESPONDENT'S PROFILE**

ITEM	TOTAL
Question book distributed to respondents	238
Question book returned from respondents	234
Non-refundable question book from respondents	4
Bad question book	0

The table above shows respondents' responses. This distribution involves a total of 238 respondents ($S = 238$) comprising employees in childcare in the State of Kedah Darul Aman. The survey questionnaire was distributed from 23 April to March 15 via directly distributed by the researcher herself.

However, the total number of questionnaires for questionnaires recovered was 234. The total number of 238 questionnaires sent directly to childcare centre while returned only to 234, and 4 questionnaires are not refundable back to the researcher. None questionnaire books were damaged and this led to a total number of 234 questionnaires.

4.2 Reliability Test Analysis

The results of this research have been tested on the level of reliability of instrument scales or questionnaires so that the findings of this research are positive. The reliability analysis in this study was tested using Alpha Cronbach value using SPSS 24.0 software. Alfa Cronbach is used to determine the reliability of the instrument or questionnaire used in the investigation. Cronbach's alpha is a concept of reliability coefficients that illustrate how items in a set are positive to each other. The reliability score (alpha) within the range of 0.7 - 0.8 is acceptable, while the score above 0.8 is good (Sekaran et al., 2009) the value below 0.6 is considered weak (Sekaran and Bougie, 2009). In other words, the internal consistency of the instrument's reliability is high if the reliability value is closer to 1.0.

A total of 234 (N = 234) respondents involved in this research and the reliability test was conducted. The table above shows that dependent variables and independent variables have been tested for their reliability and the results are credible in which the Alpha Cronbach coefficient of recorded value exceeds 0.6.

TABLE 4.2**RESPONDENT'S PROFILE**

VARIABLE	NO. OF ITEM	ALPHACRONBACH	FINDING
Job Satisfaction	16	.919	Good
Salary	5	.789	Good
Internal Communication	6	.777	Good
Rewards	5	.722	Good
Working Hour	3	.716	Good

Referring to table 4.2 above, Alpha Cronbach's value for independent variables for example salary factor is 0.789, while Alpha Cronbach value internal communication factor is 0.777. For independent variables for the rewards factor itself and working hour conditions, Alpha Cronbach values are 0.722 and 0.716 respectively.

The dependent variable of job satisfaction also shows positive Alpha Cronbach value which is 0.919. Overall, consistency in instrument and all items used in this research is at a good and ideal level as it exceeds the Alpha Cronbach value of 0.60 where salary shows the highest Alpha Cronbach among other items that is 0.789.

4.3 Descriptive Analysis of Respondent's Profile

This section covers descriptive analysis of demographic information such as gender, age, marital status, academic achievement, monthly income, length of service, department and respondent's position.

4.3.1 FREQUENCY DISTRIBUTION (GENDER)

TABLE 4.3:

DISTRIBUTION OF RESPONDENTS BASED ON GENDER

GENDER	FREQUENCY	PERCENTAGE (%)
MALE	5	2.1
FEMALE	229	97.9
TOTAL	234	100

Based on table 4.3 shows that the number of female respondents is more than the male respondents, which are 229 (97.9%). Male respondents were only 5 (2.1%).

4.3.2 : FREQUENCY DISTRIBUTION (AGE)

TABLE 4.4 :

DISTRIBUTION OF RESPONDENTS BASED ON AGE

AGE	FREQUENCY	PERCENTAGE (%)
<25	23	9.8
26-35	117	50.0
36-45	78	33.3
46-55	16	6.8
>55	0	0.0
TOTAL	234	100.0

Referring to table 4.4, in terms of age, the most respondents were among those aged below 25, of which 23 were (9.8%) followed by respondents aged 26 to 35 years with a total of 117 (50.0%) which majority of the respondents. While for respondents aged 36 to 45 with the total of 78 bring the percentages of 6.8 % and age of 46 to 55 the frequency is 16 were (6.8%) and the respondents with the age above 55 years old is none.

4.3.3 FREQUENCY DISTRIBUTION (MARITAL STATUS)

TABLE 4.5

DISTRIBUTION OF RESPONDENTS BASED ON STATUS

STATUS	FREQUENCY	PERCENTAGE (%)
SINGLE	75	32.1
MARRIED	153	65.4
OTHERS	6	2.6
TOTAL	234	100

Based on the marital status, most of the respondents are married people of 153 (65.4%). While the number of respondents who are still single are 75 people (32.1%). But others carried frequency of 6 people that leads to 2.6%.

4.3.4 FREQUENCY DISTRIBUTION (ETHNIC)

TABLE 4.6

DISTRIBUTION OF RESPONDENTS BASED ON ETHNIC

ETHNICS	FREQUENCY	PERCENTAGE (%)
MUSLIM	187	79.9
BUDDHISM	7	3.0
HINDUISM	32	13.7
CHRISTIANITY	5	2.1
OTHERS	3	1.3
TOTAL	234	100

Based on the ethnic distribution, most of the respondents are Muslim people, which give frequency of 187 (79.9%). While the number of respondents who comes from Buddhism ethnics are 7 people (3.0%). The number of respondents who are Hinduism are 32 people (13.7%) and Christianity ethnics people are only 5 people (2.1%) and others ethnics people are only 3 people (1.3%).

4.3.5 FREQUENCY DISTRIBUTION (RELIGION)

TABLE 4.7

DISTRIBUTION OF RESPONDENTS BASED ON RELIGION

RELIGION	FREQUENCY	PERCENTAGE (%)
MUSLIM	187	79.9
BUDDHISM	7	3.0
HINDUISM	32	13.7
CHRISTIANITY	5	2.1
OTHERS	3	1.3
TOTAL	234	100

Based on the religion distribution, most of the respondents are Muslim people, which give frequency of 187 (79.9%). While the number of respondents who comes from Buddhism religion are 7 people (3.0%). The number of respondents who are Hinduism are 32 people (13.7%) and Christianity religion people are only 5 people (2.1%) and others religion people are only 3 people (1.3%).

4.3.6 FREQUENCY DISTRIBUTION (WORKING EXPERIENCE)

TABLE 4.8

DISTRIBUTION OF RESPONDENTS BASED ON WORKING EXPERIENCE

WORKING EXPERIENCE	FREQUENCY	PERCENTAGE (%)
0-5	144	61.5
6-10	69	29.5
>10	21	9.0
TOTAL	234	100

Based on the working experience distribution, most of the respondents have working experience of 0-5 years, which give frequency of 144 (61.5%). While the number of respondents who have 6-10 years of working experience are 69 people (29.5%). The number of respondents who have more than 10 years experience are 21 people (9.0%).

4.3.7 FREQUENCY DISTRIBUTION (HIGHER EDUCATION)

TABLE 4.9

DISTRIBUTION OF RESPONDENTS BASED ON HIGHER EDUCATION

RELIGION	FREQUENCY	PERCENTAGE (%)
SPM	109	46.6
DIPLOMA	100	42.7
OTHERS	25	10.7
TOTAL	234	100

Based on the higher education level distribution, most of the respondents are SPM level, which give frequency of 109 (46.6%). While the number of respondents who diploma certificate are 100 people (42.7%). The number of respondents who are others, which either degree level, or STPM level are 25 people (10.7%).

4.4 Descriptive Analysis of Research Variables

Descriptive statistical analysis is to measure the frequency and percentage among employees by using frequency test. This descriptive analysis is a section that describes the mean score of the major variables of the research on factors that influence job satisfaction as it has a significant effect on the overall descriptive analysis decision. Any mean score with a value of 3.00 and above indicates that respondents are of the view that expectations or predictions of variables are at a reasonable level to fair. On the other hand, the result shows the reading of low forecast perception if the mean value is below the value of 3.00 (Mohd Rizaimy et al., 2012).

