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**THE INFLUENCE OF MOTIVATION, ORGANIZATIONAL
ENVIRONMENT CHARACTERISTIC AND JOB SATISFACTION ON
EDUCATORS IN PRIVATE EDUCATION: A STUDY ON PRIVATE
EDUCATORS IN KOTA BHARU, KELANTAN.**



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UUM
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Master of Science (Management)

Universiti Utara Malaysia

December 2018

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ENVIRONMENT CHARACTERISTIC AND JOB SATISFACTION
ON EDUCATORS IN PRIVATE EDUCATION: A STUDY ON
PRIVATE EDUCATORS IN KOTA BHARU, KELANTAN.**

By

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**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
In Partial Fulfilment of the Requirement for the
Master of Science (Management)**



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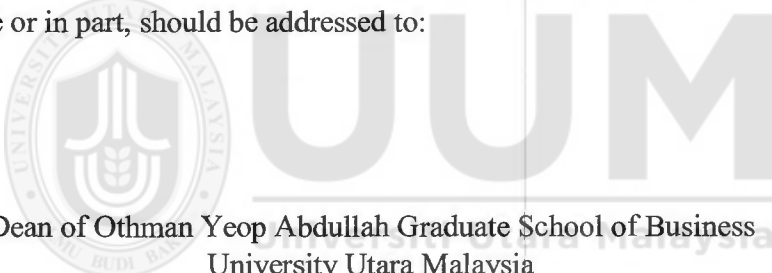
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ABSTRACT

Nowdays, we can see that private education had expanding and the number of this private institution had increase. Various private education had been appeared to cover the demand needs on academic in education sectors. More over the education in Malaysia was showed significant growth over the past few decades. This strong growth has led to questions about the educator potential, whether the educators are satisfied enough about their situation, in the organization and institution or about the benefit that they deserve to receive as educator's in public or private education sectors. Therefore, this study aimed to study the relationship between job satisfaction among private educators in elementary and secondary school with the material rewards and non-material rewards as part of motivation and work environment and resources as part of organizational environment. Research conducted at private elementary and secondary school in Kota Bharu district in Kelantan state. The sample size involved in this study are 239 samples. The study used SPSS 22.0 to analyse the data. Quantitative research method of primary source has utilized to collect the data. The methodology used in this research is descriptive and inferential statistical analysis that involves the use of frequencies and percentage for analysing the demographics of respondent, pearson correlation analysis and multiple regression analysis. Overall findings based on the analysis of the pearson correlation test found the result analysis shows the four independent hypotheses were supported by having significant relationship and having positive scatter graph result. The purpose of this research paper is to identify the influence of motivation, organizational environment characteristic and job satisfaction among staff educator that work in private education especially in elementary and secondary private school. This paper presents significant theoretical contribution for academic knowledge purpose and practical contributions for practitioners.

Keyword: Organizational Behaviour, Human Resource Management, Motivation, Rewards, Non-Material Rewards, Organizational environment, Work Environment, Resources, and Job Satisfaction.

ABSTRAK

Sekarang ini, kita dapat melihat bahawa Pendidikan di sektor swasta telah berkembang pesat dan bilangan institusi swasta juga meningkat. Terdapat pelbagai pihak swasta terlibat dalam perkembangan Pendidikan dalam memenuhi keperluan permintaan akademik semasa. Terutama di Malaysia yang mana telah menunjukkan perkembangan positif dari segi pertumbuhan sejak beberapa dekad kebelakangan ini. Pertumbuhan yang pesat telah menimbulkan persoalan mengenai situasi terhadap pendidik di bahagian sektor ini, sama ada pendidik cukup berpuas hati dengan keadaan mereka di dalam sesebuah organisasi dan institusi tersebut atau mengenai manfaat dan imbuhan yang mereka sepatutnya terima terhadap sumbangan mereka di dalam sektor swasta mahupun sektor pendidikan awam. Oleh itu, kajian ini bertujuan untuk mengkaji hubungan antara kepuasan kerja di kalangan pendidik swasta di sekolah rendah dan sekolah menengah yang melibatkan ganjaran material dan ganjaran bukan material sebagai sebahagian daripada motivasi dan juga persekitaran kerja dan sumber daya sebagai sebahagian daripada persekitaran organisasi. Penyelidikan ini di jalankan di sekolah swasta yang melibatkan sekolah rendah dan sekolah menengah di Kawasan daerah Kota Bharu di negeri Kelantan. Saiz sample yang terlibat adalah sebanyak 239 sample. SPSS 22.0 di gunakan untuk menganalisis data dan kaedah kuantitatif di gunakan dalam pengumpulan data. Kaedah analisis statistik deskriptif yang melibatkan penggunaan frekuensi peratusan untuk demografi responden, juga analisis korelasi Pearson dan analisis regresi berganda bagi bahagian metodologi. Keputusan pearson analisis menunjukkan keempat-empat hipotesis bebas adalah signifikan dan di sokong graf serapan yang positif. Tujuan kertas penyelidikan ini adalah untuk mengenal pasti pengaruh motivasi, ciri persekitaran organisasi dan kepuasan kerja di kalangan kakitangan pendidik yang bekerja di bahagian pendidikan swasta terutama di sekolah rendah dan sekolah menengah. Kertas kerja ini menyumbang teori yang signifikan untuk pengetahuan akademik dan juga praktikal.

Kata Kunci: Gelagat Organisasi, Pengurusan Sumber Manusia, Motivasi, Ganjaran Kewangan, Ganjaran bukan-Kewangan, Persekitaran Organisasi, Persekitaran Kerja, Kemudahan Sumber, dan Kepuasan Kerja.

ACKNOWLEDGEMENT

~In the name of Allah, Most Gracious, and Most Merciful~

First and foremost, Thanks to God, uttered deepest gratitude to Allah, Most Gracious, Most Merciful as with the consent and favour of God, finally I can prepare my thesis perfectly and with His permission, this thesis also can give benefit and knowledge to all readers or researcher.

On this occasion also, humbly and sincerely, I want delivering a big thank you to my supervisor Dr Mohd Rashdan bin Sallehudin because of his guide and he also provided a very good advice, guidance, motivation constructive and creative ideas to be translated through this thesis. In addition, deepest thanks to academic and administrative staff that was involved with this thesis to make sure a smooth thesis process. This thanks also goes to Sultanah Bahiyah Library, UUM and Business School of Management (SBM) for providing the best service in term of information and guidelines for completion of this thesis.

Futhermore, thanks to my beloved mother and father Sariah binti Abdul Rashed, and Abdul Ghani bin Ayub that support me in financial and always pray for me, my sister Habibah binti Abdul Ghani and my cousin as my friends Maknunah binti Taib that have gave me the biggest motivation to me, and lastly to my friends Nor Shuhaila binti Mohd Nor and Maisarah binti Masri that had gave me idea and hand from first step to last step in this whole thesis. With the help of your prayers and blessing have enabled me to continue writing with diligence, passion, and quality.

My deepest gratitude to all the truth, only God were able to return the favour and blessing to you. Thank You.

Nur Azizah Abdul Ghani
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TABLE OF CONTENTS

CERTIFICATION OF RESEARCH PAPER	i
PERMISSION TO USE	ii
ABSTRACT	iii
ABSTARK	iv
ACKNOWLEDGEMENT	v
TABLE OF CONTENT	vi
LIST OF TABLES	x
LIST OF FIGURES	xii
LIST OF ABBREVIATIONS/ NOTATIONS	xiii
CHAPTER 1:INTRODUCTION	1
1.1 Introduction	1
1.2 Background of Study	1
1.3 Statement of the Problem	11
1.4 Research Objective	15
1.5 Research Question	16
1.6 Scope of Study	16
1.7 Significance of Study	17
1.7.1 Theory Perspective	17
1.7.2 Management Perspective	17
1.7.3 Academic Perspective	18
1.8 Limitation of Study	18
1.9 Conceptual Definition	19
1.9.1 Job Satisfaction	19
1.9.2 Material Rewards	19
1.9.3 Non-Material Rewards	20
1.9.4 Work Environment	20
1.9.5 Resources	20
1.10 Organization of Study	21
CHAPTER 2:LITERATURE REVIEW	23
2.1 Introduction	23

2.2	Job Satisfaction	23
2.3	Material Rewards	26
2.3.1	Relationship between Material Rewards and Job Satisfaction	29
2.4	Non-Material Rewards	31
2.4.1	Relationship between Non-Material Rewards and Job Satisfaction	34
2.5	Work Environment	37
2.5.1	Relationship between Work Environment and Job Satisfaction	42
2.6	Resources	44
2.6.1	Relationship between Resources and Job Satisfaction	45
2.7	Related Theories	48
2.7.1	Maslow's Needs Hierarchy Theory	48
2.7.2	Herzberg Motivation-Hygiene Theory	51
2.8	Conclusion	53
CHAPTER 3: METHODOLOGY		54
3.1	Introduction	54
3.2	The Theoretical Framework	54
3.3	Hypothesis	56
3.4	Research Design	56
3.5	Questionnaire Design	58
3.5.1	Demographic Segmentation	60
3.5.2	Job Satisfaction	60
3.5.3	Rewards	62
3.5.4	Non-Material Rewards	63
3.5.5	Work Environment	64
3.5.6	Resources	65
3.6	Data Collection	66
3.7	Population and Sampling Design	68
3.8	Data Collection Procedures	71
3.9	Data Analysis Methods	72
3.9.1	Test Reliability	72
3.9.2	Pearson's Correlation Coefficient Analysis (r)	73
3.9.3	Multiple Regression Analysis	74
3.10	Conclusion	75

CHAPTER 4: FINDINGS AND DISCUSSION	76
4.1 Introduction	76
4.2 Rate of Feedback and Respondents	76
4.3 Reliability Test	77
4.4 Descriptive Analysis Statistics	78
4.4.1 Respondent Background	78
4.4.1.1 Gender	78
4.4.1.2 Age	79
4.4.1.3 Marital Status	80
4.4.1.4 Respondents Race	81
4.4.1.5 Respondents Education Highest Graduate	82
4.4.1.6 Working Period Respondents	83
4.4.2 Dependent Variables and Independent Variables	84
4.4.2.1 Job Satisfaction	86
4.4.2.2 Material Rewards	88
4.4.2.3 Non-Material Rewards	89
4.4.2.4 Work Environment	91
4.4.2.5 Resources	92
4.5 Statistical Analysis Inference	94
4.5.1 Pearson Correlation Analysis	94
4.5.1.1 Material Rewards and Job Satisfaction	95
4.5.1.2 Non-Material Rewards and Job Satisfaction	98
4.5.1.3 Work Environment and Job Satisfaction	100
4.5.1.4 Resources and Job Satisfaction	102
4.5.2 Multiple Regression Analysis	104
4.6 Summary of Hypothesis Testing	108
4.7 Conclusion	109
 CHAPTER 5: DISCUSSION AND CONCLUSION	 110
5.1 Introduction	110
5.2 Discussion of the Finding	110
5.3 Summary of the Finding	111
5.3.1 There is a Relationship between Material Rewards and Job Satisfaction among Educators	112

5.3.2	There is a Relationship between Non-Material Rewards and Job satisfaction among Educators	113
5.3.3	There is a Relationship between Work Environment and Job Satisfaction among Educators	115
5.3.4	There is a Relationship between Resources and Job Satisfaction among Educators	116
5.4	Limitation of the Research	118
5.5.	Future Research	119
5.6	Conclusion	121
REFERENCES		122
APPENDICES		146
BLANK PAGE		156



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LIST OF TABLES

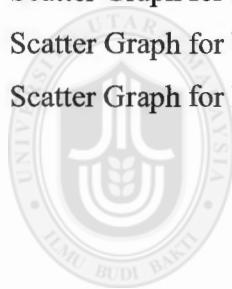
Table 3.1	Questionnaire Parts	59
Table 3.2	Part 2 – B. Job Satisfaction	60
Table 3.3	Part 3 – C. Rewards	62
Table 3.4	Part 4 – D. Non-Material Rewards	63
Table 3.5	Part 5 – E. Work Environment	64
Table 3.6	Part 6 – F. Resources	65
Table 3.7	Data Collection Table	68
Table 3.8	Table for Determining Sample Size from Given Population	69
Table 3.9	Total Sampling of Studies	70
Table 3.10	Interpretation Cronbach's Alpha	73
Table 3.11	Classification Correlation Coefficient	74
Table 3.12	Strength Value Correlation Coefficient Value and Coefficient of Determination	75
Table 4.1	Total Rate of Feedback of Respondents	77
Table 4.2	Reliability Test Result in Pilot Test and Real Test	77
Table 4.3	Gender Respondents	79
Table 4.4	Age Respondents	80
Table 4.5	Marital Status Respondents	81
Table 4.6	Education Level Respondents	82
Table 4.7	Working Periods Respondents	84
Table 4.8	Mean and Standard Deviation for Job Satisfaction Instruments	86
Table 4.9	Mean and Standard Deviation for Material Rewards Instruments	88
Table 4.10	Mean and Standard Deviation for Non-Material Rewards Instruments	89
Table 4.11	Mean and Standard Deviation for Work Environment Instruments	91
Table 4.12	Mean and Standard Deviation for Resources Instruments	92
Table 4.13	Statistical Analysis Descriptive Variables	93
Table 4.14	Interpretation of Coefficient Correlation	94
Table 4.15	Coefficient Correlation for Material Rewards and Job Satisfaction	95
Table 4.16	Coefficient Correlation for Non-Material Rewards and Job Satisfaction	98

Table 4.17	Coefficient Correlation for Work Environment and Job Satisfaction	100
Table 4.18	Coefficient Correlation for Resources and Job Satisfaction	102
Table 4.19	The Result of Multiple Regression Analysis	104
Table 4.20	ANOVA Table	105
Table 4.21	Coefficients Table	106
Table 4.22	Summary Result of Hypothesis Testing	108



LIST OF FIGURES

Figure 2.1	Maslow's Hierarchy of Needs (Original Five-Stage Model)	50
Figure 2.2	Factors Leading to Satisfaction and Dissatisfaction	53
Figure 3.1	Research Framework	55
Figure 3.2	Five-Point Likert Scale	58
Figure 4.1	Gender Respondents Percentage	79
Figure 4.2	Age Respondents Graf	80
Figure 4.3	Marital Status Respondents Percentage	81
Figure 4.4	Education Level Respondents Graf	83
Figure 4.5	Working Periods Respondents Graf	84
Graph 4.1	Scatter Graph for Material Rewards and Job Satisfaction	97
Graph 4.2	Scatter Graph for Non-Material Rewards and Job Satisfaction	99
Graph 4.3	Scatter Graph for Work Environment and Job Satisfaction	101
Graph 4.4	Scatter Graph for Resources and Job Satisfaction	103



Universiti Utara Malaysia

LIST OF ABBREVIATIONS/ NOTATIONS

(r)	Coefficient Correlation
(p)	Pearson Correlation
ANOVA	Analysis of Variance
DV	Dependent Variable
CCTV	Closed-Circuit Television
EPP	Entry Point Project
ESPACT	Education Services Provider
ETP	Economic Transformation Program
GNI	Gross National Income
H	Hypothesis
IV	Independent Variable
KADA	Kemubu Agricultural Development Authority
N	Population Size
NEM	New Economic Model
NKEA	National Key Economic Areas
S	Sample Size
Sig	Significant
SPSS	Statistical Packages Social Scierze
UUM	Universiti Utara Malaysia
Wi-Fi	Wireless Fidelity
X-axis	Horizontal axis
Y-axis	Vertical axis
YIK	Yayasan Islam Kelantan



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CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter design is to give explain on some important issues about the study paper. Firstly, the study present about the overview of the research study background, statement of the problem, research objective, research questions, scope of the study, significance of the study, limitation of the study explain about the conceptual of the definition of study, and lastly about the organization of the study.

1.2 Background of the Study

Education is treated to be one of the significant treasures in every nation without exception and for quality and concernment is different around the world. As Sanjay and Tripathi (2014) stated, that education was pointed as the systematic process of undertaking knowledge and skill accomplished by study and instruction. Meanwhile the person assigning the instruction and guidance is acknowledged as teacher. This means the systems of education can not go further without having teacher in appearances as educator. Additionally, the education come with formal and informal situation. Generally, for formal education it had established standard and efficient structured curriculum. School and university were a great example to show how the formal education form, and for informal education it can be contained informal learning and skills gained by personal experience.

As had been stated, the formal education comes with educator as a teacher. There are some main role of teacher. The statement from Lanzinger (2009) pointed that the teacher obligated towards student with custom needs by capable for designing, aspiring, supervising, valuating, and assessing the educational program for student throughout the educating. Besides, the teacher is assuming to construct programs for student with custom needs, because the teachers are essential role to many programs for students, and under the good guidance the student can be aggressive to move forwards. Next role of teacher is to collect the data and understand the student for intent of evaluating student development. The teachers also have responsible for evaluating and informing the parents about improvement of the student (Harrison and Killion, 2014).

Malaysia is one of the countries under British colonial, it means Malaysian educational system was developed from a fragmentary system succeed from the British colonial administrators. As today Malaysia had gone through several policies to make up the education system and in March 2010, the government issued document entitle the 'New Economic Model (NEM)' which focus forward on a progressive plan for the transformation of the Malaysian economy (Essays, 2013). Education has been spotlighted as a reason for the critical state of the economy, by having the shortage of skilled educator in the country as well as the basic leverage for the proposed transformation. Next issued program was the Economic Transformation Program (ETP), as a Road Map for Malaysia (Essays, UK. 2016).

In ETP plan, the education was contracted to scope on important role in ETP and it was decided as one of 12 National Key Economic Areas (NKEA) (KADA, 2018). The design of the Education NKEA was to magnification and nourish the private education

services sector by expanding private penetration and investments as well as distributing education exports. This plan is for 2020 conceptualize education to be a big business and not just a layover location. This circulation is expected to promote a first world talent groundwork that it needs. Each NKEA list focus was given specific objective and detailed actions to initiative economic development. The education NKEA hold 13 Entry Point Project (EPP) (ESPACT, 2018).

As a main element in Malaysia transformation toward a high-income nation, the education in NKEA plan had execute initiatives action which expanding the education scope in the country (Borneo Post online, 2013). Then in addition, the NKEA at the same time seeks to make improvement Malaysia strategic location approachability through the whole of Southeast Asia and reasonable infrastructure to make the country as a related ground educational hub. These ambitions had reflected the industry participation point projects by growing private education participation. The article from Borneo Post Online (2013) also stated that top tier foreign universities had engaging with Malaysian reinforce and this private education had developing new education formation. The design of the Education NKEA in ETP annual record 2015, it was given additional list focus from 13 Entry Point Project (EPP) in 2010 to 17 Entry Point Project (EPP) in 2014 (The Star Online, 2010).

In addition, South China Morning Post (2012) had article posted in their website about the project of EPP. They mention the project of EPP will give chance to people by open for other opportunities that can benefit to the public by creating business opportunities to netizen. Generally, these business opportunities are approximated to

contribute an additional RM14.3 billion of Gross National Income (GNI) in 2020 and producing over 252, 000 cumulative jobs.

This statement had shown how that the government was making effort to nourish the private education. The Star online (2017) had assured by giving positive comment that today, private education in Malaysia was topped on a peak as educational hub. The growth of private education in Malaysia was demand-driven. By having foreigner focusing their higher education here it was because they benefited with our degrees, as they got steady jobs when they back to their homeland.

The study by Akhtar, Hashmi and Naqvi (2010) stated that job satisfaction is the agreeable and disagreeable subjective feeling which can be associate with employee view in their work. It can occur by having engagement between job requirement, demands and high expectations from employee. It also can represent the intensity of complement between employee, expectation of the job and the reward that the job proffer. Furthermore, Akhtar, Hashmi and Naqvi (2010) in their study mentioned that the factors can affect job satisfaction and productivity among teacher which include the physical conditions, rewards, and together with social nature affect. Another researcher stated that job satisfaction of the employee at the organization or in workplace signify that job satisfaction is a set of encouraging or discouraging feeling and emotions that was surrounding to the employees view in their work (Neeraj, 2011).

Neeraj (2011) in the study explained that a person that having huge level of job satisfaction are carrying a positive feeling about the job, while a person who are unhappy with his/her jobs are carrying a negative feeling about the job. Job satisfaction is an

important involvement for both the employee as well as the employer, because it has a great impression on organizational behavior surrounding. Nicole, Noni, Marian and Rhonda (2016) in their study on job satisfaction and the individual educational level discovered that meaning of job satisfaction on happiness and good health is unquestionable. They proclaimed that work can be involved with a large part of each worker day and job is one of main source of social standing, it can be representing to describe who a person is and what problem can be a big influence in health both physically and mentally. Satisfaction with some job is an important elemental in overall well-being. Job satisfaction can be involving of common sense of the job as whole, it has appeared that including with different facets such as the work itself, salary and other compensations, advancement, supervision and co-workers. These intrinsic and extrinsic job characteristic that are connect to engagement or obligation which influence on the productivity (Ombeni, 2016).

Bucheli, Melgar, Rossi and Smith (2010), in the study reported that job satisfaction could be explained by a set of personal economic and socio-demographic characteristic such as age, education, gender, relative income and cultural background. Aaron and Aya (2010), determined in their article that job satisfaction has been a key factor for comprehension employment involvement and obligation and engagement. On top of that they reported that absence of organizational commitment or loyalty has been appeal as a clarification for employee absenteeism, unwillingness to be relocated, turnover, theft, reduced effort, and job dissatisfaction.

Ngiri (2013) in his study in Kenya, reported that many qualified teacher in Kenya have been pull out themselves from teaching to go after other jobs that which they had

regards by having better in term of salary and more other benefit offers. However, Omari (2005) in the study in Tanzania had reported that in the secondary school in Ghana the students evaluated teaching situation 18 by all of 25 profession in term of fame and prominence. The perspective of young people towards the teaching career and occupation is commonly unfavorable through worldwide and this had clarification that this can be partly explained on the forms of the insufficient salary agenda of the past (Omari, 2005). As well as an unfavorable approach against teaching, which has been developed through the years, the reason why the young people in Tanzania are recruited in teaching fields it was because they got no other choice by having not unable to meet the fulfilments of the schools engineering, law, medic, and other highly specific area of preparations required in the government and sciences.

Margeret and Michael (2011) in their study was reported that component like salaries, working conditions also portrays as a crucial part in determining the supply of competent teacher and in persuasion their judgment about remaining in the profession. In their researched also view about the safety of the environment, intelligent administrative leadership, coefficient cooperation, eminent parental involvement, and unexceptionable learning resources that teachers can become better and having more teacher effectiveness. In additions it also can improve teacher commitment towards school and nourish their job satisfaction. Distinction and essential of a school student body are also important in developing teacher satisfaction and hold them in the profession. Rinat and Adiv (2017) in their research study reported the student that always in ready to learn and goes to school, also can obey the rules, put-on respect to teacher by showing a good learning behavior in class. This positive behavior by student can

distribute a positive environment in school and that include can maximization teacher excitement, efficiency, and engagement towards job satisfaction.

Ian, Brad, Allen, Karl, Derek and Jennifer (2015) in their research mentioned that an individual need to be supported with an approving environment to implement and construct the suitable results. In case of teacher situation, successful result can be archived by having a good physical, economical, psychological, and social comfort. Lillian and Ursulla (2015), in their research reported that nearly all teacher that had been working in the provincial areas find themselves at disadvantage situation rather than an urban area because that place was having more advantages environment and it completely difference situation from rural area. In this report also pointed out that rural teacher that means by almost all teacher in rural area have no secure to basic facilities such as internet services, good housing, libraries and electricity.

This can be concluded that having shortage of these basic niceties can make the rural teacher disheartened and can lead to decrease of job satisfaction. The research by Lilian and Ursulla (2015) further reported that was the reason why there a lots of teacher which are more willing to do other job by attempt in the business, working at factory, and also going back to university and college to forward their studies, and this research will focus on the impact of motivation, organizational environment and job satisfaction on educator in private education sectors.

Corresponding with the government goal and the intention of this study, means that teacher can perform the good performance in their job as long as their need was full fill and the teacher will get a good job satisfaction. As stated by Ghulam, Shafiq and

Nadeem (2015) explained that education in every country must need a goods sums of investment from government to have a great impact on the society as well as on the economic growth of the country. Teacher align in the teaching enforcement in order to satisfy their needs. The teaching engagement plays a crucial role in the social economic development of Malaysia and including in private education. Teacher have the responsibility in term of execute educational policies and programs which is guide to human resources development. In addition, with deeper efficient and effective teaching effort is as a result to the key of the country growth and development. Therefore, it is essential that the accessible teaching organization need to be excellent utilized in term for the country to sufficiently respond to its development needs.

Situation above was discussed about the situation in private education in Malaysia, meanwhile this study research will focus more on the private education in Kelantan state especially in Kota Bharu district because this district can represent the whole situation in Kelantan. In Kelantan the private education had a long background history especially towards religious education. After Malaysia got independence from British, education in Kelantan can be split in two categories that was public education and private education. To be more accuracy and precision the researcher more focus on the research study about the private education on the area which involve in Kota Bharu (Faisal, Roslan, Zaki, Hamidah, Faizal, Abdullah, Asyikin and Faisuri, 2012).

According by YIK (2018) Kelantan had been known as a place that places great emphasis on religious education. That is why many religious schools are available such as Pondok education (traditional), Tahfiz madrasah education, and include academic education or known as formal system (modern). In academic education modern, there

also had differentiation between public school, state government school, state government funded school, as well as the private religious school where these schools are still following the current education syllabus by the federal government (Azrin, Raudah, and Jamiaah, 2014). Before 1970 in Kelantan there had just two separation education generally, the first is government schools and the second is just private schools including traditional education. In 1971 everything started to change in private education sector because in 1970 the enrolment student to private religious school had decline drastically (YIK, 2018).

At time of changing the state government take several of the private school and the changed the organization into academic or formal religious school that was under the control of the state government based on the Enactment no. 9 1969 and later the enactment was amended under the Enactment no.3 1977. The state government takes this step because they see the threat of deterioration in religious education under private education (YIK, 2018). During the adoption and conversion of the school status, there is still a presence of ongoing private education that the state government did not convert the status. Although this kind of private school were not under control of the state government but this private school organization still meet the current demand by having formal and systematic education, and they also still follow up the rules that accordance with the federal government education and law (Hasliza, Suhaila, Siti and Adnan, 2017).

According Ramli, Khairi, and Ishak, (2005), among the factors that led to the threat of deterioration of the private education at that time is because: first, the religious schooling system that was operated until the end of the 1960's had been labeled as an old system education and at that this kind of schooling systems started did not meet the

current needs at the time. The second factors because the certificates that was issued by this schooling system did not have value in economic sectors. The third factors because the organization of the school management and the school administration had an inadequate system controlling as well as with the tight source financial even the school administration did not have long term plan. The last factor that effect the schooling system at that time it was because the teacher are not well train and they also just use that place as place to gain experience before they move to somewhere that are more secure job places.