TABLE 4.10
DESCRIPTIVE ANALYSIS

VARIABLE	MEAN	STANDARD DEVIATION
JOB SATISFACTION	3.9826	0.54758
SALARY	4.1222	0.52828
INTERNAL COMMUNICATION	4.2037	0.51636
REWARDS	3.8752	0.53334
WORKING HOUR	4.0969	0.43359

All variables are assessed using the Likert scale. Referring to table 4.9, the mean value of dependent variables, which is job satisfaction and independent variables, are the factors that influence work satisfaction are in moderate level. The mean value for dependent variable, $M = 3.9826$, while the independent variables are salary factor ($M = 4.1222$), internal communication factor ($M = 4.2037$), rewards factor ($M = 4.0553$) 3.8752) and working hour factor ($M = 4.0969$). Therefore, the job satisfaction score is at a high level. This shows that childcare centres' employees in the State of Kedah are still at high level and respond positively as the mean value for all factors are in high forecast perception as the result gives above 3.00.

According to Sekaran and Bougie (2012) the standard deviation is another measure of Likert scale data dissemination where it offers a distribution index or in data diversity. The standard deviation and mean are very useful tools because of the statistical methods that flow in the normal distribution. Referring to the above table, the standard deviation for job satisfaction is 0.54758 and for factors affecting job satisfaction in term of salary factor (0.52828), internal communication factor (0.51636), rewards factor itself (0.53334), working hour factor (0.43359).

4.5 Inference Analysis

4.5.1 Pearson Correlation Analysis.

This section discusses the relationship between the two variables as in the framework model and the hypotheses developed in the previous chapter. Pearson (r) correlation is ideal for testing linear relationships between two quantitative variables. To measure the strength of the relationship between each independent variable associated with the dependent variable, Bivariate correlation analysis is used in the SPSS 24.0 software.

This section provides a detailed discussion of the results of research hypothesis testing. In this research, the Pearson correlation test has been used to show the degree of linear relationship between independent variables in term of salary, internal communication, rewards and working hour and dependent variables are job satisfaction. The correlation shows two things about the relationship between the two variables in the direction and scale. Significant confidence levels are between 0.01 to 0.05 (Reeves, 1992).

According to Sekaran (2003), there are several variables carried out in the research, for example after knowing the mean and standard deviation of dependent variables and independent variables, researchers want to know the relationship between one variable and another variable. Inter-correlation analysis shows the nature and direction of the relationship of Bivariate variables used in this research.

Table 4.11

Pearson Correlation Finding

		JOB SATISFACT ION	SALARY	INTERNAL COMMUNICA TION	REWARDS	WORKING HOUR
JOB SATISFACT ION	Pearson Correlation	1	0.528	0.533**	0.471**	0.524
	Sig. (2-tailed)		0.000	0.000	0.000	0.000
	N	234	234	234	234	234
SALARY	Pearson Correlation	0.528	1	0.977**	0.566**	0.664**
	Sig. (2-tailed)	0.000		0.000	0.000	0.000
	N	234	234	234	234	234
INTERNAL COMMUNI CATION	Pearson Correlation	0.533**	0.977**	1	0.557**	0.695**
	Sig. (2-tailed)	0.000	0.000		0.000	0.000
	N	234	234	234	234	234
REWARDS	Pearson Correlation	0.471**	0.566**	0.557**	1	0.649**
	Sig. (2-tailed)	0.000	0.000	0.000		0.000
	N	234	234	234	234	234
WORKING HOUR	Pearson Correlation	0.524**	0.664**	0.695**	0.649**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	
	N	234	234	234	234	234

** The correlation is significant at the 0.01 stage (2-tailed)

As discussed in the previous chapter, the correlation symbol is known as 'r' and its range ranges from -1.00 to +1.00. Positive correlations indicate that if one variable increases, then another variable will also increase while negative correlation indicates that, if one variable increases, then the other will decrease. Perfect and good correlation is the size of 1 or -1 where it shows the value of one variable can be determined accurately when it knows the value of another variable. In addition, zero correlation (0) indicates that there is no relationship between the two variables.

Referring to the table above, the factors that influence job satisfaction such as salary, internal communication, rewards, and working hour are significantly associated with job satisfaction with positive correlation decisions. The findings of the recorded range of the recorded correlations were 0.528, 0.533, 0.471, and 0.524. Looking at the results obtained with the interpretation of the correlation strength of relationships between independent variables and dependent variables based on Borg and Gall (1983) four variable factors such as salary, internal communication, rewards, and working hour are associated with moderate strong coefficient. However, the results of the correlation test in the above table show that all four variables are significantly and positively correlated to job satisfaction.

4.5.1.1 Hypothesis Exam

There are four main hypotheses to be tested in this research as outlined in the previous chapter whether answer questions and achieve research objectives. This hypothesis test is a procedure used by researchers to determine whether to reject hypothesis (HO) or to accept the hypothesis (H1) related to a relationship. Therefore the Pearson correlation test is used for testing for hypothesis 1, hypothesis 2, hypothesis 3, and hypothesis 4.

i. Hypotheses 1

Table 4.12

Relationship Between Salary Factor And Job Satisfaction.

DEPENDENT VARIABLE	DIMENSION	CORRELATION COEFFICIENT (R)	SIGNIFICANT
JOB SATISFACTION	SALARY	0.528**	0.000

H₁ : There is significant relationship between salary and job satisfaction.

Table 4.11 shows the results of the investigation of the correlation dimension of job satisfaction and the factors that influence it. The Pearson Correlation Test was conducted as both variables were tested using the scale interval. Based on the table above, the significant value for salary factor is ($p = 0.000$, and $P < 0.01$). The findings showed that there was a very strong correlation relationship between job satisfaction and salary factor i.e. ($r = 0.528$).

This can be shown that if the job satisfaction score increases, then the salary factor also increases and otherwise if the job satisfaction score decreases then the salary factor score will also decrease. Therefore, the researcher accepted the H_1 hypothesis. This analysis illustrates that the salary factor itself are significantly affect the job satisfaction of employees in childcare centre in the State of Kedah.

ii. Hypotheses 2

Table 4.13

Relationship Between Internal Communication Factor And Job Satisfaction.

DEPENDENT VARIABLE	DIMENSION	CORRELATION COEFFICIENT (R)	SIGNIFICANT
JOB SATISFACTION	INTERNAL COMMUNICATION	0.533**	0.000

H_2 : There is significant relationship between internal communication and job satisfaction.

The table above shows the results of the research for correlation analysis of internal communication factors dimension and job satisfaction. Significant value for the internal communication factor was ($p = 0.000$, $P < 0.01$). This finding shows that there is a significant relationship between internal communication factor and job satisfaction. There is a positive correlation between simple internal communication factors and job satisfaction ($r = 0.533$) at the same time showing positive correlations and interconnected with each other.

This explains that if the job satisfaction score increases, the internal communication factor also increases and if the job satisfaction score decreases then the internal communication factor score will also decrease. Therefore, the researchers accepted the H₂ hypothesis. The results of this analysis show that the internal communication factor has a moderate relationship with the satisfaction of the childcare centres' employees in Kedah.

iii. Hypotheses 3

Table 4.14

Relationship Between Rewards Factor And Job Satisfaction.

DEPENDENT VARIABLE	DIMENSION	CORRELATION COEFFICIENT (R)	SIGNIFICANT
JOB SATISFACTION	REWARDS	0.471**	0.000

H₃ : There is significant relationship between rewards and job satisfaction..

Table 4.13 shows the results of research for correlation analysis correlation dimension of rewards itself to job satisfaction. The results showed that there was a moderate correlation between the rewards factor and the job satisfaction ($r = 0.471$) and the significant value for the rewards factor was at 0.000, $p < 0.01$.

This explains that if the job satisfaction scores increases, then the rewards itself also increases and if the work satisfaction score decreases then the rewards factor score itself will also decrease. Therefore, the researcher accepted the H₃ hypothesis.

iv. Hypotheses 4

Table 4.15

Relationship Between Working Hour Factor And Job Satisfaction.