Conclusion from this statement after the state government take over several private school then they had checking and formulating the schooling system by compiling and updating the new religious school system which enables the student to pursue their studies in line with the education ministry of Malaysia. The new system education in religious school really benefited the student by the student having qualify education to pursue into any university either inside or outside the country. Although there was a lot private school that had been converted the status by the state government of Kelantan, but there still a lot of private school that state government did not managed. This study will focus more on the private school that did not under control by state government, and solely was manage privately. Furthermore, the focus of this research was solely on the private school that still follow the system education by education ministry and solely located at more specific place that was Kota Bharu district in Kelantan state.

1.2 Statement of the Problem

Today there are evidence of rapid growth private sector education in Malaysia, and people are become more adapt and accept the situation. Although the private education in Malaysia has growth tremendously by having great support from government in higher education sector especially, this make researcher more curious and want to know more about the educators in the private education sectors. Especially to the educators that involved in the primary and secondary private education. To these all private educators, based on Malaysian standard education was excluded from pension scheme because pension scheme was made by the government to the registered public workers and that included registered public educators it means does private educators had a job satisfaction towards material rewards and non-material rewards.

In term of the progress for development education in private parts, the burden of the successfulness naturally befalls on the educator by itself. The educator known as teacher will be expected to make admirable jobs by cope with school target for every year. In additions, the changing in curriculum from time to time had exhausted the teacher to meet mission and objective by Ministry of Education. To make it worst for the primary and secondary private school, their teacher was more likely not having proper qualifications in teaching and not having specialists in shortage of subjects.

As teacher of private school, they most likely work under command direction and supervision by the principal/vice-principal. Overall, the relationship between teacher and principle/vice-principle are more likely has seen as the development of a collegial model.

The school management also need to provide a good environment and resources to supports teacher from their resignations.

Furthermore, as a worker that get monthly salary, from outside perspectives it was a good enough to support their daily life. But as employee they can not escape from having some dissatisfaction toward their workplace. The common problem that related to the job satisfaction are the satisfactions towards pay, promotion opportunity, coworkers, supervision, and the work itself. The major problem that facet by private education is about the turnover by educator. As we know turnover appears to be a major issue for many organizations and sectors. But for some employee they choose to remain loyal to their institution. The question arises as: what make this employee remain loyal to their institution especially to the private education? and: what make the employee have job satisfaction towards they work as educator? This study is to find the relationship between motivation, organizational environment characteristics towards job satisfaction.

Based on the informal conversation with principle that involved with private school, the informer also as a teacher in private primary school had pointed out that there was a problem when involving with job dissatisfaction among educators especially with the new educator in private school. This new teacher sometimes having a bit high expectation about private education towards primary and secondary school, by expecting to get a higher salary, good environment work condition and good resources teaching tool that available. When their expectation not meet their reality, the educator will become sort of unhappy and this kind of problem can lead to decreasing of their motivation, spirit, to continue their work itself in teaching. Another problem that can happen alongside with main problem is by having increase in retrenchment rate and

consequently it can affect the organization by having a reducing in productivity of teaching and it also can affect directly to the student itself. Meanwhile other school principle also had mentioned that primary and secondary private school also can face a hard task by experiencing a challenging task in searching for other educators to fill up vacancies, because this process takes a lot time consuming and including money waste by conducting interview and it include by printing the new advertisement banner.

The researcher also got the views from several educators in the organization regarding to this problem and the researcher had found out that there are some factors that can be pointed out and that can be a major problem about their job dissatisfaction towards the job itself. That problem can be listed towards dissatisfaction is about the condition of the facility in the school that have an old building, old furniture in class like the student table and chairs that did not had change since 1990's. Poor facility that can give eerie feeling towards school environment.

The educator also needs to do a multitask in teaching subject, since the organization had short of educator in certain subject lesson this situation later can become pressure task for some educator that did not have qualification in some subject lesson. Besides that, the educator feels hopeless and they also stated that sometimes they feel lethargic and unable to perform their duties due to the environmental condition in their organization that sometimes do not reach satisfactory levels. Based on the input provided, there is no clear explanation as to why educator were likely to feel dissatisfied with their jobs in private education.

This research study also got the opinion from parents that had their children once this organization and at the past they belong in the private school and then transfer school to the public school. From this informal conversation, the parents had explained that they children can not catch up with some lessons in class because of their teacher always changing to almost two to three timer per year. This result had made this parent immediately make transfer process from private school to public school because of the stability condition. For some parents they transfer the school because of the increased fees and highly monthly fees as they can not afford to pay to private school based on their current family budget, so the easy solutions to this parent is to move out their children to affordable alternative which is left is public school only. This kind of problem can give a huge impact to the private school because one of the main sources of their financial is from the monthly fees from the student itself. This means when private schools suffer from a lack of funds for monthly fee accounts, then the school organization need to reduce the budget and hold the changing or need to consider other development of the facility in the organization because they first need to prioritize the welfare of the employee by giving their employee salary and benefit first.

Based on the problem that occur in private education that include primary and secondary private school, the research study had taken interested about what factor that can make the educator retain himself and loyal towards the private education organization. This research was mainly conducted to find out the job satisfaction among private educator. Higher level in job satisfaction can lead the student to a happy lesson in class. In addition, this study also was conducted to find out and determine the level of job satisfaction between relationship with the material rewards, non-material rewards, work condition, and resources at some of the private school that involved primary and

secondary school around district of Kota Bharu, Kelantan. That was including by total up to nine private school. Eventually, the teacher were the most essential assortment of professional for our nation future, and it was discomforting to find that a lot of now day teacher are unhappy and discontented towards their job especially to the private school teacher. Moreover, there are having a high turnover in association private school teacher. It is also obviously and clearly that the people had attach to the teaching profession in private school was the people that can not archived at their dream job and in other job profession.

1.3 Research Objective

This research will be executed to identify the influence of motivation, organizational environment characteristic and job satisfaction in private education sector: A study on the primary and secondary educators. Therefore, these are four research objective which are:

1. To determine the relationship between material reward and job satisfaction towards private educator.
2. To determine the relationship between non-material reward and job satisfaction towards private educator.
3. To determine the relationship between work environment and job satisfaction towards private educator.
4. To determine the relationship between resources and job satisfaction towards private educator.

1.4 Research Questions

This research has been executed, followed by the statement of the problems, and the study was conducted to answers some questions as stated below:

1. Is there any relationship between rewards and job satisfaction towards private educator?
2. Is there any relationship between non-material rewards and job satisfaction towards private educator?
3. Is there any relationship between work environment and job satisfaction towards private educator?
4. Is there any relationship between resources and job satisfaction towards private educator?

1.5 Scope of Study

This study will be conducted on primary and secondary of private school Kelantan and it will focus on area Kota Bharu only. This private school was under individual management. There are nine total private school in Kota Bharu. The scope of the study will only focus on the interaction between material rewards, non-material rewards, work environment and resources, towards job satisfaction among private educators in Kota Bharu Kelantan.

1.6 Significance of Study

This study is generally conducted to investigate the influence of material rewards, non-material rewards, work conditions, and resources towards job satisfaction among private educators and researcher had expectation that this study will make positive contribution to some aspect which include theory perspective, management perspective and academic perspective in subsequent time.

1.6.1 Theory Perspective

Researcher have high anticipation that this study will give benefit to other researcher and other individual in providing the theory for further research and also by giving more detailed characteristic about material rewards, non-material rewards, work environment and resources that can influence the job satisfaction among private educator in primary and secondary school.

1.6.2 Management Perspective

It is important to management by having appropriate information, especially the information that can benefit in increasing job satisfaction among private educators. By having essential information, it can create the situation by making the superior have encouraging management environment and supportive workplace to produce optimal result of job satisfaction. The finding of this study can be significant information to the private school management in elementary and secondary level to serve as a platform for human resource management in

improving the arising issue in job satisfaction. Considering from collected result of this study, it can give more clear situation to management to make right decision in improving job satisfaction among their believe with accordant information, the private school management and organization will be able to implement appropriate resolution to enhance the level of employee satisfaction.

1.6.3 Academic Perspective

Although the result from this study is beneficial to both private educator and private school management in elementary and secondary generally, the finding itself can be used as a reference material for student as well as for academic research to, and this information also can give benefit to other people that want to increase their further knowledge information.

1.7 Limitation of Study

In preparing this study, the researcher had face with some limitation in process of preparation. The limitation was including:

- i. There are four only sub-variable factors that used to study the job satisfaction among the private educators including material rewards, non-material rewards, work environment, and resources. This variable factor was chosen because it was more correspondingly with the scope of this study.

- ii. The location of the study was limited in area of Kota Bharu, Kelantan only and the sample participation the subject of this research paper study was limited and only cover to small scope of the educators in private primary and private secondary school only.

1.8 Conceptual Definition

In this research study, there were involvement of some term definitions that will discuss throughout in this study. The crucial term was including job satisfaction, material rewards, non-material rewards, work environment and resources. The term that will be discussed is shown below

1.8.1 Job Satisfaction

Cambridge dictionary (2018) stated that job satisfaction is when the employee get the feeling of pleasure and achievement that can the employee experience in their current job and further job satisfaction can be archived when the employee know what the job and what they are doing, and that job is worth for their current situation where to the degree which their work gives the feeling of satisfaction and confident.

1.8.2 Material Rewards

Business dictionary (2018) stated that material rewards is a material or monetary motivation, or incentives that can be doubtlessly translates into a cash value. In

general perspective to business, institution, corporation or company it something commonly known as salary, bonus, fringe benefits or pay raise. Between a business and their customers, rewards can be translated as cash back incentive on their purchase.

1.8.3 Non-material Rewards

Business Dictionary (2018) stated that non-material rewards are the compensation that was given in transaction which mostly it did not involve the money. Besides a non-material rewards can be consisting of any material object and services rewards. Example are restaurant coupon, employee discount, financial advising service, daycares and many more that can make employee feel appreciated.

1.8.4 Work Environment

Gerald (2016) had stated that working conditions can be refer to all functioning resources that can affecting labor in the work place including: job hours, responsibilities and legal rights, physical aspect, training, and work load.

1.8.5 Resources

Robyn, Kate, Saila (2010) was stated that resources are the material that was needed by every employee in working situation and in working place. Example

the list has including instructional material, relevant library material, computer, science lab equipment material and technologies.

1.9 Organization of Study

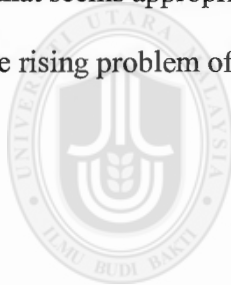
This compilation of research was divided into five (5) chapters. In chapter one (1) is introduction of this research that elaborate about the background of the study, the scope of the study, the conceptual definition, the limitations of the study, the composition of the study report and the conclusions. Generally, it shown and presents the foundation idea of the study and give overview of the entire contents of the report itself.

Literature review are part of the chapter two (2). In this chapter shown the summarization of the various information that gained through theoretical research on job satisfaction that involves variable of material rewards, non-material rewards, work environment, and resources that existed in organization. The information in this chapter also gained from various sources such as books, newspapers, journals, seminar paper, and thesis.

Chapter three (3) in this study explains the methodology of the study. To accomplish the objective of the study, several research methodologies have been used as reference and in this chapter interpret the methodology that was used in the implementation of this study. Each single phase of the methodology is portrays briefly in order to make implementation. It covers study design, study methods, data collection, data analysis techniques and several related phases.

Chapter four (4), had involved with the arrangement of the research finding and research discussion. This chapter also distinguish the analysis study from data was obtained from data collection process. These data were analyzed manually, compiled and presented in the form of tables, charts, and drafts to simplify the data to the readers impression. Furthermore, from analyzed data are discussed on more detail in discussion section. Moreover, this discussion is important to clarify the result from the study.

Lastly in chapter five (5), in this final chapter are shown the overall of conclusion that was based on accomplish objectives from conducted of the study. Finally, some suggestions that seems appropriate design are conclude in term to raise awareness and to overcome the rising problem of job satisfaction in any organizations.



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CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The review of the work is an essential part of the research for assisting researches in making the review from previous studies in intention to obtain related information to the literature review study. In this literature review it contains statement, facts, theories, opinions, assessments and research reports account to the chosen title by the researcher based on the writings and printed resources. Besides, in this topic it will discussing about the definition of each related variable that will be discussed in this study. Particularly this topic will discuss in regarding of job satisfaction, material rewards, non-material rewards, work environment and resource. The job satisfaction is a general concept was the affective feeling of the employee has towards their jobs and it can generally it can cover on employee attitudes towards specifics aspects of the job itself.

2.2 Job Satisfaction

Job satisfaction has been described as an employee judgment alongside with the works related factor (Eka, 2014). There are countless factors that can stimulate the employee job satisfaction, such as organization management, work condition, job security, promotion, and pay practice. As been stated by Peter and Angelo (2001), personal characteristics also hold as essential and critical influence on job satisfaction.

Job satisfaction has been contradistinction, accordant to a habit of personal indication based on excitement hygiene theory.

In addition, dissimilar types of character reflect the level on how an employee like their current jobs, as well with the encouragingly unified with employee wellbeing and job performance that were generally recognized as a job satisfaction (Patrick, Natalia, and Thomas, 2009). For that reasons in practically the feeling that either it might be positive or negative and the sensibility that people carry as regard to their profession that are called the job satisfaction (Duane and Sydney, 1994). According the research by Lee, Ann and Noh (2012), job satisfaction had been distinguish based on a unification of three factors that include psychological, physical environment and feature that will result a person feel gratified and contented with their job. As explained above, job satisfaction can be affected by many ways, such as satisfaction with the management, colleagues, administrators, environments, rewards or human resources policies.