DEPENDENT VARIABLE	DIMENSION	CORRELATION COEFFICIENT (R)	SIGNIFICANT
JOB SATISFACTION	WORKING HOUR	0.524**	0.000

H₄ : There is significant relationship between working hour and job satisfaction.

Table 4.14 shows the results of research for correlation analysis dimension of working hour itself to job satisfaction. The results showed that there was a strong correlation coefficient between the working hour factor and the job satisfaction ($r = 0.524$) while the significant value for the work factor was at 0.000, $p < 0.01$.

4.5.2 Multiple Regression Analysis

The previous section discusses the correlation analysis leading to the testing of the relationship between dependent and independent variables. The findings of the correlation analysis test show that the correlation decision of all variables is significantly and positively correlated. This research discussion is continued with multiple regression analysis, which relates to the relationship between dependent variables, job satisfaction and independent variables, factors that influence job satisfaction.

Multiple regression analysis methods are used to identify the dominant factors between all independent variables that can affect the dependent variable. Multiple regression analysis is similar to the simple regression analysis where multiple regression analysis uses more than one independent variable to explain the variance in the dependent variable. This multiple regression is also known as a 'multivariate' technique where this technique is used frequently by previous researchers to identify and test data in achieving research objectives (Sekaran and Bougie, 2009).

The R^2 value is to estimate the percentage of factors contributing to the independent variable and this regression method is used to identify the weighting of all the factors involved. Whereas the beta value shown is aimed at identifying the most important factors that affect the independent variable. This beta value is also to estimate the change in value of the standard deviations for the two dependent variables generated.

The results of the correlation analysis show that all four variables are significantly and positively correlated. Subsequently, this research discussion continued with discussions and analysis of the relationship between the dependent variable and the four independent variables using the regression analysis technique. This technique is important because the regression result is an equation that presents the best predictor of dependent variables from independent variables (Rizaimy et al., 2012).

Table 4.16

Summary of Multiple Regressions

MODEL	R	R SQUARE	ADJUSTED R SQUARE	STD.ERROR OF ESTIMATE
1	0.680	0.462	0.453	0.40503

Table 4.18 shows the regression results of factors that influence job satisfaction as independent variables on job satisfaction can be seen in the table above. The summary model shows the correlation between independent variables which factors affecting job satisfaction and job satisfaction as dependent variable ($R = 0.680$) or 68.0%. Looking at R^2 values is 0.453 or 45.3%.

Thus, it shows that only 45.3% changes in dependent variables (job satisfaction) are due to the variation of independent variables (factors that influence job satisfaction) while 54.70% are influenced by factors not studied in this research.

Table 4.17**Multiple Regression Analysis**

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
1 (Constant)	.783	.342		1.744	.000
SALARY	.349	.042	.282	5.879	.001
INTERNAL COMMUNICATION	.121	.035	.152	3.424	.000
REWARDS	.126	.086	.261	1.471	.000
WORKING HOUR	.290	.080	.027	1.998	.000

a. Dependent Variable: JOB SATISFACTION

As shown above, Beta values and T values for dimensions of factors affecting job satisfaction for salary are 0.249 and 5.879 while significant values are 0.01 ($p = 0.01$, $p < 0.05$). For internal communication factors, Beta values and T values were 0.121 and 3.424 while significant values were 0.000 ($p = 0.000$, $p < 0.05$). Then the Beta value and the T value for the rewards factor itself are 0.126 and 1.471 respectively and the significant value is 0.000 ($p = 0.000$, $p < 0.05$). Working hour 0.290 for Beta values, and 0.1.998 for T values and the significant values for both variables are equal at 0.000 ($p = 0.000$, $p < 0.05$).

Based on the findings, it is clear that the independent variables are factors related to internal communication ($p = 0.00$), motivation ($p = 0.00$) of these four factors are significant with the P value of P value is smaller than 0.05 ($p < 0.05$) to job satisfaction. Hence, all hypotheses are accepted:

H₁ : There is a positive and significant relationship between salary and job satisfaction.

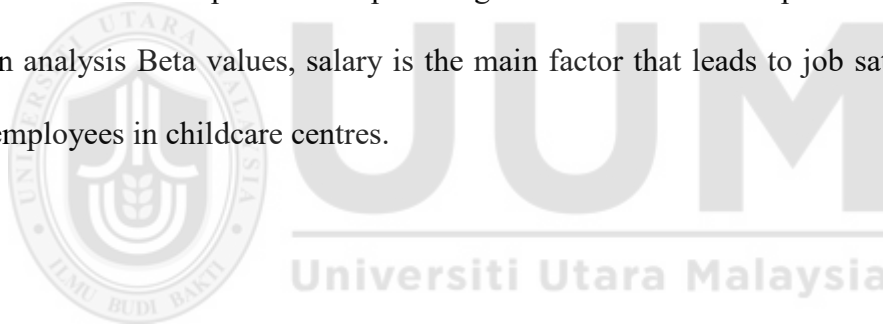
H₂: There is a positive and significant relationship between internal communication and job satisfaction.

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

H₄ : There is a positive and significant relationship between working hour and job satisfaction.

All hypotheses are accepted as the p are significant and shows a positive reading.

Based on analysis Beta values, salary is the main factor that leads to job satisfaction among employees in childcare centres.



4.6 Research Hypothesis

Table 4.18

Summary of Hypotheses

VARIABLE	SIG	HYPOTHESES	FINDING
Salary	0.000	H ₁ : There is a positive and significant relationship between salary and job satisfaction.	Significant
Internal Communication	0.000	H ₂ : There is a positive and significant relationship between internal communication and job satisfaction.	Significant
Motivation	0.000	H ₃ : There is a positive and significant relationship between rewards and job satisfaction.	Significant
Working Hour	0.000	H ₁ : There is a positive and significant relationship between working hour and job satisfaction.	Significant

Analysis of data was conducted using correlation and regression analysis found that the final result of the hypothesis and variables are significant factors in salary, internal communication, rewards and working hour.

4.7 Summary

Overall, this chapter discusses the data analysis and findings on the research conducted and the research methods used such as descriptive statistical data, Pearson correlation analysis, and regression analysis. Overall, descriptive statistical data shows that respondents involved have unanimously agreed that variables have a positive significance to job satisfaction. Additionally the instruments used have been tested for reliability and they can be adopted in conducting this research. The findings of the Cronbach Alpha value exceeding 0.60 for all variables prove that the survey instrument or question used in this study as a whole.

In addition, Pearson's correlation analysis techniques and multiple regressions are also used in analyzing the relationship between dependent variables and independent variables. The results between dependent and independent variables through values are significant.

In the multiple regression coefficient statistics it is clear that the variables of four independent variable factors, which are salary, internal communication, rewards and working hour, have a positive and significant relationship between factors that influence job satisfaction. Overall, the findings of the analysis data in this research respond to the proposed hypothesis.

The next chapter is the fifth chapter of which the discussion, suggestions and conclusions of the research will follow. The discussion in this fifth section addresses the views, suggestions and reviews of researchers on the findings of tests conducted in the fourth chapter. Commentary on research questions and objectives are also discussed. End with the suggestion by the researcher and the conclusions of the study.



CHAPTER 5

DISCUSSION AND CONCLUSION

5.1 Introduction

This chapter discusses briefly about the entire research carried out based on the results obtained in the fourth chapter. Among the topics discussed are research questions, research objectives, methodologies and conclusions that can be made based on findings and suggestions proposed for changes and reforms that can be undertaken by the organization to enhance job satisfaction.

5.2 Summary of Research

This research is based on the general objective and described in the first chapter. The general objective of this research is to look at the relationship between the factors that influence the satisfaction of the childcare employees. The breakdown of this general objective has published four specific objectives, which in turn will form the hypotheses tested in this research. Overall, the objective of the research is to achieve the desired goal. Then the researcher will discuss the achievements of the all objectives that comes form the tested hypotheses in previous chapter.

Table 5.1**Summary of Research**

Independent Variables	Research Objectives	Research Questions	Hypotheses	Finding
Salary	To study the relationship between salary and job satisfaction among childcare employees in Kedah.	Is there any relationship between salary and job satisfaction?	There is a positive and significant relationship between salary and job satisfaction.	Accepted
Internal Communication	To examine the relationship between internal communication and job satisfaction among childcare employees in Kedah.	Is there any relationship between internal communication and job satisfaction?	There is a positive and significant relationship between internal communication and job satisfaction.	Accepted
Rewards	To investigate the relationship between rewards and job satisfaction among childcare employees in	Is there any relationship between rewards and job satisfaction?	There is a positive and significant relationship between rewards and job satisfaction.	Accepted

	Kedah.			
Working Hour	To determine the relationship between working hour and job satisfaction among childcare employees in Kedah.	Is there any relationship between working hour and job satisfaction?	There is a positive and significant relationship between working hour and job satisfaction	Accepted

5.3 Discussion of Research Findings

The main goal of this research is to study the relationship between factors that influence job satisfaction. Based on the analysis conducted in this research, the researchers found that the four dimensions of factors that influence job satisfaction are supportive of hypothesis testing. The data were analyzed to answer the research questions that were the topics studied in this study.

Among the analysis carried out in this research are reliability test, statistical descriptive, Pearson correlation analysis and regression analysis. In general, the theories used in this research can be used in order to learn more about the factors that influence job satisfaction among childcare employees in the State of Kedah.

5.3.1 The first objective of this research is to examine the relationship between salary and job satisfaction. Supported hypotheses are:

H₁: There is a positive and significant relationship between salary and job satisfaction

Results show that there is a positive and significant relationship between salary and job satisfaction factors. Bassett (1994) and Abuduaini (2009) states that the lack of empirical evidence indicates that only salary able factors that can enhance job satisfaction can reduce dissatisfaction. According to the theory of salary rolls confirms that high salary rates can increase the productivity of an employee. Indirectly, with satisfactory salary rolls it improves the quality of work and can motivate employees to improve their career.

According to Tracy Lucht (2015), women are more satisfied in term of job compared to salary. Woman who have occupations that are characteristically viewed as "woman's work, for example, secretaries, childcare employees and medical caretakers, are content with the sort of work they do however not with their compensation. Surprisingly, in analysis shows that women are segregated against, have found that women express themselves that they are more satisfied at work than men (P.J. Sloane, 2000). According to Lydia Saad (2013), because of intermittent labor force participation, women are happy to be in the workplace as they are more likely to compare their work with housework.

As it is normal that salary satisfaction relies upon whether salary got breaks even with salary expected (Lawler, 1971, 1981), it takes after that if women have lower salary expectation, women will be satisfied with lower salary. Major and Forcey (1985), and in addition Tromski and Subich (1990), proved that women have lower salary expectation and perceive lower levels of remuneration to be reasonable.

United Voice has called for a 35% salary increase over a range of positions in childcare, saying that the childcare's commission salary were fewer than other employees in other occupations where individuals performed equal or comparable work. The union says it believes that salary were so low in part because women dominate the childcare industry.

As the salary is a standout amongst the most vital determinants of employees' job satisfaction, subsequently whose salary isn't adequate to them, they are by and large less happy with their job. Thus this sort of attitude of employees' influences their general execution and in addition in institutional advancement. The employees additionally share these thoughts, trusting that the expansion of the pay rates will totally expand the job satisfaction, which will think about the inspiration to work and raise the level of human execution or the nature of item or services (Dutta A. et. al 2014).

5.3.2 The second objective of this research is to examine the relationship between internal communication and job satisfaction. Supported hypotheses are:

H₂ : There is a positive and significant relationship between internal communication and job satisfaction

The finding of this study shows that internal communication comes with positive effect on employee job satisfaction where in the childcare setting; there are good communication between employees and also between supervisors and the employees. Other than that, the supervisors will attempt to satisfy their employees' needs and wants in order to ensure the employees will fulfilled and stay in that childcare centre as they have a decent attention to business, current work economic situations, another job offered in different business, or even rivalry inside childcare industries.

According to Sulaiman et al., (2014), the childcare employees have a high level of job satisfaction towards their childcare centre since the supervisors of the childcare centres are focuses know about the essential angles identified with the employees' needs and needs. This finding can be clarified by the way that the manager should attempted their best in furnishing a meeting with the employees keeping in order to hear what they need and wants in their work, therefore by this exertion the communication framework wind up compelling since the employees have a shot in coming clean about their emotions in regards to their work. Consequently, the workers are sufficiently fulfilled with their job.

As it were, employees are urged to fulfill with the childcare centre in the event that they have a decent communication framework with their managers of the childcare centres. This is on account of the employees might interpret what they need and wants in their jobs. The outcome additionally demonstrated that administrators of the childcare focuses who react to knowledge (which in the present examination alludes to giving great and sufficient preparing and different needs and needs of employees) would influence the employees to stay happy with the childcare focus. At the end of the day, the supervisors of the childcare focuses react to what employees need and need in their job, and endeavor to satisfy those prerequisites by giving satisfactory in benefit preparing to their employees.



5.3.3 The third objective of this research is to examine the relationship between rewards and job satisfaction. Supported hypotheses are:

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

Rewards are those factors that cause sentiments of satisfaction at work. These factors motivate by changing the nature of the work. They challenge an individual to built up their abilities and satisfy their potential. For instance adding obligation to work and giving learning chances to a man to work at a larger amount can prompt a constructive execution development in each errand a man is required to do if the conceivable poor outcomes are identified with fatigue of the undertaking they should achieve (Bogardus 2007).

Work motivation comprises of a wide range of angles. It is vital for the managers to make the employees feel motivated towards the work they do. Motivated workers are less missing from work and the efficiency of the company will probably develop. Employees who feel that their future is fruitful at the organization work superior compare the individuals who are unreliable about it. Employees' get intrinsic motivation from the work itself. Work is supposed to satisfy the employee's basic needs. Employees want to be acknowledged at work. Gratefulness at work is one of the elements causing job satisfaction.

Then again, likewise the advantages are an essential factor influencing work motivation. Childcare employees are extremely all around happy with the advantages of the company. It is not enough that advantages are fulfilling, likewise basic essential salary must be evenhanded to the employees does, to the salary of co-workers, and to the salary other individual taking a shot at a similar field get. This likewise applies to compensation.

In many cases, rewards management is closely related to motivation theories and job satisfaction. The term of job satisfaction has become a very significant one, now that managers seek for practices which are likely to make the childcares' employees more satisfied and therefore, more productive. According to Galanou, E. et. al (2011) important point that Armstrong and Murlis (1998) mention is that rewards systems also include the development of organizational cultures as they are led by organizational requirements and can increase the motivation and commitment of employees as their philosophy must recognize the vital role of the workforce and also respect their needs.

Rewards must be considered about very carefully to make sure utmost motivation. Childcare employees are mostly feeling fulfill with the rewards provided. An employee needs to know the path and aim of the company. This increases the feeling of cohesiveness. The employees are also satisfied with the common aim of the company.