According to Wood and Locke (1990) job satisfaction is generally about expressing the degree of job satisfaction and this also on the explanation of employee reaction against the information and instruction which prepared by their administrator to be engaged in their career. Furthermore, satisfaction that comes with the benefit or rewards had be given analyze that this thing are the most extrinsic factors that clarify job satisfaction level for employee with the information how much they have been paid for and other security benefit alongside with the present job.

On the other hand, satisfaction with the colleagues can be distinguish as the element of anticipated in job satisfaction. Whatever comes along with the assistance and

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encouragement by employee colleague reaction and attitude such as self-involved, sociable and favorable, can cause decision on how some employee can accept and concludes their job performance (Abiodun, Omotayo, and Osibanjo, 2012). Besides that, enjoyment with the organization management and human resources policies is also important measurement to job satisfaction that stated in the research by Abiodun, Omotayo, and Osibanjo (2012). By this means, the range on contribution to the satisfaction are correspond with the mostly related satisfaction to the human resources that can cause influence into the principle and strategies in organization.

According to Sonia and Neetu (2012), one of the primary elements for the item which can be started was the challenging role to reform the organizational appearance in human resources policies. This research explains that the organization can be able to reform their function and management by having support from the human resources. In any case, if the function and management had become challenging, it needs to be hold and retain their employment due to the number of employee qualification. Therefore, it also can become crucial foundation, so the organization needs to pay more their attention to understand employee condition and their interest (Charlotte and Olabanji, 2014). Furthermore, Vroom (1964) stated in his article that job satisfaction was beneficial and helpful path to the organization and management if they are having positive employees and the employee also can accepted the organization policy. In addition, if the organization having good maintenance on accomplished labor association or good facility in the organization, this can be advantage and it can be something important that can increase employee job satisfaction (Bodjrenou, Ming, and Bomboma, 2016).

2.3 Material Rewards

Over the years, there are prominent amount of a noticeable of literature that has been publish and establish, and it can be explore and use to investigate important factors or characteristics in order to improving and understanding the rewards systems more than half decade. Rewards can split into several parts, and it was including or was knowing as material rewards and non-material rewards and psychological rewards. This rewards basically the rewards that organizations had been prepared for their own employee for their working period with specific time, days, weeks, or month (Sangheea and Micheal, 2012).

In addition, the rewards that under motivation element had a significant impact relation towards job satisfaction among employees (Jonathan and Clare, 2011). This is because the rewards from motivation theories had been indicated that it can boost employee job satisfaction towards their daily work activities (Huang, 2016). In other statement from other research stated that reward is the benefits that employee collect from their hard work in specific time and it also had significant element toward job attitudes of employee and towards organizational commitment, motivation, and job satisfaction (Khawaja, Mazen, Anwar and Alamzeb, 2012).

The research study further explains that in the organization, the material rewards was come out as an essential execution in constructing and sustaining the engagement among employee and as well it can establish a high standard of production and workforce devotedness (Sajjad, Amina, Wang, Nadia and Quang, 2016). For organization they can enhance a massive improvement completely if the organization or institutional had fully

encourage and support the rewards intention by having approved systems in organization with the well-balanced reward strategy and acknowledgment programs for their employee. This is because rewards can be associated and be structured with all grouping of financial benefits, material services and as well as with the benefit that employee acquire as component of employment relations with the organization itself (John and Jeffrey, 1994)

Edward, George, and Michael (2012) suggested that performance management systems can be efficient and productive if the organization had done something accomplished with correctly when they were carrying mission and vision in organization business strategy and it also when the organization induce in increasing salaries and bonuses. Lawler (2003) further described that there are two element that can be consider and that can be provided to employee with the specific rewards that including attractive rewards and the quantity of the rewards itself. That is because the employee are the treasure in the organization and they also can make themselves devoted to the organization by managing the job with careful matter and by improving performance with ascending line if they had been treated with the healthier reward and had been recognition in their current workplace.

In addition, Lawler (2003) mention that by increasing reward to excellent employee it can make the organization had gaining a better efficiency level in by contribute their life by making high performance result. Normally, employee job specification and job description can influence the shaping of the rewards itself, this is because the rewards to the employee need to be worthwhile depending on their job especially with the employee that had a specific job and it more less be likely presented

to the employee that had complicated and hard job activities. By having fairness in distributing the rewards in the organization it will make the working environment more competitive and more courtesy (Veeri, Rouhollah and Seyed, 2011).

Another study from John and Jeffrey (1994), Neeru, Pawan, and Peter (2007) stated that organizational rewards is including all the instrument and element of the benefits, and it can be of consists financial and non-financial. This kind of rewards can be earning by employee in condition they were part of the organization. Ian, Meredith and Kathryn, (2009) in their article literature, the employee always needs to be alert about the organization list rewards that was provided by organization beside it also stated that rewards can be characterize into three fundamental types. First is extrinsic, second is intrinsic, and the last one is social rewards.

The study properly mentioned that extrinsic rewards is a reward that related with the physical benefits and this type of benefits is always available at the organization. The extrinsic rewards can be in conjunction with the salary, bonus, boundary benefits and including with having advantage in career development. The employee need to know as well what description and characteristic of intrinsic rewards because intrinsic rewards can be more related with the feeling or related with the consciousness of employee for them to having fully job satisfaction (James and Lowell, 2009). The intrinsic rewards can come from the job itself by carrying the feeling of satisfied, gratified, and pleased among employee. Besides, it has content of encompass motivational characteristic by the job in acting as liberation, privilege, tangibility role, and training (Sara, Michelle and Robin, 2014).

Meanwhile, for the last fundamental types of reward that is social rewards. This kind of rewards has come naturally when the employee was accepted in the organization, it comes when the employee and employer, consistently having a good interaction among themselves and by that interaction it can also resulted the supportive environment beside when they are having supportive relationship and positive communication they will have healthy bonding in organization environment (Erin, 2014). In addition, the study from Asma, Sajjad Qasim and Umair (2014), stated that substantial affiliation can be a component of the rewards and there also had substantial affiliation that had a relation between rewards and recognition. In addition, it was correspondingly with in employee motivation and job satisfaction. Furthermore, the study also mention that the rewards and the recognition need to be awarded to employee of the years and of the months, at that moment the employee will have a consequential modification toward the work motivation and job satisfaction.

2.3.1 Relationship between Material Rewards and Job Satisfaction

The research study from article, relationship between rewards and employee performance: a mediating role of job satisfaction by Payam. Ali, Seyed and Mahmood, (2013), found out that there was had a valid compensation package rewards towards employee satisfaction. The valid compensation package rewards in conjunction with material rewards because this kind of material rewards can determinant organization performance (Aisling, 1996). More over the organization can be also benefited with the higher level of efficiency performance towards the job and employee. The research study also had mention that compensation package can be including the both of intrinsic and extrinsic rewards model.

Other research from Ahmad, Rosman, Anwar, Kamra, Sohaib and Zohair, (2011) research study about a comparison of intrinsic and extrinsic compensation instruments. It was explained about the employee that was having highly-involved to organization can be more necessarily adjust and adapt highly in facing their job, this kind of employee was having more positive relationship on intrinsic rewards rather than extrinsic rewards. By this finding the research paper conclude that compensation instrument management has a positive reflective absolutely on employee motivation level in sequence of having positive relationship and in addition they conclude that intrinsic factors can represent as an essential aspect in the motivation process (Emma and Melanie, 2016).

To make it more understandable and clearable in Ahmad, Rosman, Anwar, Kamra and Zohair (2011), research study had stated that employee in the bank can give positive expression towards overall compensation instrument strategy that include intrinsic and extrinsic model and the employee of the bank perpetually had a nonstress feeling, and all of them are more contributing in positive ways towards employee motivation development. Therefore, for administration and the bank organization, they need more focus into knowing what situation that actually can encouraging and triggers the employee and what things that can energize other employee in making better in job performance and job satisfaction (Ovidiu, 2013).

Meanwhile the study by Shagufta and James (2013), the study about the influence of rewards and job satisfaction on employee in the service industry stated that the organization was having more responsibilities towards jobs satisfaction among employee especially against human resources management practices. In the human resources management practice the organization had obligation to ensure that they were offering a

good quality practice in services sector in organization environment. They also need to focus in attempting to substitute pathway for employee job satisfaction as well as employee performance. In that research also mention about the result, that was majority of respondents declared that job satisfaction was the cause to their action in extracting and increasing their good job performance. Subsequently, the result of this study proposed there was the factors that acting as dominant role in the employee job satisfaction towards promotion as stated in their research study it was include higher rewards and enjoyment satisfaction among employee in work organizations (Elizabeth and Kwesi, 2015).

Therefore, the conclusion from this relationship has shown that material reward has significance relations with the job satisfaction (Mary, 2012). That mean the management in any organization need to focus more on material reward.

2.4 Non-Material Rewards

In this current organization environment, they had a conclude, in making all employee are motivated against their job in most effectively is by using material rewards or financial rewards as a bait solely in term to increase employee job motivation and job satisfaction (Ng and Thilageswary, 2017). By having that attitude, indirectly this situation had become important issue and critical situation in the organization human resource management. However, in the study research by many researchers disagree with that organization attitude towards rewards. The study from Muhammad and Azhar (2013), suggested that they value of non-material rewards are correspondently important as with the material rewards and it also conclude that non-material rewards had a big

chance to interfering in feeling of employee in order to maximization of the employee motivation in organization. This indicated that some of organization had created simplistic theorization and hypothesis about the competency of material rewards in following to influencing employee motivation (Zhang, 2012). As we know material rewards are essential element as organization component to favor apprentice and to succeeding in restrain the good talent. Abdullah and Wan (2013), mentioned in their research study that non-material rewards and job satisfaction are significantly relationship towards job satisfaction. It also proposed that non-material rewards exceptionally had a positive influence especially when all the variances of non-material rewards are used in consecutively to employee jobs satisfaction in the organization.

The concept of non-material rewards can be defining as a recognition towards non-cash at the same time it was a formula to determine in preference to individual employee or fellow worker for selected praise or profession acknowledgement (Michael, 2004). The study further characterized that the non-material rewards depend on the size, field and formality of non-material rewards schemes, and moreover this kind of rewards can be transforms into many appearances to soothing the employee itself.

Ted, Gill, Rosemary and Caroline (2003), had noted the non-material rewards in terms of definition as the non-material awards that was given in the recognition of higher levels equivalent achievement and performance for instance as a customer care, or had assist and encourage to their fellow workers, which is not relying on accomplishment of a pre-determined target. Simon, Bronwyn, Paul and Carol (2001) explain that the most suggestive part of this definition matter is about 'non-material' or 'non-cash'. It was necessary to research study and organization to be knowledgeable that the theory of non-

material rewards does not mandatory mean that the favorable rewards should have no financial value, it just naturally means that whatsoever is given, it was not related with just money only. They added more explanation that money is unquestionably is something valuable, but the non-material reward is also valued in other way in employee perspective (Herman, Harry and Ryan, 2012).

There are a lot of wide variance classifications for non-material rewards that can be carriage in practice. The suggestion dimension that are including with some non-material rewards are informal and spontaneous rewards and can be following to something that more formal and more structured arrangement (Roshan, 2005). For instance, it is in another intrinsic form (Okwudili and Beede, 2015). For example, it can be expressed by the superior saying thank you, public acknowledgement of the achievement in a team meeting, or in organization newsletter, and many other things that can be providing except money.

In other word, Robert (2001), if there was a hierarchy, the rewards can evolve into more formal and public competent with the anticipated value of the action. For some organization there may use this alternative to givens among their employee the chance to enjoy the non-material rewards outside and far away from the organization office or in the factory to archive job satisfaction. For instance, travel vouchers for newlyweds, meals for individual or partner, reserved space for employee car parking and it can be domestic goods and many other things valuable.

Abdullah and Wan (2013), suggested if any of the organization was having a financial pressure, the non-material rewards can be other incentives as the best

exceptional to motivate employee beside other that material rewards, non-material rewards also can overlay many element towards employee, for instance social interaction among employee inside or outside organization, had freedom and privilege upon their daily schedule changing, flexible hours, and many more other thing that circulate in the organization. Lastly non-material rewards are importance and essential to public and private organization and it also essential to the employee itself (Lotta, 2012). In considering of employee situation, they also need to know what a non-material rewards list that had provided by organization and what is right for them to adapt in daily work.

2.4.1 Relationship between Non-Material Rewards and Job Satisfaction

In the research study from Emir and Saint (2017), in their article about the significance of non-monetary incentives and its relationship with employee motivation: a case of civil service employee in Bosnia and Herzegovina, had stated that there are having securing relationship and absolute positive relationship between non-material rewards and motivation. Apparently, they also suggested that civil service sector management need to consider in term to focus more on this type of rewards in order to embrace the use of non-material rewards against employee motivation and job satisfaction towards their job. According to the article by Emir and Saint (2017), the consequential factors that capable to motivated employee is including tangible value rewards, social environment, monetary factors, job security, and pleasant interpersonal relationships.

Meanwhile, the study from Too, Kitamui and Kimani (2016), regarding the study on role of non-monetary rewards management practices on teacher retention in public

primary schools: a survey of Turkana east sub country, Kenya, stated clearly that the non-material rewards management practices has a significant relationship on retention of the involved employee. The study had mention that in due of the competition for insufficient resources had challenging extremely to human capital management in terms to hire the right person for some position to the organization. This statement shown that employee retention is very important to organization, especially to organization that have an excellent employee (Bidisha and Mukulesh, 2013).