5.3.4 The forth objective of this research is to examine the relationship between motivation and job satisfaction. Supported hypotheses are:

H₄ : There is a positive and significant relationship between working hour and job satisfaction

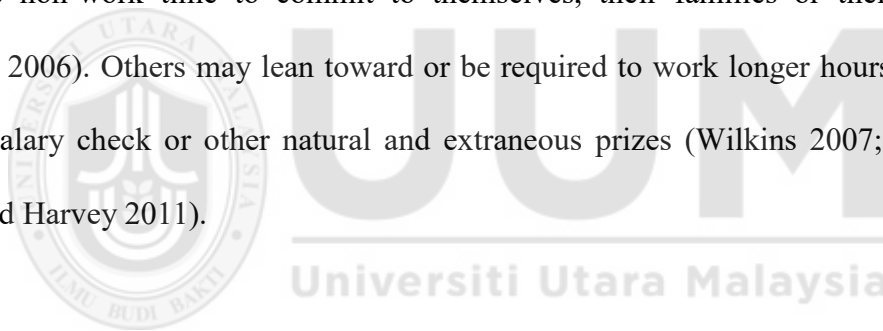
The finding of this study shows that working hour had a relationship towards employee job satisfaction. This shows that employees are satisfied in term of working hour in centres even though they are enjoying with the working environment. A reduced hour per week seems to have a positive effect on working time satisfaction. These findings are in line with Booth/van Ours (2009), where women and men who work part-time are found to be more satisfied.

According to Akinori Nakata (2017), working time satisfaction has a tendency to be bring down in a run of the mill working time plans like working shifts or on ends of the week. Jobs that are felt as upsetting in view of a high work-force depicted by breaks that are frequently skipped, unpaid extra time, expanded worry at the work environment or a mind-boggling measure of work effectsly affect working time satisfaction.

Employees who worked more than 8 to 10 hours per day, which considered as a moderate long hours with high job satisfaction will undergo the lowest risk of depressive symptoms compared to employees who worked 6 to 8 hours per day. As the researcher found that the working hour for a childcare centre is from 8am in the morning until 6 pm in the evening. This gives total of 10 hours of working hour per

day. Not surprisingly, likewise the level of working hour inconsistency matters; working time satisfaction is adversely associated with a developing error amongst present and favored working hours.

Individuals spend the lion's share of their waking time working; in this manner, job satisfaction significantly affects general joy and personal satisfaction (Frey and Stutzer 2010). Various individual, work and authoritative level factors have been identified with job satisfaction; be that as it may, there is developing consideration on the effect of time at work and particularly the match between the hours employees wish to work and the hours they really work. A few people may will and ready to organize non-work time to commit to themselves, their families or their groups (Golden 2006). Others may lean toward or be required to work longer hours to get a bigger salary check or other natural and extraneous prizes (Wilkins 2007; McKee-Ryan and Harvey 2011).



5.4 Recommendations

This research focuses on several variables to identify factors that influence the level of employee satisfaction among childcare employees in the State of Kedah. However, the analysis conducted by researchers in this study on factors affecting job satisfaction can provide some benefits to employees and organizations how to manage employees and retain existing employees in improving work quality and achieving better job satisfaction. The proposals submitted by researchers are divided into category namely the organization.

5.4.1 Organization (Management)

In improving the level of job satisfaction among childcare employees, some of the recommendations submitted by the researcher are through appreciation to the employees in improving the performance of the employees, motivation through appreciation and rewarding the employees. Efforts to improve organizational achievement are a continuous effort. Appreciation in improving employee performance is one of the factors contributing to job satisfaction. Non-monetary rewards such as praise, appreciation and opportunity to achieve and develop performance are longer than the monetary rewards. Non-monetary rewards are focused on the needs of many employees such as praise, appreciation and opportunities to achieve and improve their work performance. These requirements are closely related to the satisfaction of the work itself and sometimes it is referred to as quality in working life.

Work satisfaction can be described as an intrinsic motivation process. Intrinsic motivation has a longer effect than the extrinsic motivation contributed by rewards using the ringgit. In that regard, the organization should emphasize this reward so that employees are more motivated in carrying out the tasks entrusted to them. In addition, salary factors also play an important role in measuring the level of job satisfaction among workers. Employees are more motivated if the salary they receive is fair and equitable to the contribution and effort given in accordance with the task entrusted to him. Employees will often compare salary they receive with salaries received by other workers either within the same organization or within another organization.

In addition, organizational management should focus on motivation through appreciation and highlighting to their employees to ensure that the level of job satisfaction is improving. Highly motivated workers can achieve success. This is because they know what they need to do and then they do it successfully. Highly motivated workers are sensitive to the changes around them and they change according to the environment.

Highly motivated workers will work hard to achieve their goals in order to meet the organization's objectives. The motivating process of workers is to begin with their follow-up steps and research should be done because everyone has their own distinctive features. Motivation goals are to ensure they are in line with the needs of the organization. Indirectly, with the motivation and reward given by the organization, the level of employee satisfaction can be improved.

Next, select the award to the employee. Some employees only see the course of motivational developments where they expect yearly incentives and rewards without focusing on basic salaries and rewards in other forms such as financial and non-monetary rewards, benefits that provided by employers and prizes. There are also employers who couldn't care less about the significance of non-financial motivators.

Financial rewards incorporate fundamental salary, execution based rewards, skills, competencies, intensive payments, expenses for special work that require additional obligations. Non-monetary rewards are related to the recognition, the want of the employee who wishes to achieve superior success, the sense of responsibility, the influence and development of other individuals. The above requirements are high motivation and different from one person. Every employee has different wants and desires. Benefits given to employees are the components contained in the general award addition the salary they got. Facilities include things that include money related advantages, for example, retirement plans, employees protection, medicinal charges, transportation facilities, company cars, and accommodation and vacation rewards.

In addition, benefits to employees should be stressed by the organization in improving their employees' satisfaction. Employee's benefits are at times alluded to as side advantages yet in actuality they are the fundamental components in the work package. While employee's advantages don't produce a direct motivation, it builds the commitment and satisfaction of working with an organization or organization. Likewise, employee's advantages can build worker faithfulness towards organizations for instance firms in Japan have exceedingly loyal employees to organizations that eventually improve profitability of the organization.

Proposals from researchers is the last organization to be recognized in the form of gifts, travel, and entertainment to the employee or group of employees who can produce achievement as success marketing products that exceed the target, winning the match and so on. Gift rewards are sometimes more effective than bonuses as it is like appreciation for an individual. The suggestions suggested by the researcher to assist the organizational management in enhancing the level of job satisfaction among employees.

5.4 Limitation of research

During this study, there are some limitations to be difficult for researcher to complete the study in order to be perfect. The first limitation is the study is conducted only in Kedah whereas the childcare that are registered under JKM only focuses in Kulim and Alor Setar, Kedah, whereas there are many area that can be said as rural areas. And this kind of respondents in more contributed to the research. Kulim can be said as an industries area where the employees are more urban compared to the employees in the rural areas.

The second limitation is the employees do not give full cooperation with the researcher as the researcher need to back and forth to the childcare centres in order to collect the data. As the researcher needs to spend time in the childcare in order to wait for the respondents to fill the questionnaires.

5.6 Future Research

Based on the finding research, some suggestion are put forward to emphasize on job satisfaction such as factor effecting satisfaction among employees can be extended to parents who sending their children to the childcare.

It is important to see parents are satisfied with the learning process that expose in the childcare.

Other than that, hours worked per week have been appeared in numerous examinations to add to job stress, the investigation of this examination demonstrates that crèche employees work longer hours than elementary teachers. Despite the fact that the hours worked per member did not indicate centrality while noting their polls it featured inside the open-finished inquiry in the demographical survey. A few participants revealed that shorter hours every day may help diminish job stress. Thus, for future studies can be extended to working hour whether employees are more satisfy if there are shift in their work hour, March, (2014) showing that Irish teachers are the best paid for working fewer hours where they have shift in the morning and evening where give them more satisfied in working hour.

5.4 Conclusion

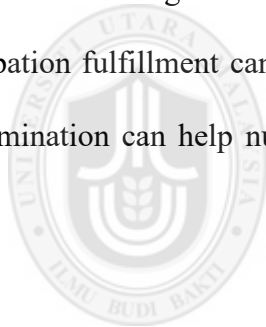
In conclusion, this research is to identify the relationship between salary, internal communication, rewards and working hour and job satisfaction. An organization should give full focus on the elements of job satisfaction to expand the quality of childcare employees. Without efficient management and poor planning it is likely that organizations will lose their staff. The results of this study show that if work conditions are conducive and have good communication, retention of workers is increased. Salary factors and promotion opportunities are also important factors in motivating employees to stay in the organization if they are satisfied with what the organization provides.