The study from Benson (2007), that investigated about the relationship between non-financial rewards and teacher retention in private school in Kenya. The study mention, by making improvement to level job satisfaction among employee in the organization, they found that non-material rewards can be more valuable and more cherished rewards in employee perspective more than material rewards itself. Furthermore, the study explains that there a major reason for non-material rewards was more impressed in the mind of employee. The main reason it just with one simple reason, it is just the way of how the human brains work, it also can be mean that it was rooted in the human nature naturally then they also will just remember received something if the rewards is tangible especially.

Moreover, this kind of tangible rewards are more betters and more memorable to employee that cash rewards, because it will stay at somewhere that the people are able to visualize the tangible rewards (Kelli, 2012) (Cynthia and Frank, 2011). For example, trophy for the best employee, certificate of appreciation, plaque for the best department, and some moment that have value appreciation and monetary value. By getting this kind of rewards, the employee will attach more their feeling towards job by having high level

motivation and higher levels job satisfaction. Beside they willing to work harder and more attach to their job. In long time periods, the organization got advantages by acquire a long employee retention (Faith, 2015) (Elizabeth and Kwesi, 2015).

There are have positive relationship between recognition and job satisfaction among employee (Gikuya, 2014). This statement was stated in Gikuya (2014) study about perceives relationship between non-financial rewards and employee motivation at impact marketing. The research explains that recognition rewards must be timely, along with informal and formal acknowledgement. It means if the employee make a good choice or good decision, the employer need to recognize it right away, if not timely, the employee hard work was meaningless, and eventually it can affect the motivation, and employee job satisfaction. Beside the study mention the recognition can make employee feeling more appreciated and valued it was the main key to hold down employee retention (Ovidiu, 2013) (Kelli, 2012).

Yammin and Khushboo (2016), had examine that employee who get acknowledged will be more liable, be biased toward organization and their job, could build a high self-esteem, will belief more on themselves, can be more challenging, and more enthusiasm to be innovative. That is why it important for organization to take this matter with more serious by knowing this kind of expectations by requiring the superior to understand the employee motivation. When the employee had been valued and recognized based on their work, at the same time the satisfaction and productivity will also rises and will always be motivated to keep up or make advancement in their work.

The study from Willemien, Johan, and Melinde, (2009), in their study about non-financial recognition: exploring employee preferences in a South African information technology organization, and this study mention that benefit also can be a main important element that can determine the satisfaction employee against the organization. They conclude, organization that tends to treat and surprise their employee with basic benefit, the employee itself are more likely had high satisfaction with their job, can perform better, and they will stay in the organization because of the benefit itself. That was show that non-material rewards like benefit can be significance positive with the job satisfaction among employee (Beck, Tarczon and Maslyk, 2017).

Finally, the conclusion from this discussion it shown that either the material rewards and non-material rewards, both rewards are having significance relationship towards job satisfactions. It also means that organization needs to focus not only material rewards but also non-material rewards if they want to sustain their excellent employee (Mirela and Semsudin, 2017). This because to find the good employee will take time and need to invest more in term of financial, rather than find new employee it was the best for organization to focus more on their current employee and make them more happy and delightful in rewards as well as job satisfaction. By focusing the demand from current employee, the organization will be benefited from their action to sustain their employee and the employee will not neglected in their work (Priscilla and Sveinn, 2013).

2.5 Work Environment

For the work environment that under organizational environment there have a significant impact relation towards job satisfaction (Sadegh and Azadeh, 2012). This is

because job satisfaction can be correspondent and associated with employee performance and work environment itself (Narges, Khatijah, Liping and Reza, 2013). The work environment can be describing as a place to carrying out the work, the locations, situations, surroundings, and atmosphere that can further support the people work (Olukunle, 2015).

Another point that elaborated by Briner (2000), work environment is was an extensive category that encircle with the physical setting, component of the job itself, cultivated organizational features example in culture or history, and coordinated with aspect of another organizational setting that are including local labors market environment, work-home connection or industry sector. Briner (2000) further stated that work environment is the structure of the interconnection that happen between the employee and the employer and that include with the environment in whatever the employee working that can be surrounding with the technical, the human itself and as well with the organizational environment. Meanwhile Mukhles and Andrew (2010) stated that work environment is where the job and business activity can be done. This element can be consisting with physical appearance and work place surrounding and work environment. Mukhles and Andrew (2010) explained that work environment was made with two fundamentals, that was known as work characteristics and work surrounding.

The level of satisfaction can be measure from perspective of the fundamental the work itself and it can be shown as working indicator to the employee (Philip, Yen, and Huang, 2007). Meanwhile in the research study by Mosammod and Kabir (2011), the researched give justification that working conditions and working environment can be

significance because it can influence the worker toward job satisfaction, as this factor are emphasized by employee in having comfortable physical work environment. This is because the satisfaction among employee can be acquire through various sources, such as service appointment satisfaction and all kind of embracing satisfaction. That is why, the work environment and the conditions always need to be in great situations to allow the employee accomplishing their work with great result. According to Prinyankar and Souvik (2016), the characteristics of job and the contexts of job are main play role as an essential position in determine the job satisfaction by the employee because this thing can be influencing the employee emotions and the progress in the work places. Michael and Sue (2001) described that environment and surrounding at the workplace that was including physical aspect had significant encounter towards employee job satisfaction.

The workplace is an important place for every worker in that organization to learn new instruction and knowledge, and it was just not learning about something related to the job itself but as well as about the philosophy, moralistic, respectable, ethical, and encourage each other by maintain the relationship among fellow worker (Andre and Maria, (2007). In addition, the article by Andre and Maria (2007), stated that all knowledge in the workplace can be done if there having a good work environment by supporting each other and every worker in that organization is willing to give hand when some workers facing difficulty in the work progression.

Eva, Bodil and Erik (2008) mentioned in their study that negative work environment can produce a careless and sluggish worker and as well as by having depression and discouragement employee in in workplace. In the end, the restraint activity and discouragement workers will not get the righted job satisfactions, and this

will affect their work by always not happy and satisfied the job itself. Eva, Bodil and Erik (2008), give more further explanation that in having a positive work environment like acquire a neat, hygienic and tidy work place, systematize organization, fellow worker that can be consult with and open-minded, and was also by having good leader that can make a good guidance to employee. All this factors that had been pointed out are essential role in constructing a productive and conducive work environment. By sustaining the productive and conducive work environment the employee will have more fun, happy and delightful to keep on the good work in their job and as well as they can archive more level of job satisfaction.

The explanation above was supported by Terry and Hanqin (2003), that their study in the job satisfaction to the work environment fast food in Hong Kong stated that physical condition like the arrangement, settlement, and personal space will affecting the job satisfaction to the job among worker. Meanwhile Edward and Teoh (2009), found out that work environment will not giving a direct influence towards the job satisfaction among employee in the work place. Another study explained that effort to construct the work environment in the organization can be archive by having support with the institution and organization itself because the positive work environment in the workplace can be implement by having approval from employer and administrator (Shidhaye, Divekar and Gaurav, 2011). In attempting to establish and creating work environment that can move along with the organization mission with employee demand is not easy task, because the work environment need to be equivalent with employee life quality.

The working environment also can provide and produce the opportunity to employee in expanding and polishing their personal outstanding, sensibleness, consciousness, and remuneration to archive a highest productivity (Fathi, 2015). In other perspective, the work environment can also produce imperfect behaviors that are unethical and unprincipled by having employees that have negative behavior development said Almehti (1997). He further stated, the employee that having negative behavior are more likely to follow their own routine by ignoring the rule, administration, or command in their organization.

This description was supported by Mohani, Hashanah, and Ismail (2010), pointed that bad work environment will produce a more tension and stress to worker and consequently they will show a careless behavior as protest declaration. In the opposite way, if they had a good and positive work environment, the surrounding in the workplace will creating the secure and peaceful feeling to the employee emotion. Therefore, this situation was benefiting to the organization because the employee more contributing to administrations by giving a brilliant idea to solving the problem in the organization. This is because with reasonable work environment, the employee mind and emotion can give brilliant idea to be presented to organization.

Meanwhile Julie and Peter (2010), had mentioned, that the flexible work environment can make employee happy and delightful in proceed their daily work instead in the work environment that have constricted rules and demanding. This situation can make the employee feels they not have freedom in their job and always feel glaring from somewhere else. This make the employee questioned themselves about their own capability and their own intelligence at the workplace. That why flexible work

environment will produce the employee that can challenge themselves to upcoming risk by having entrustment from employer and administrations.

2.5.1 Relationship between Work Environment and Job Satisfaction

The research study from Yeow, Ng, Tan, Chin and Lim (2104) about the effects of stress, repetition, fatigue and work environment on human error in manufacturing industries, found that work environment that always had difficulty, complication, and not conducive it was because the human error. The error function by human, example is like to disturb other workers, not follow the organization rule, and not cooperating with others. This is the major factor to inequality and lack of balance in the work environment (Michael and Nina, 2014). This main factor problem can cause the workers not delightful in the work and for worse, can cause the worker will be stressful in the working hours and in their daily life. The engage stress from work can make worker frustrate and they will take out their problem from workplace to their daily life, and it will continue disturb and bother other people at the home (Najmoddin and Selamawit, 2013).

Meanwhile the research study from Okonkwo, Madu, Okoro and Onuibe, (2014), in their research about the influence of perceived work overload and organizational support on job stress among bankers, found out that bankers are having high stress in their job because they work in long hours and facing numerous kinds of customers. Although the bankers had great cooperation among themselves but still the overload work situation, disorganized work environment had to make the bankers stress and lastly, they can not be happy, joyful, and to have job satisfaction in their job.

The study from Swarnalatha and Sureskrihna (2012), about the job satisfaction among employee of automotive industries in India, had stated that there was are significant relationship between work environment and job satisfaction in working place especially the study about automotive industries in India. For that reason, the organization need to make arrangement and making pleasant strategic in creating an excellent work environment because it can develop and enhance job satisfaction among worker. Another study from Siti Zawiah and Zahari (2006), the study was about the effect of job and environment factors on job satisfaction in automotive industries, the study agree with the statement above and the study shown that more that 60% respondent agree that the industry did not implemented and provided a good environment in aspect of the noise, temperature and humidity, and in the study also stated that 90% respondent agree that the organization was providing good work environment in term of the lighting in the organization.

Therefore, the conclusion from the past research concluded that work environment was related with the job satisfaction. From this research it concludes that organization or school institution need to alert and observe the work environment for their employee convenience by renovate and refurbish facility in the work place to ensure that job satisfaction can be archived by every worker or educator and it can be suitable for them. This is because excellent work environment can maximize the satisfaction of worker in having comfortable and happy work environment (Endang, and Irma, 2014).

2.6 Resources

In this modern era, the organization encounter various challenged due to the dynamic and aggressive changing of the technology environment. The basic challenge among various organization confrontation, is the challenge for the organization to satisfy their employee in soothing to cope up with the development and evolvement of the technology environment (Rob and Robert, 2015). Basically, this effort is to grasp the transformation and can be to remain success in the competition. That is why available useful resources need to be equivalent and relevant with the changing technology because it is can provide a good and comfortable working condition to employee. It also will benefit back to organization in positive way, by having increase in efficiency, effectiveness, productivity, and job commitment by employees. Eventually the resources environment can be associated with job satisfaction, by having positive relationship between resources and job satisfaction (Raheela and Abdul Raziq, 2015).

The resource in the organization can be related to anything that can be used by employee and employee, and it something that can help, and can assist the employee in their current job. In addition, it can be including tangible and intangible resource. For nowadays, almost all organization had depends on the internet technologies (Jacques, Laura, James, Olivia, Michael, Borja and Remi, 2011). The internet technologies, we can assume it was intangible and it can be category as the resources to organization and can be part of the organization too. Fulvio and Clara (2017) stated that internet technologies can enhance and increase job satisfaction among employee. Furthermore, the organization can focus more on improving the accessing to data and information, preparing new activities, gave opportunities to talented employee, and make

improvement in facilitating communications and including social interactions but Fulvio and Clara (2017) also suggest that internet technologies had these distort positive relationship with job satisfaction. This is due that the internet tends to relatively more benefited with specific occupations.

Meanwhile, there a lot kind of thing that can be related to tangible resources and mostly it can be pointed out as the facility characteristic in the workplace and in the organization. It can be similar with work environment but for resource it was solely based on the facility condition that was provided by employer or the organization (Roya and Kenneth, 2003). This study also stated that facility condition can be refers as electrical equipment, laboratory, electronic equipment, toilet facility, multimedia centers, smart rooms, and many more facilities that can be associate at some specific organization for example the schools or hospitals. Ronald (2012), mention that facility condition had a significant relationship with the job satisfaction, and it also has a significant relation with the employee attitudes and employee effectiveness. Because, to realize the daily activity so that it can be delivered well without negative emotions. That is the reason why they organization facility conditions need to be upgraded moderately by the organization time to time.

2.6.1 Relationship between Resources and Job Satisfaction

The resources had a significant impact and significant relationship towards employee job satisfaction. The study from Sarah (2016), about factors influencing health worker job satisfaction in public hospitals: a case of Kiambu level four hospital in Kenya. This study had resulted that there a significant relationship between work condition and

job satisfaction among health employee. In this case reported that the health service delivery and health infrastructure had facing problem by the health employee can not do to their job properly because of the facility system did not function properly and effectively. This become critical issue in the hospital in Kenya because this activity can be facing directly on the job satisfaction and attitude of the employee. Indirectly it can be resulted of dissatisfaction and worse problem, it can be including staff turnover which could be go from bad thing to a worse thing in human resource in hospital. When this happen the health service can not be properly monitored the patient. That why the job satisfaction among employee was an important role in helping to reach the mission and vision of the organization and as well as it can conclude that job satisfaction in the hospital can influences directly to the health care services indirectly (William, 2012).