The results of the study show that there is no significant relationship between salary and job satisfaction and also between working hour and job satisfaction. But, they do not give any idea on the direction of the causality. Employees may have reported satisfied perhaps they are motivated because they are attracted by a high level of satisfaction with compensation, social satisfaction, work satisfaction, satisfaction with supervisor, and satisfaction with promotion

In addition, the organization also needs to take care of their employees' concerns, particularly in the regions of work endowed to them by giving a reasonable understanding of the scope of work, rebuilding work plans to be more composed and sorted out and furthermore giving preparing and instructing to not exactly comprehend employees will be their obligation. The discoveries of the examination find that job satisfaction factors, for example, salary, internal communication, rewards

and working hour are essential factors in helping employees maintenance in an organization and the goals in this research accomplished.

Finally, job satisfaction is a very important factor in determining the success of any business. In this way, so as to hold employees to keep on serving in the organization, job satisfaction should come first. There are different reasons why employees are disillusioned with their work, for example, absence of acknowledgment or limited opportunities long working hour, high working weight, absence of correspondence in the association, low salary and others that will make them leave and leave their association. The administration should look profoundly on the variables of employees' satisfaction with the goal that the rate of work move can be diminished and the level of occupation fulfillment can be moved forward. Along these lines, it is trusted that this examination can help numerous gatherings to talk about workplace satisfaction issues.



UUM
Universiti Utara Malaysia

REFERENCES

Akinori Nakata (2017), Long working hours, job satisfaction, and depressive symptoms: a community-based cross-sectional study among Japanese employees in small- and medium-scale businesses

Ali Mohammad & Mohammad Hossein Yarmohammadian (2006). A study of relationship between managers' leadership style and employees' job satisfaction. *Journal of Leadership in Health Services*, 19(2), 1-18.

Armstrong Michaels, Murlis Helen 2007. *Rewards Management: A Handbook of Remuneration Strategy and Practice*. London. Kogan Pages Limited

Aziri B (2011), *Job Satisfaction : A Literature Review*, Faculty of Business and Economics, South East European University, Ilindenska 1200, Tetovo, Makedonia, MANAGEMENT RESEARCH AND PRACTICE VOL. 3 ISSUE 4 (2011) PP: 77-86

Berger, Lance A. 2000. *The compensation handbook: a state-of-the-art guide to compensation strategy*. USA. McGraw-Hill, Inc.

Berkowitz, L.C., C. Fraser and F. P. Treasure (1987). Salary, Equity, Job Gratification and Comparisons in Salary Satisfaction. *Journal of Applied Psychology*. 72:544-551.

Bijwaard, Govert; van Dijk, Bram; de Koning, Jaap (2008): Working time preferences, labour market transitions and job satisfaction. In: Muffels, Ruud J. A. (ed.):

Flexibility and employment security in Europe. In: Labour markets in transition. Cheltenham: Elgar, p. 255–277

Booth Alison L; Van Ours, Jan C. (2009): Hours of Work and Gender Identity: Does Part-Time Work Make the Family Happier? In; *Economica*, 76(301), p. 176-196.

Bustaman F. L. et al (2014) Reward Management and Job Satisfaction among Frontline Employees in Hotel Industry in Malaysia. *Procedia - Social and Behavioral Sciences*, Volume 144, 20 August 2014, Pages 392-40

Carell, M. R. , Jennings, D. F. , Heavin , C. (1997). *Fundamental of Organizational Behavior*. New Jersey, Prentice-Hall.

Chen, S. H., Yang, C. C., Shiao, J. Y., & Wang, H. H. (2006). The Development of an Employee Satisfaction Model for Higher Education. *The TQM Magazine*, 18(5): 484-500.

Clark A. E. 1996) 'Job Satisfaction in Britain', *British Journal of Industrial Relations* 34: 189±218.

Clark A. E. 1997) 'Job Satisfaction and Gender: Why are Women so Happy at Work?', *Labour Economics* 4: 4, 341±372.

Collin Lye Chin(2018) / The Influence of Job Satisfaction on Employee Turnover Intention in the Manufacturing Industry of Malaysia

Doell, S.R. (1985). Job Satisfaction in High Tech Organization: As a Function of Employee Sex, Individual Characteristic and the Sosial Climate. PhD Dissertation, The University of Texas, Austin

Drucker, P. F. (2001). The Essential Drucker. Oxford.

Drucker, P. F. (2008). "<http://www.edbatista.com/2008/10/drucker-1.html>." from <http://www.edbatista.com/2008/10/drucker-1.html>

Eskildsen, J. K., et al. (2004). "Work Motivation and job satisfaction in the Nordic countries." *Employee Relations* 26(2): 122-136.

Essays, UK. (November 2013). Research Methodology On Employee Satisfaction. Retrieved from <https://www.ukessays.com/essays/management/research-methodology-on-employee-satisfaction-management-essay.php?vref=1>

Fiske, J. 2011, Introduction to Communication Studies, Routledge, London.

Freeman, H. E.(1999). Evaluation: A Systematic Approach (6th ed.). Thousand Oaks, CA: Sage Publi

Frey, B., and Stutzer, A. (2010), Happiness and Economics: How the Economy and Institutions Affect Human Well-Being, Princeton, NJ: Princeton University Press.

Garrard. J. (2007). Health sciences literature review made easy: The matrix method. Sudbury, MA: Jones and Bartlett Publishers

Graham, M. W. & Messner, P. E. (1998). Prinsipal and job satisfaction. *The International Journal of Education Management*, 12(5), 196-202.

Greubel, Jana; Arlinghaus, Anna; Nachreiner, Friedhelm; Lombardi, David A. (2016): Higher risks when working unusual times? A cross-validation of the effects on safety, health, and work–life balance. In: *International archives of occupational and environmental health*, 89(8), p. 1205–1214

Georgina Bloomfield (2016), Which is the key to happiness: High salary or job satisfaction? E&T Engineering and Technology Jobs.

Gregory Kristen (2009). The importance of employee satisfaction retrieved February 19, 2013, from <http://job.satisfaction.retrieved/html>

Hariandja, Marihot Tua Efendi, (2002), *Manajemen Sumber Daya Manusia*, Grasindo, Jakarta.

Herzberg, F., Mausner B. & Synderman, B. (1959). *The motivation to work*. New York: John Willey & son Inc.

Herzberg, F. (1959). *Behavior in Organization* (3rd Edition). Understanding and managing the human side of work. Boston: Baron Greenberg.

Hins P. & Baruch Y. (1997). Gender variations in perceptions of performance and motivation : Review of evidence and a criticism. *Personnel psychology*. Vol. 20, 369-398.

Humphrey T. (2009), REWARD SYSTEMS, JOB SATISFACTION, ORGANIZATIONAL COMMITMENT AND EMPLOYEE PERFORMANCE IN PUBLIC HIGHER INSTITUTIONS OF LEARNING IN UGANDA

Jalayer Khalilzadeh, Giacomo Del Chiappa, Jafar Jafari, Hamid Zargham Borujeni, (2013) "Methodological approaches to job satisfaction measurement in hospitality firms", *International Journal of Contemporary Hospitality Management*, Vol. 25 Issue: 6, pp.865-882, <https://doi.org/10.1108/IJCHM-05-2012-0067>

Jarkas, A, M., Radosavljevic, M., & Wuyi, L. (2014). Prominent demotivational factors influencing the productivity of construction project managers in qatar. *International Journal of Productivity and Performance Management*, 63(8), 1070-1090. doi:10.1108/IJPPM-11-2013-0187

Jessica Johnson (2016). The True Costs of Employee Turnover. *Childcare Marketing Solution*.

Jessica van Vonderen (2016). High staff turnover in chuldcare sector affected children's development.