Another study from Roy (2003), the research about the relationship among school facility characteristic, student achievement, and job satisfaction level among teacher. In this study is to investigate the impact and the relationship between facility conditions against student achievement and teacher job satisfaction. The finding resulted that there was significance relationship between teacher job satisfaction and facility condition but there are no had positive or negative relationship between student achievements and school facility conditions. The major problem that can be shown in this study is something related with poor school building maintenance, poor primary resource to deliver education, and poor electrical maintenance (Glen, 2017). This problem had resulted the teacher behavior and teacher attitude towards student. When this happen, the education can hard by effectiveness by the teachers was reduced and the health also can be affected.

Apparently with the case study from Ronald (2012), the study about school facility condition and the relationship between teacher attitudes. This study was more focus on the attitudes of the teachers against school facility conditions. This study had same result with the statement above, there was strong proof and affirmation that there has relationship between teacher attitudes and facilities conditions in schools. With this positive relationship it the attitudes of teachers will be increase if the school provides a good facility condition and the teacher also can be motivated to teach their student day by day. Meanwhile another study from Fulvio and Clara (2017) about internet use and job satisfaction, they suggest that the positive relationship between intangible recourse facility towards jobs satisfaction, but the relationship had been distorted because of the several cause, and that causing had made result that not all employee can enjoy the intangible resource benefit, and it was just only with specific occupation only (Santtu, 2014). Other cause is the organization with higher income and education level can be likely benefited with intangible technologies. With this causation, it sure that not all employee can enjoy and can not to determine that it has positive relation against job satisfaction.

The conclusion that we got from the past research show that better and good resource and facility conditions is important in the organization from time to time and for organization need to upgrade their facility to make sure that turnover intention by the employee can be reduce and can be eliminated. Even the organization needs to alert about the changing technology, or changing environment working conditions to make sure the organization was step ahead from their other competition (Carlo, 2012).

2.7 Related Theories

Job satisfaction that connected with work is difficult to measure. The Discussion below will give more explanation about the theories that related to this study and research. The researcher had chosen two theories that can related this study, the theories are listed as a Maslow's need hierarchy theory and Herzberg motivation-hygiene theory. The researcher chose this theory because this of two theories had been discussed for many decades in term to measure the level of job satisfaction in almost every organization and research study. The study that involve of the behavior the organization, human resource, and especially in satisfaction for employee needs.

2.7.1 Maslow's Needs Hierarchy Theory

Maslow's needs hierarchy theory was the first theories among other theories that had been analyze as one influential contributor to job satisfaction. This kind of theories was initiate by Maslow (1954), and the theory propose that human needs are formation of five level hierarchy theory that was include physiological needs, safety, belongingness/love, esteem, and self-actualization. Wahba and Bridwell (1976) had mentions that Maslow (1954) stated that human need was consist of with different level. The highest levels need can not be archive and accomplish before the lowest level needs was fulfilled first. At the bottom of the Maslow's needs hierarchy theory is the physiological needs and was follow up with safety, belonging, esteem, and to the highest one that is self-actualization.

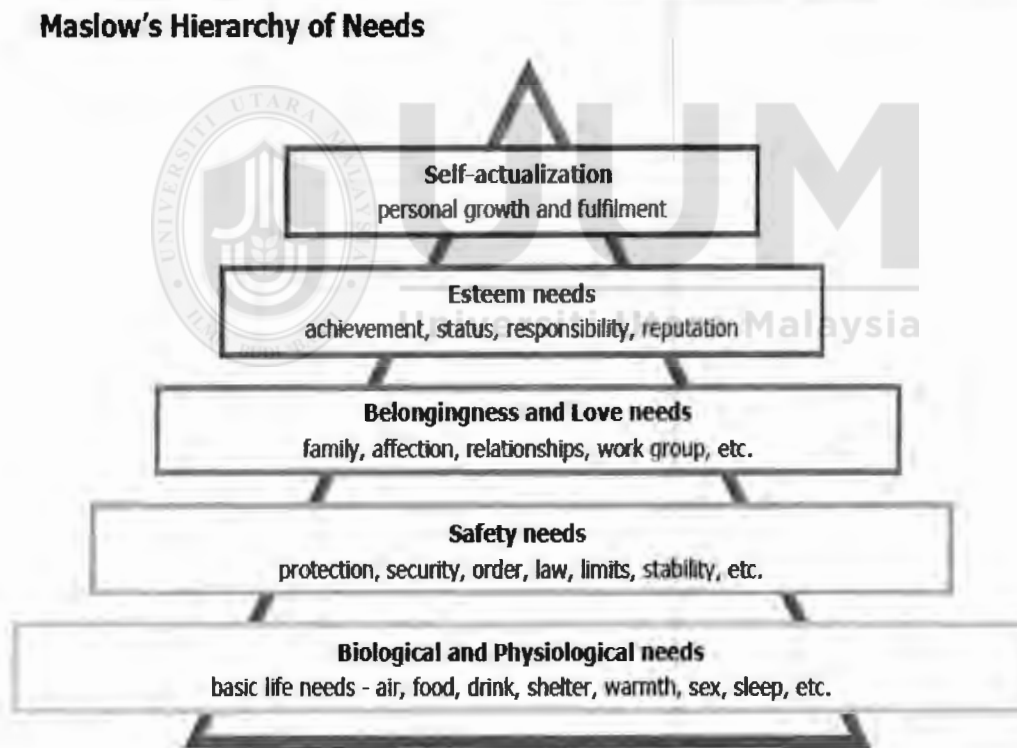
The study research from Mark and Robert (1998), stated that physiological needs is including basic needs for human itself for instance foods, water, shelter, and cloths. The second level is for the safety need's that is including security, stability, and freedom from fear. The third level in the Maslow's needs is belonging that is the feeling for wanted to be acceptance, having affection, and affiliation. Next is fourth level that was esteem that are the feeling that want to be approval, recognition, and respect from other. For the highest level in the Maslow's needs was self-actualization, that was confronting the individual potential after other Maslow's needs was accomplish. The level of self-actualization was the highest in Maslow's graph and it also can conclude towards desirable satisfaction.

The whole Maslow's needs hierarchy theory was based on the consideration and conclusion from psychologist members. The study from Nyameh (2013) found that there are some general pattern achievement and satisfaction that was needed among employee in getting job satisfaction in employee works. Eventually, after the needs and satisfaction was accomplish, individual that was involved will get more motivation to reach other needs until they access at the last level that was self-actualization. This figure 2.1 show below.

Maslow theory was chosen in this research study it because it has a strong relationship and connection research variable. In addition, it because this theory was showing a humanistic approach by that means human had a rational function and judgment. As well as means that human know what they want and what was the best solutions for themselves. As we know in the past few decades, there a lot of study have been done by researchers that revolve about job satisfaction. To be summarized, there

are some factors that can be considerable as important matter in job satisfaction. The list factors can be including self-efficacy, job security, work relationship, pay satisfaction, and job performance. In the developed countries, the employee and the worker are commonly satisfied with their jobs, and in opposite site, like developing country there are still had issue with their job satisfaction matter especially this research that focus on private education satisfaction in Kota Bharu, Kelantan.

Figure 2.1: Maslow's Hierarchy of Needs (Original five-stage model)



Source: <https://medium.com/@jasonvuen/explore-customer-needs-provide-demand-4c3d6d5b4d18>

2.7.2 Herzberg Motivation-Hygiene Theory

Herzberg motivation-hygiene theory and sometimes was known as Herzberg two factor theory and this theory was first published in his famous article in Herzberg (1987). This theory in his articles that he drew was remarkably influential even after half decade. This theory was based on the Maslow's (1954) theory need but it was more specialized for the job satisfaction element. Herzberg had makes differentiation between two working factors: hygiene factors and motivation factors. Hygiene factors needs to have be appeased in the job satisfaction, to hinder the employee to feel unpleasantness and distress. In that findings also had been disclosed to the reliable characteristics of a job that are regularly connected with job satisfaction.

Restoring the matter of dissatisfaction will not construct satisfaction. Neither will add the factors of job satisfaction in discard job satisfaction. Means, if the organization have a hateful work environment but at the same time the organization were giving specific employee with a promotion, still it was not something final achievement for that employee and it will not make them fully satisfied because work environment is also important matter to satisfied employee. Meanwhile, if the organization had been constructed a healthy work place environment, but at the same time the organization did not assist their employee with something that related satisfaction factors example rewards, it can make the employee having experience of non-satisfaction with the work they are doing.

According to Herzberg, the factors that responsible to job satisfaction are different and disassociated from those that responsible to job dissatisfaction.

Consequently, if the organization had been eliminating dissatisfying job factor, that workplace may establish peace but not automatically improve the performance. The characteristics that connected with job dissatisfaction are labeled as hygiene factors. When these have been appropriately proposed, the employees will not be dissatisfied neither will they be satisfied. If the organization want to mobilize and energize their employee, the human resources organization need to focus more on satisfaction factors like achievement, the advancement, recognition, growth, responsibility, and the work itself.

Apparently, if the organization lead the employee carefully, the employee will think that they are being treated with moderately and respectfully, the employee also will not be concerned by unnecessary bureaucracy. That why this study was conducted to know more about job satisfaction that involve educator in private sector because the private sector education can give job satisfaction to their educator if the management had a lot of cash flow resources and it was completely different with some organization management in private education that did not have good cash resource. That make the researcher wonder how the management manage to give job satisfaction if they still did not have great cash flow resources. To be more accurately, this study was conducted to know the how relationship between job satisfaction educators can be related with Herzberg theory.

Figure 2.2: Factors Leading to Satisfaction and Dissatisfaction



Source: <https://wikispaces.psu.edu/display/PSYCH484/10.+Job+Design>

2.8 Conclusion

In this chapter, the accordant literature review needs to be presented to shown and help the researchers in the formation and development in term to approach an authentic framework through a survey instrument. On the contrary, this study will assist the researchers in the framing work to bring out the strength and have a better understanding towards the research conducted. The framework of this study and research hypothesis will be discussed in the next chapter.

CHAPTER 3

METHODOLOGY

3.1 Introduction

Methodology is the one of the techniques that was used to organize the research. There are two classification of research methodology, that including the quantitative and qualitative method. This research will use the quantitative method. To using this method in this research study needs to implant in the numerical analysis by the gathered data through a structured questionnaire that answered by private educator staff in private education sector. This chapter is the focal point how the research problem will be investigated and recorded and how the participant were selected and was also how the procedure was followed to extract the data. The chapter will be accomplished with time frame the completeness of the study. The analysis of the questions from the survey should be presented in the research method. This chapter will illustrate and interpret the research method used to obtain data that can be collected and then it will be analyzed to get result. In addition, all the collected information will be used to find the solution for the current problem,

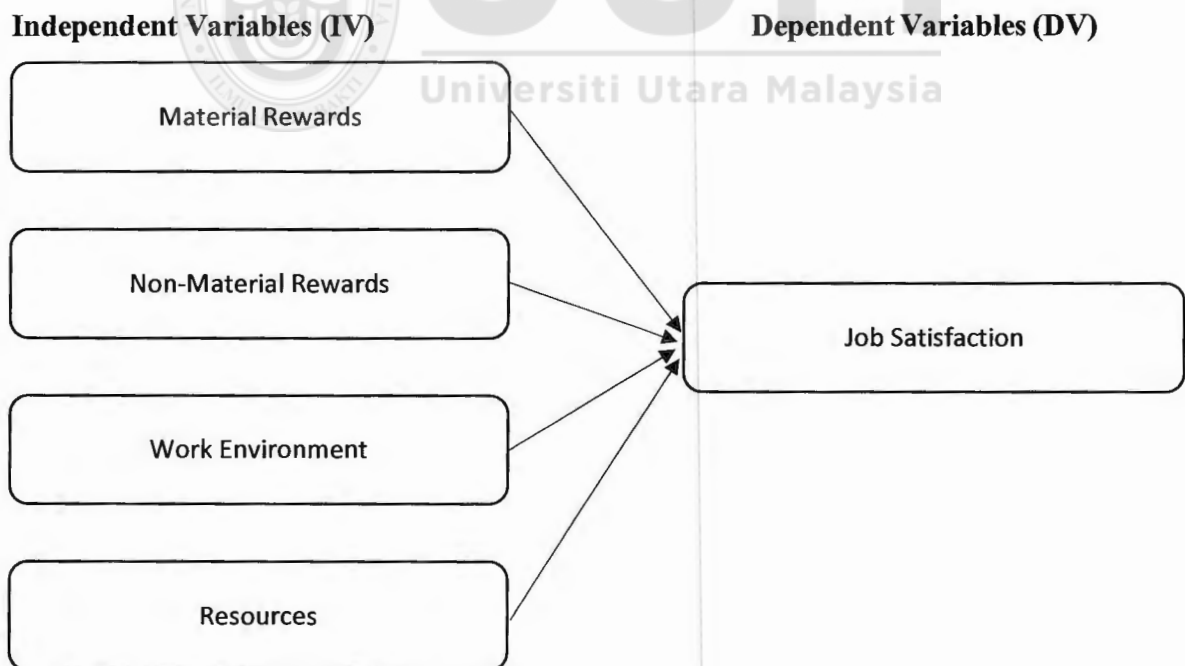
3.2 The Theoretical Framework

The theoretical framework in this research study is to analyze and investigate the relationship between job satisfaction among private educator in elementary and secondary school, that located in district Kota Bharu, Kelantan. The theoretical

framework can be pointed as one of the most important approach in this research process (Grant and Osanloo, 2014). Therefore, the framework of this research study is based on previous discussions on the chapter two.

Based on figure 3.1 below, independent variables had been listed as a material rewards, non-material rewards, work environment, and resources. The listed variables can be point out as the factors that can make an impact on the job satisfaction, that was known as dependent variables. These lists of independent variables had been used to determine the relationship towards dependent variables.

Figure 3.1: Research Framework



3.3 Hypothesis

In this study, the researcher would like to examine the relationship that was proposed. The hypotheses relationship is based on between four independent variables and one dependent variable that include:

- H (1): There a significant relationship between material rewards and job satisfaction towards private educators.
- H (2): There a significant relationship between non-material rewards and job satisfaction towards private educators.
- H (3): There a significant relationship between work environment and job satisfaction towards private educators.
- H (4): There a significant relationship between resources and job satisfaction towards private educators

3.4 Research Design

A research design can be associate to the general approach that researcher prefer to integrate and combine relevance with distinctive components of the study in an analytical and understandable methods, and it also for the procedures for assembling and examining the information. According Inaam (2016), research design can be recognized as the structure of research and it was the “Glue” that embrace all the elements in a research study together as linked research. In other word it can be a procedure of the proposed research work. According to another researcher, research design can be included with six basic elements of research design (Sekaran and Bougie, 2010). The researcher mention that design of study can be defines as the study type that including

descriptive, correlational, semi-experimental, experimental, review, meta-analytic (Helen, 1993).

This component dimensions of the research design need to be estimated throughout the process of selecting and explanation on methodology study based on Delbert and Neil (2002). Meanwhile Vagner (2007) stated that research design can be a use as a research framework to answer and to archive the research objectives. Another researcher Andriani (2013) had argues that the design study means the methods that study use is to enable the information to be obtained by addressing the problem of the study. The study from Brian (2014) had similar opinion with researcher that stated the design of study is the method and technique to obtain the information needed to solve the problem.

The design for this study had been selected by research after the observation by identified the variables within the framework of the theory. The researcher had decided to use descriptive study as research design, which is by using the survey a questionnaire to collect the research information. The descriptive study had been used because the aim of this study is to collect data and the characteristic of the individual, event, or situation. Another method is by using scientific method of quantitative. Scientific method was used in this study is to build and to test various forms of hypothesis and meanwhile the quantitative data can be summarized or formulated in more meaningful ways and easy to be analyze. Therefore, this method can save time, energy, and cost compared to qualitative methods. The concluded of this study is to get a clear judgement of the job satisfaction towards private educator.

This study was using a questionnaire as a mechanism and it has been built to meet the objectives of this study. This questionnaire contains two variables, including the dependent variables and independent variables. The dependent variables are the job satisfaction among private educator employee in primary and secondary private education, while independent variables are including rewards, non-material rewards, work environment, and resources. The data for this study is gathered through a survey questionnaire that was distributed to the educators in private education as a respondent in this study. The reality, this survey is an efficient way to collect a primary data (Sekaran and Bougie, 2013). In addition, the questionnaire usually is method that was designs to collect a huge amount of quantitative data. The demographic information is included in the questionnaire too.

Negative *Neutral* *Positive*

Disagree strongly (1) Disagree (2) Undecided (3) Agree (4) Agree strongly (5)

From previous studies, Figure 3.2 above shows the five-point Likert Scale. This figure had been introduced by Dr. Rensis Likert in 1932 (Dane, 2014). Respondents were asked to answer each question and identify the intensity of agreement in five options. Likert type scale: Strongly disagree=1; Disagree = 2; Undecided = 3; Agree = 4; Strongly

agree = 5. The Likert scale is used to determine the level of agreement and disagreement in the statement of a five-point scale. Some researchers were argued with Likert five-point because there can be usually measured by seven or nine levels of feedback to collect data to researcher. Each part of this five level will be tested by using Cronbach's alphas for validity questionnaire.

The instrument used is a structured questionnaire that consist of 91 questions and was divided into 3 parts namely part A, B, and part C. Questionnaires had been developed based on adaptation from previous research. The summary of the instruments that involves in the study, was shown in Table 3.1. Components of variables and source of questionnaire also was shown on the table 3.1.

Table 3.1: Questionnaire Parts

Summary of Research Instruments

Section	No. of Question	Research Aspect	Scale	Source
1	A 6	Demography	Nominal	-
2	B 33	Job Satisfaction	Likert	Paul E. Spector (1994)
3	C 16	Rewards	Likert	Sonali Arora (2004)
	D 13	Non-Material Rewards	Likert	Paul E. Spector (1994)
	E 11	Work Environment	Likert	Sonali Arora (2004)
	F 12	Resources	Likert	Core B. Consortium (2008)

3.5.1 Demographic Segmentation

In this section or in the part A, the questionnaire had including of six question that asking the respondents about respondent demographic data such as the gender, age group, marital status, level of education, race, and duration of the employment.

3.5.2 Job Satisfaction

In this research, the component question that was used for this dependent variable section were elected from Paul (1994). The questionnaire corresponding with 33 items in term understanding organizational behavior about job satisfaction from respondents and the researchers was using the Likert scales to rate the item.

Table 3.2: Part 2 – B. Job Satisfaction

-
- I feel a sense of pride in doing my job
 - Many of our rules and procedures make doing a good job difficult
 - I like the people I work with
 - I sometimes feel my job is meaningless
 - Communications seen good within this organization
 - My supervisor is unfair to me
 - I do not feel that the work I do is appreciated
 - I find I have to work harder at my job because of the incompetence of people I work with
 - I like doing the things I do at work
 - The goals of this organization are not clear to me

- People get ahead as fast here as they do in other places
- My supervisor shows too little interest in the feelings of subordinates
- I have too much to do at work
- I enjoy my coworkers
- I often feel that I do not know what is going on with the organization
- My supervisor is quite competent in doing his/her job
- I like my supervisor
- I like to much paperwork
- There is to much bickering and fighting at work
- My job is enjoyable
- Work assignments are not fully explained
- Innovation is valued at my work
- I have opportunities for career growth in this organization
- I know how my work contributes to the achievement of my organization's goal
- The work that I do gives me a sense of accomplishment
- I am inspired to give my very best
- My job is challenging in a good way
- I know what is expected of me in my job
- My job is a good fit with my skills and interest
- I am interested in the work that I do
- I have support at work to provide a high level of service
- The work that I do is meaningful
- I am satisfied with my job

Source: Paul E. Spector (1994)

3.5.3 Rewards

The measurement for variable rewards was taken from Sonali (2004). The list of questionnaires is related with 15 items that was used to identify rewards as a motivation to educator in private education. The researcher used the Likert scales to rate and measured the respondent answers.

Table 3.3: *Part 3 – C. Rewards*

-
- I get decent income for the job I perform
 - Sufficiency of income to meet family expenses
 - Availability of scope for schemes of financial rewards
 - I feel unappreciated by the organization when I think about what they pay me
 - Clarity and ability to understand the pay and allowance system followed by the management
 - Clarity and ability to understand the incentive system followed by the management
 - Provision of chances to gain something through the pay and incentive system
 - Influence of trade union on the existing pay system
 - The most important factors that makes me perform well at my job is when my salary and other financial benefits are paid regularly
 - I will be encouraged to perform even better if I am given more a cash reward
 - I will be performing better in my work if I was given salary increase as a reward for outstanding performance
 - My most important goals as an employee is having financial security
 - I feel satisfied with my chances for salary increases

- Raises are too few and far between
- I feel I am being paid a fair amount for other work I do

Source: Sonali Arora (2004)

3.5.4 Non-Material Rewards

The measurement for variable non-material rewards was taken from Paul (1994). The list of questionnaires is related with 13 items that was used to identify what kind of non-material rewards that can influence educator as a motivation in private education. The researcher used the Likert scales to rate and measured the respondent answers.

Table 3.4: Part 4 – D. Non-Material Rewards

-
- There are benefits we do not have which we should have
 - The benefit package we have is equitable
 - Availability of scope for schemes of non-financial rewards
 - Link between performance and rewards maintained by existing system
 - The benefit we receive are as good as most other organization offer
 - Method of distinction between the best performers and less performers
 - When I do a good job, I receive the recognition for it that I should receive
 - I am satisfied with my chances for promotion
 - I don't feel my efforts are rewarded the way they should be
 - Those who do well on the job stand a fair chance of being promoted and rewarded
 - I am not satisfied with the benefits I receive
 - There is really to little chance for promotion on my job
 - There are fewer rewards for those who work here

Source: Paul E. Spector (1994)

3.5.6 Work Environment

The measurement for variable work environment was retrieved from Sonali (2004). The list of questionnaires is related with 11 items that was used to identify work environment as the organizational environment to educator in private education. The researcher used the Likert scales to rate and measured the respondent answers.

Table 3.5: Part 5 – E. Work Environment

-
- Availability of pleasant physical environment
 - Provision of lighting and ventilation facilities at the workplace
 - Adequacy of working (floor) area to work efficiently
 - Comfort ability of the working hours
 - Efficiency of the equipment's and tools at the workplace
 - Implementation of safety norms in the organization
 - Provision of safety appliances at workplace (first aid kit, fire extinguisher)
 - Comfort ability to work under the existing environment
 - Provision of sanitary facilities available
 - Functional canteen and rest area
 - There are ways and rules to prevent interruption in the organization
-

Source: Sonali Arora (2004)

3.5.6 Resources

The measurement for variable resources was seized from Core (2008). The list of questionnaires is related with 12 items that was used to identify resources towards organizational environment to educators in private sectors education. The researchers used the Likert scales to rate and measured the respondent answers.

Table 3.6: Part 6 – F. Resources

-
- 1) The workplace has interactive whiteboards
 - 2) The organization equipped with projectors
 - 3) The organization equipped with required standard of computer
 - 4) The organization have freely available Wi-Fi network
 - 5) Special equipment and appropriate environment for disability employee's and student
 - 6) Provision relevant library materials for teaching
 - 7) Sufficient Audio-visual resources in organization
 - 8) Functioning science lab equipment and material for project science
 - 9) Availability of stationary tool for comfortable work (paper, chalk, marker, ruler)
 - 10) Enough budget for supplies and fixed equipment
 - 11) Comfort availability of sport facilities and equipment for sport activities
-

Source: Core B. Consortium (2008)

3.6 Data Collection

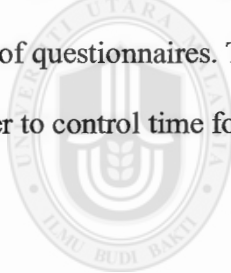
Margaret (2014), data collection is the systematic proposal to conference and mapping information from variety of source in term to get a finished and accurate picture of an area of interest. The data collection allows a person or organization to answer correspondent question, evaluate outcomes and make estimation and judgment about future probabilities and trend. According to Zulhairi (2011), the researcher explain that the method of data collection was used to focus on the source of the data obtained. The data will be translated as numerical information required for purpose of assisting an individual, especially a researcher who is conducting a study to make the decision in some unexpected situation.

The main source of information used for data collection was involving with the two sources, that list as a primary source and secondary source. Furthermore, according to Robert, Brain, & Sekaran (2001) stated that primary data are the data that were first obtained and used to analyze the problem of study. While secondary data is the data that was collected from books, journals, resources from internet. Meanwhile Kynda (2008), Zulhairi (2011), mention that the primary data can be acquire and gather through field work, conducting surveys in the organization, and hand out or distributing the questionnaires to selected respondents.

This study was administered immediately by the researcher after got the approval by the school headmaster in private school. The methods of questionnaire had been carried out in this survey in this research and this method was used because of the suitability and competence to study the relationship between rewards, non-material

rewards, work environment, and resources towards job satisfaction. In other side, when compared to subjective qualitative method, the questionnaire survey method can be recognized as a more competent in providing authentic or accurate information (Kynda, 2008).

Each respondent will be given a set of questionnaire booklet and asked to answer the questionnaire within the stipulated time. Overall, the respondent was only taken and spend the time on average forty (40) to fifty (50) minutes to answer all questionnaire items that available. Finally, the data may be collected by researcher after 3 to 5 days of questionnaire distributed. Respondent were briefed on what they should do during distribution of questionnaires. Table 3.7 shows the period of the data had been collected by researcher to control time for data collection.



Universiti Utara Malaysia

Table 3.7: Data Collection Table

No.	Private Schools	Distribution Date	Collected Date
1.	Sekolah Menengah Islam Al-Husna	28/10/2018	1/11/2018
2.	Sekolah Menengah Islam Aman	30/10/2018	1/11/2018
3.	Sekolah Rendah Islam Sri An-nur	28/10/2018	1/11/2018
4.	Sekolah Rendah Islam Al-Hikmah	28/10/ 2018	1/11/ 2018
5.	Sekolah Rendah Islam Kiblah	28/10/2018	1/11/2018
6.	Sekolah Rendah Islam Aman	28/10/2018	1/11/ 2018
7.	Sekolah Rendah Islam Sri Kota	30/10/ 2018	1/11/2018
8.	Sekolah Rendah Islam Al-Qari	30/10/2018	1/11/2018
9.	Sekolah Rendah Islam Tok Kenali	30/10/ 2018	1/11/2018

3.7 Population and Sampling Design

According to Sekaran and Bougie (2010), the population is a whole group of people, events, and issues was important part in making the research and it also important to every researcher to investigated. As indicate by Krejcie and Morgan (1970) form the table 3.8 following below, the research population in this research was include all the educator in primary and secondary school in private education that was including nine

school in district Kota Bharu Kelantan. Which is total population $N = 239$ educators. The sample will be randomly was selected and the sample size is including, $s = 149$ respondents. To avoid the error of the answer, the researcher distributed 160 sets of questionnaires. In this method, each respondent has the same probability to be selected as a respondent for this study research. Based on the population list, in term to randomly select respondent, random function that was contained in the Microsoft Excel software have been used to distribute questionnaires. The table 3.8 that had shown, how to determine sample size.