Juliet Hassard, Kevin Teoh, and Tom Cox, Birkbeck University of London, United Kingdom. Job Satisfaction : Theories and Definitions

Kelly, D. 2000, „Using vision to improve organizational communication“, Leadership & Organization Development Journal, vol. 21, issue 1/2, pp. 92-101.

Kotler, P.(2003). *Marketing Management: An Asian Perspective*. NJ: Prentice-Hall.

Kreitner Robert & Kinicki A. Irwin. (2000). *Organization Behaviour*. (Ed. Ke-5). USA: McGraw-Hill.

Lawler, Edward E. III. 1971. Salary and Organization Effectiveness: A Psychological Review. New York, NY: McGraw-Hill

Lee, (2006), Expectations of employees toward the workplace and environmental satisfaction, Facilities, Vol. 24 No. 9/10, pp: 343-353.

Likert, R. 1967, The Human Organization: Its Management and Value, McGraw-Hill, London.

Major, Brenda and Blythe Forcey. 1985. " Social Comparisons and Salary Evaluation: Preferences for Same-sex and Same-job Salary Comparisons" Journal of Experimental Social Psychology 21:303-405.

Maslow, A.H. (1943), A theory of human motivation. Psychological Review, Vol. 50, page 370-396.

Magdalena Korkosz (2011), Exploring a relationship between organisational communication and job satisfaction. A study of internal communication within Irish-owned pharmaceutical contract packaging company, National College of Ireland Mayor Street, IFSC, Dublin 1

Miles, E.W., Patrick, S.L. & King, W.C, Jr. 1996, „Job level as a systematic variable in predicting the relationship between supervisory communication and job satisfaction“. Journal of Occupational and Organizational Psychology, vol. 69, pp. 277-292.

Mullins, J. (2002). Management & organization behavior. (Ed. Ke-6). USA: Prentice Hall.

Mudor, H. & Tooksoon, P. (2011). Conceptual Framework on the Relationship between Human Resource Management Practices, Job Satisfaction and Turnover. Journal of Economics and Behavioral Studies, 2 (2), 41-49.

Muzita Mustapa (1986). Penyelidikan ke atas Tahap Kepuasan Kerja Pekerja-pekerja Perkeranian Bank-bank Perdagangan di Kuala Lumpur. Kertas Projek: Universiti Pertanian Malaysia, Serdang, Selangor.

Okpara, J.O. (2006). Gender and the relationship between perceived fairness in salary, promotion, and job satisfaction in a sub-Saharan African economy. Journal of Women in Management Review, 21(3), 224-240.

McGraw-Hill Companies 2009, Organizational Behavior: [Essentials], McGraw-Hill/Irwin, New York.

Oshagbemi, T. (1999), “Overall job satisfaction: how good are single versus multiple-item measures?”, *Journal of Managerial Psychology*, Vol. 14 No. 5, pp. 388-403.

Oswald, Andrew J.; Proto, Eugenio; Sgroi, Daniel (2015): Happiness and productivity. In: *Journal of Labor Economics*, 33(4), p. 789–822.

Reena Ali and M.Shakil Ahmed The Impact Of Reward And Recognition Programs On Employee’s Motivation And Satisfaction: An Empirical Study *International Review of Business Research Papers Vol. 5 No. 4 June 2009 Pp.270-279*

Reuben Chirchir (2016), Demographic Factors and Job Satisfaction: A Case of Teachers in Public Primary Schools in Bomet County, Kenya. *Journal of Education and Practice*

Robbins, S.P and Judge, T.A. (2009). *Organization Behavior* (13th ed). New Jersey: Pearson Prentice Hall.

Rogers, J. D., Clow, K. E. & Kash, T. J. (1994). Increasing job satisfaction of service personnel. *Journal of Services Marketing*, 8(1), 14-26

Rossi, P. H., Lipsey, M. W. & Singh P. and Loncar N. (2010) Salary Satisfaction, Job Satisfaction and Turnover Intent, *département des relations industrielles, université laval - issn 0034-379X – ri/ir*, 65-3, 2010, 470 - 490

Sulaiman et. al (2013), Escalating the Employee Organisational Commitment through Internal Market Orientation: Childcare Centre's Perspective, International Journal of Business and Social Science, Vol. 4 No. 6; June 2013

Stone Florence M. 2003. The manager's question and answer book. USA. AMACOM.

Temesgen Kifle (2012). Gender Differences in Domains of Job Satisfaction Evidence from Doctoral Graduates from Australian Universities. School of Economics, The University of Queensland, St Lucia QLD 4072, Australia.

Tracy Lucht (2015), High on Passion, Low on Salary: Women's Job Satisfaction at Iowa Newspapers

Tromski, Joan E. and Linda Mezydlo Subich. 1990. "College Students' Perceptions of the Acceptability of Below Average Salary Offers. ' ' Journal of Vocational Behavior 37: 196-208.

Tsai P. F., et al. (2007), A study on motivating employees learning commitment in the post downsizing era: Job satisfaction perspective. Journal of World Business, 42 (2), 157-169.

Weaver, C. N. (1980). "Job Satisfaction in the United States in the 1970s". Journal of Applied Psychology. 65(3):pp. 364-367.

Wilkins, R. (2007), 'The Consequences of Underemployment for the Underemployed,' *Journal of Industrial Relations*, 49, 247–275.

Wunder, Christoph; Heineck, Guido (2013): Working time preferences, hours mismatch and well-being of couples: Are there spillovers? In: *Labour Economics*, 24, p. 244–252.

Wright, J. D., & Hamilton, R. F. (1978). Work satisfaction and age: Some evidence for the 'job change' hypothesis. *Social Forces*, 56, page 1140–1157.

Vinod Mishra, Ingrid Nielsen,[^] Russell Smyth and Alex Newman. The Job Satisfaction-Life Satisfaction Relationship Revisited: Using the Lewbel Estimation Technique to Estimate Causal Effects Using Cross-Sectional Data. DEPARTMENT OF ECONOMICS ISSN 1441-5429 DISCUSSION PAPER 26/14

Yaty Sulaiman (2013), THE MEDIATING ROLE OF EMPLOYEE JOB SATISFACTION ON THE RELATIONSHIP BETWEEN INTERNAL MARKET ORIENTATION AND EMPLOYEES ORGANIZATIONAL COMMITMENT WITHIN THE MALAYSIA CHILDCARE SECTOR

Yates, K. 2006, „Internal Communication Effectiveness Enhances Bottom-Line Results“, *Journal of Organizational Excellence*, Summer 2006, pp. 71-79.

Zulkifly Osman (2011). Upah Minimum Dalam Konteks Tuntutan Pekerja, Kehendak Majikan dan Aspirasi Negara. Pusat Pengajian Ekonomi, Fakulti Ekonomi dan Pengurusan, UKM.

Galanou, E., Georgakopoulos, G., Sotiropoulos, I., Dimitris, V. (2011). The effect of reward system on job satisfaction in an organizational chart of four hierarchical levels: a qualitative study. International [Online]. 8:1. Available: <http://www.insanbilimleri.com/en488>





UNIVERSITY UTARA MALAYSIA

06010 SINTOK

KEDAH DARUL AMAN, MALAYSIA

QUESTIONNAIRE

**THE FACTORS INFLUENCE JOB SATISFACTION AMONG CHILD CARE EMPLOYEES:
A STUDY IN KEDAH**

Dear respondents,

This study was conducted to gather information about the factors that influence job satisfaction among childcare employees: a study in Kedah. I would like to attain your kindness to fill in this questionnaire. I hope that you can spend a minute to answer several questions. I assure you that your responses will be held in confidential and being used for academic purpose only. Your cooperation is greatly appreciated. Thank you.

NAME	MATRIC NO
NUR ZALIKHA 'AKALILI' BT MUHAMAD KASHFI	822661

Section A : Demographical Background of the Respondent

Bahagian A : Latar Belakang Demografi Responden

This section is to obtain information of the respondent background. Please tick (/) in the selection. Bahagian ini adalah untuk mendapatkan maklumat mengenai latar belakang responden. Sila tandakan (/) pada pilihan yang berkenaan.

1. Gender / Jantina

☐

Male

☐

Female

2. Age / Umur

☐

< 25

☐

36-45

☐

46-55

☐

26-35

☐

>55

3. Status / Status

☐

Single/Bujang

☐

Others / lain-lain

_____ (please state/ sila nyatakan)

☐

Married/Berkahwin

3. Ethnic group / Kumpulan Etnik:

☐

Malay / Melayu

☐

Hinduism / Hindu

☐

Buddism / Buddha

☐

Christianity / Kristian

☐

Other / Lain-lain

_____ (Please state/sila nyatakan)

4. Religion / Agama

☐

Muslim / Islam

☐

Christianity / Kristian

☐

Buddhism / Buddha

☐

Hinduism / Hindu

☐

Others / Lain-lain

_____ (Please state/sila nyatakan)

5. Years of Working Experience

0-

☐

5

☐

more than 10

☐

6-10

6. Higher education level

☐

SPM

☐

Others/lain-lain

☐

Diploma

_____ (please state/sila nyatakan)

Section B : Questionnaire regarding the factors influence job satisfaction among child care employee in Kedah.

Bahagian B : Soal Selidik mengenai faktor-faktor mempengaruhi kepuasan kerja di kalangan pekerja taska di Kedah.

Please indicate your respond to the following statement according to the scale below.

Sila nyatakan jawapan anda dengan kenyataan berikut mengikut skala di bawah.

1 Strongly Disagree/Sangat Tidak Setuju	2 Disagree/ Tidak Bersetuju	3 Neutral / Neutral	4 Agree / Setuju	5 Strongly Agree / Sangat Setuju
---	-----------------------------------	---------------------------	---------------------	--

Questions

Job Satisfaction / Kepuasan Kerja						
1.	I enjoy my job as a child care professional. <i>Saya menikmati pekerjaan saya sebagai penjaga kanak-kanak profesional</i>	1	2	3	4	5
2.	My education has helped me to become more confident as a childcare professional. <i>Pendidikan saya telah membantu saya menjadi lebih yakin sebagai penjaga kanak-kanak profesional.</i>	1	2	3	4	5
3.	I am knowledgeable about child development. <i>Saya berpengetahuan tentang perkembangan kanak-kanak</i>	1	2	3	4	5
4.	I am satisfied with my job as a child care professional. <i>Saya berpuas hati dengan pekerjaan saya sebagai profesional penjagaan kanak-kanak.</i>	1	2	3	4	5
5.	When I do a good job, I receive the recognition for it that I should receive Apabila saya melakukan pekerjaan yang baik, saya menerima pengiktirafan bahawa saya harus terima	1	2	3	4	5
6.	I sometimes feel my job is meaningless Saya kadang-kadang merasakan kerja saya tidak bermakna	1	2	3	4	5
7.	Those who do well on the job stand a fair chance of being promoted. Mereka yang bekerja dengan baik mempunyai peluang yang adil dipromosikan.	1	2	3	4	5
8.	My efforts to do a good job are seldom blocked by red tape. Usaha saya untuk melakukan kerja yang baik jarang dihalang oleh kerenah	1	2	3	4	5
9.	I like doing the things I do at work Saya suka melakukan perkara-perkara yang saya lakukan di tempat kerja	1	2	3	4	5
10.	The goals of this organisation are not clear to me Matlamat organisasi ini tidak jelas kepada saya	1	2	3	4	5
11.	I am knowledgeable about developmentally appropriate practices. <i>Saya berpengetahuan tentang amalan perkembangan yang sesuai.</i>	1	2	3	4	5
12.	I enjoy my job working with children. <i>Saya suka kerja saya bekerja dengan kanak-kanak.</i>	1	2	3	4	5
13.	I am confident in my ability to guide children's behavior. <i>Saya yakin dengan keupayaan saya untuk membimbing tingkah laku kanak-kanak.</i>	1	2	3	4	5
14.	I have chosen the child care profession as a career. <i>Saya telah memilih profesion penjagaan kanak-kanak sebagai kerjaya.</i>	1	2	3	4	5
15.	My education has prepared me to be an effective teacher of young children. <i>Pendidikan saya telah membuat saya menjadi guru yang berkesan untuk kanak-kanak kecil.</i>	1	2	3	4	5
16.	I am knowledgeable about best practices in the early childhood education setting. <i>Saya berpengetahuan tentang amalan terbaik dalam pendidikan awal kanak-kanak.</i>	1	2	3	4	5

Wages / Gaji						
1.	I feel I am being paid a fair amount for the work I do. <i>Saya rasa saya dibayar dengan jumlah yang cukup untuk kerja yang saya lakukan</i>	1	2	3	4	5
2.	Raises are too few and far between. <i>Peningkatan terlalu sedikit dan jauh di antara.</i>	1	2	3	4	5
3.	I feel unappreciated by the organization when I think about what they pay me. <i>Saya berasa tidak dihargai oleh organisasi apabila saya fikir tentang apa yang mereka bayar saya</i>	1	2	3	4	5
4.	I feel satisfied with my chances for salary increment. <i>Saya berasa puas dengan peluang saya untuk kenaikan gaji.</i>	1	2	3	4	5
5.	I am satisfied with the amount of paid leave offered by the centre. <i>Saya berpuas hati dengan jumlah cuti berbayar yang ditawarkan oleh pusat penjagaan kanak-kanak.</i>	1	2	3	4	5

Internal Communication / Komunikasi Dalam						
1.	Communications seem good within this organisation. <i>Komunikasi kelihatan baik dalam pusat ini.</i>	1	2	3	4	5
2.	I like the people I work with. <i>Saya suka orang yang saya bekerjasama.</i>	1	2	3	4	5
3.	My supervisor is quite competent in doing his/her job. <i>Penyelia saya cukup berwibawa dalam melakukan tugasnya.</i>	1	2	3	4	5
4.	I find I have to work harder at my job because of the incompetence of people I work with. Saya mendapati saya perlu bekerja lebih keras di tempat kerja saya kerana orang yang saya bekerja dengan orang yang kurang cekap	1	2	3	4	5
5.	There is too much bickering and fighting at work Terdapat terlalu banyak pertelingkahan dan pertempuran di tempat kerja	1	2	3	4	5
6.	My supervisor shows too little interest in the feelings of subordinates. <i>Penyelia saya menunjukkan terlalu sedikit minat terhadap pekerja bawahan.</i>	1	2	3	4	5

Motivation / Motivasi						
1.	I am not satisfied with the benefit I received. <i>Saya tidak berpuas hati dengan faedah yang saya terima.</i>	1	2	3	4	5
2.	The benefit we receive are as good as those offered elsewhere. <i>Manfaat yang kami terima sepadan dengan yang ditawarkan di tempat lain.</i>	1	2	3	4	5
3.	I do not feel the work I did is appreciated. <i>Saya tidak merasakan kerja yang saya lakukan dihargai.</i>	1	2	3	4	5
4.	There are benefits I do not have which I should have (R)	1	2	3	4	5
5.	I do not feel my efforts are rewarded the way they should be. <i>Saya tidak merasakan usaha saya diberi ganjaran sebagaimana mestinya.</i>	1	2	3	4	5

Working Hour / Jam Kerja						
1.	I have to spend too much time planning and preparing outside my workhours <i>Saya perlu meluangkan banyak masa dan bersiap di luar jam kerja saya</i>	1	2	3	4	5
2.	I find it easy to manage my time commitments at home. <i>Saya merasa mudah untuk menguruskan permulaan masa saya di rumah.</i>	1	2	3	4	5
3.	I go home tired and worn out more days than not. <i>Saya pulang ke rumah dalam keadaan penat.</i>	1	2	3	4	5