Table 3.8: Table for Determining Sample Size from Given Population K

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	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	355
35	32	150	108	360	186	1100	285	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	373
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	225	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	256	2600	335	100000	384

Note: “N” is population size

“S” is sample size

Krejcie, R.V., & Morgan, D.W. (1970).

Source: *Educational and Psychological Measurement* 1970, 30, 607-610.

Thanasegaran (2009), stated that random sampling technique was the easiest technique to use in this research study because it was believed that this technique will provide equal opportunity to the population to be selected as a sample of the study. Although this method requires a lot of time to the process, but the percentage result of recombinant questionnaires can be reduced. However, determining the number of samples for each school needs to be first done through the ratio of the population percentage. Table 3.9 shows the determination of the sample based on the ratio percentage population.

Table 3.9: Total Sampling of Studies

No.	Private School	Population (People)	Percentage (%)
1.	Sekolah Menengah Islam Al-Husna	12	5.02%
2.	Sekolah Menengah Islam Aman	24	10.04%
3.	Sekolah Rendah Islam Sri An-Nur	18	7.53%
4.	Sekolah Rendah Islam Al-Hikmah	46	19.25%
5.	Sekolah Rendah Islam Kiblah	24	10.04%
6.	Sekolah Rendah Islam Aman	53	22.17%
7.	Sekolah Rendah Islam Sri Kota	19	7.95%
8.	Sekolah Rendah Islam Al-Qari	21	8.79%
9.	Sekolah Rendah Islam Tok Kenali	22	9.20%
Total		239	100%

a) Percentage Calculation = (Program Population/ Total Population) x 100

Example: Percentage of An-Nur Islamic Primary School = $(12/239) \times 100$
= 5.02%

3.8 Data Collection Procedures

The data were acquired was directly from selected respondents. This data will be used by researcher, by completing and utilizing the survey form, in actualize the information gathering process from respondents. The survey form was handed out to respondents with intention of collecting feedback from respondents and this form was acceptable in collecting data from this teachers.

Therefore, the researches strengthen the study by prepares in advance by gives a letter to the representative of the school one by one. This was made to gets approval from the management of school before conducting the study. Once the researchers got authorized, the researcher had distributed a set of questionnaires. A total of 160 sets of questionnaires have been distributed. A completed questionnaire is submitted to the original researcher for purpose of avoiding the loss of the set. About 5-day period is required to collect all questionnaires that have been distributed. A total of 151 sets are returned with information, but 2 set were damaged, unmarked, or incomplete in content with 149 set are complete. Meanwhile 9 sets did not return back to researcher. In conclusion, the percentage of the total set of questionnaires distributed have been received back in complete marked back to the researcher was about 94.38%.

3.9 Data Analysis Methods

The acquired data collected were analyzed and then was processed by using Statistical Packages for Social Scierze (SPSS version 22.0) and the programs was also used to analyze the part A, B, C, D, E, and F. The acquired data then was analyzed by step by applying the interference and descriptive analysis for meaning of testing the hypothesis of the study. In addition, SPSS was used to obtain respondent profile and data filtering to test the accuracy of input data. Furthermore, it also can measure the reliability test of all the instruments used in this investigation. Cronbach's alpha validity test, Pearson correlation, and multiple regression analysis were applied to study the relationship of independent variables to dependent variables. This test can be measured and evaluated by using SPSS software.

3.9.1 Test Reliability

Test Reliability can designate as the consistency of result that had been received from the same test or survey. The accuracy from this measurement can be trusted (Craig, James, 2003). According to Mohsen, Reg (2011), by using alpha it can lead test was more trusted but if it had managing awkwardly, the result can give wrongly direction and the result can not be trustworthy. Test index value of good instruments should not exceed 0.60. Sekaran (2000) stated that Cronbach alpha value is less than 0.6 was labelled as not good, while 0.7 was acceptable and value exceeds 0.8 was labeled as a good result.

Table 3.10: Interpretation Cronbach's Alpha

Cronbach's Alpha, α	Status
< 0.5	Not accepted
0.5-0.6	Weak
0.6-0.7	Questioned
0.7-0.8	Acceptable
0.8-0.9	Good
0.9-1.0	Excellent

Source: Pankit (2012)

Cronbach alpha was used to testing the variables reliability in this study. The table above explain the range that has a reliability test accordingly (Melanie, 2012). According to Sekaran (2000) stated that Cronbach alpha value is less than 0.6 was labelled as not good, while 0.7 was acceptable and value exceeds 0.8 was labeled as a good result.

3.9.2 Pearson's Correlation Coefficient Analysis (r)

Pearson Correlation analysis is one of the forms that used by researcher to make analyzed the result study by determine whether there are significant relationships between two variables in this investigation. Additionally, the contribution of this analysis is to provide coefficient value that can be used as an index to measure the relationship that exists between variables that was tested. The value of coefficient of correlation (r) will conclude and can be decided by the strength of the relationship that exists between

the variables in this research. The Pearson correlation can clarify the relationship between correlation and variables (Coakes, Steed, Ong, 2010).

According to Sekaran (2003) and Coakes, Steed, Ong, (2010), the correlation between variables can be a positive correlation of + 1.0 (plus1) or it also can be a negative correlation -1.0 (minus 1). Positive and negative correlation signify that direction of correlation and value of the variables feature as strength in this relationship. Furthermore, Chua (2009), shown the table 3.11 below is the method of correction deliberate by the significance level and the classification of the coefficient of correlation (r).

Table 3.11: Classification Correlation Coefficient

Correlation Coefficient (r)	Relationship Strength
Less than 0.30	Very Weak
0.31 to 0.50	Weak
0.51 to 0.70	Medium
0.71 to 0.90	Strong
More than 0.91	Very Strong

Source: Chua (2009)

3.9.3 Multiple Regression Analysis

Multiple regression analysis is a correlation coefficient that was shown as a strength of the relationship between two variables. This analysis can be act as inspire idea to the researcher that how much difference that available in the dependent variables towards dependent variables in term of theoretically. Sekaran (2003) had make statement

that regression analysis can be examine the effect simultaneous by several independent variables towards dependent variables by scale interval. Meanwhile Cohen (1988) was classified the strength value of the correlation coefficient and coefficient determination such as table 3.12 below.

Table 3.12: *Strength Value Correlation Coefficient Value and Coefficient of Determination*

Absolute Value, r	R – Square (R^2)	Effect Size
$0.1 \leq r < 0.3$	$0.01 \leq r^2 < 0.09$	Small
$0.3 \leq r < 0.5$	$0.09 \leq r^2 < 0.25$	Medium
$ r \geq 0.5$	$r^2 \geq 0.25$	Large

Source: Cohen (1988)

3.10 Conclusion

This chapter more emphasizes on the methods used by researcher and more focus on the Reliability tests, Pearson correlation coefficient, and lastly on Multiple regression. The result of this Study will be discussed in the next chapter that are using the SPSS version 22.0 in term to analyze the data obtained.

CHAPTER 4

FINDING AND DISCUSSION

4.1 Introduction

In this chapter, it will discuss about the outcome of the research that had been conducted. The discussed information was come from the feedback that was given to subject. Later the data was interpreted and evaluate by using SPSS version 22.0. This research study was using the reliability analysis method, frequency analysis, descriptive analysis and inferential analysis to present the relationship between independent variables (rewards, non-material rewards, work environment, and resources) towards dependent variables (job satisfaction).

4.2 Rate of Feedback of Respondents

A Total of 160 questionnaires were handed out to the respondents that was to the teacher at the several school that had been conducted and about 151 questionnaires were hand back to researcher with marked and 149 with complete marked, and other 2 questionnaire are incomplete marked. The feedback rate for this study was 94.38%. According to Sekaran and Bougie (2010), if the counteraction is 30%, then it is passable. Rate of feedback from respondents can be described in the Table 4.1 below.

Table 4.1: Total Rate of Feedback of Respondents

Items	Respondents
The number of questionnaires distributes	160
The number of questionnaires received	151
Questionnaire complete	149
Questionnaire incomplete	2
Questionnaire not received	9
Rate of feedback received	94.38%

4.3 Reliability Test

Table 4.2: Reliability Test Result in Pilot Test and Real Test

Variable	No. Item	Cronbach's Alpha	
		Pilot Test	Real Test
		N=30	N=148
(Dependent Variable=DV)			
Job Satisfaction	33	0.739	0.600
(Independent Variable=IV)			
Material Rewards	15	0.797	0.793
Non-Material Reward	13	0.794	0.772
Work Environment	11	0.799	0.918
Resources	12	0.911	0.842

These outcomes of this test reveals that the coefficient of reliability of the independent variable and independence variables is between 0.739 to 0.911 for pilot test meanwhile for the real test is between 0.568 to 0.842. Therefore, measurement of this Cronbach Alpha for the study can be regarded as an acceptable because it has reached the alpha value of 0.6 and above.

4.4 Descriptive Analysis Statistics

The discussion about descriptive analysis can be segregate into two main sections in the study. The first section is to review the background of the respondents first. For the second section is to discuss each variable for descriptive analysis.

4.4.1 Respondent Background

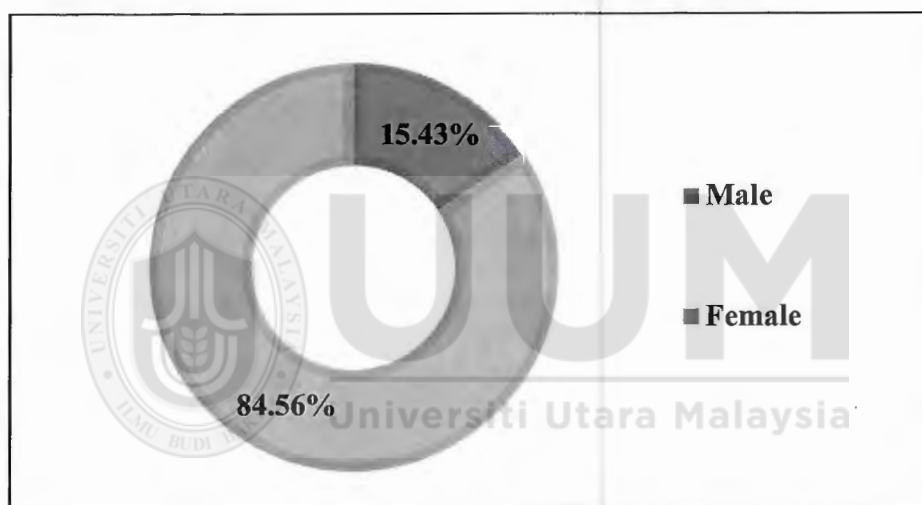
4.4.1.1 Gender

Total feedback from respondents in this survey are include 149 subjects that teachings in the private education field. There were 23 from male respondents that represent about 15.43%, while second respondents from female with 126 with more than half respondents and it was represent about 85.56% of population respondents. With this result this showed that female respondents gave grater feedback for this study.

Table 4.3: Gender Respondents

Gender	Frequency	Percentage (%)
Male	23	15.43%
Female	126	84.56%
Total	149	100%

Figure 4.1: Gender Respondents Percentage



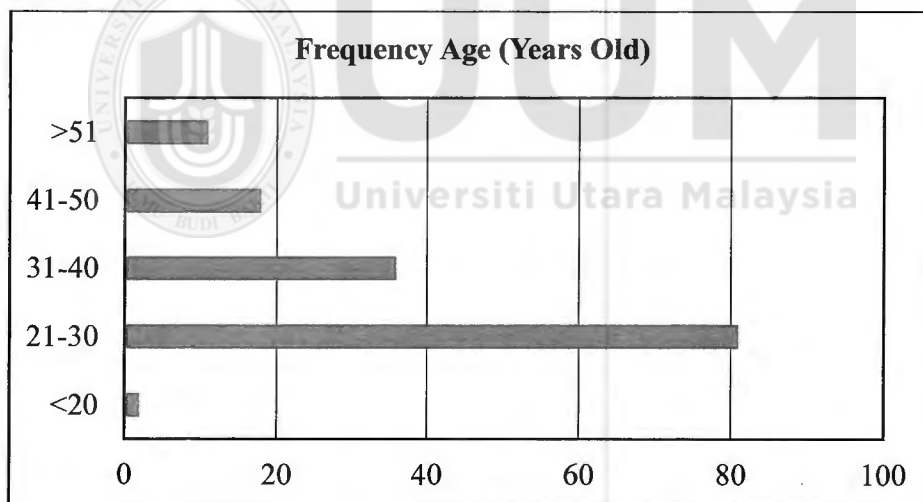
4.4.1.2 Age

Therefore, for age-frequency analysis, the study analysis was concluded that there were 2 people that act as teachers (1.34%) was under 20 years on the duty. For those aged between 21-30, there were 81 (54.36%) people that involved, and that was about half percentage. For 31-40 years old there have about 37 (24.83%) respondents, followed by the between 41-50 years old, there are about 18 (12.08%), and lastly for those who over 51 years old above were include 11 (7.38%) respondents.

Table 4.4: Age Respondents

Age (Years)	Frequency	Percentage (%)
Under 20	2	1.34%
21-30	81	54.36%
31-40	37	24.83%
41-50	18	12.08%
More Than 51	11	7.38%
Total	149	100%

Figure 4.2: Age Respondents Graf



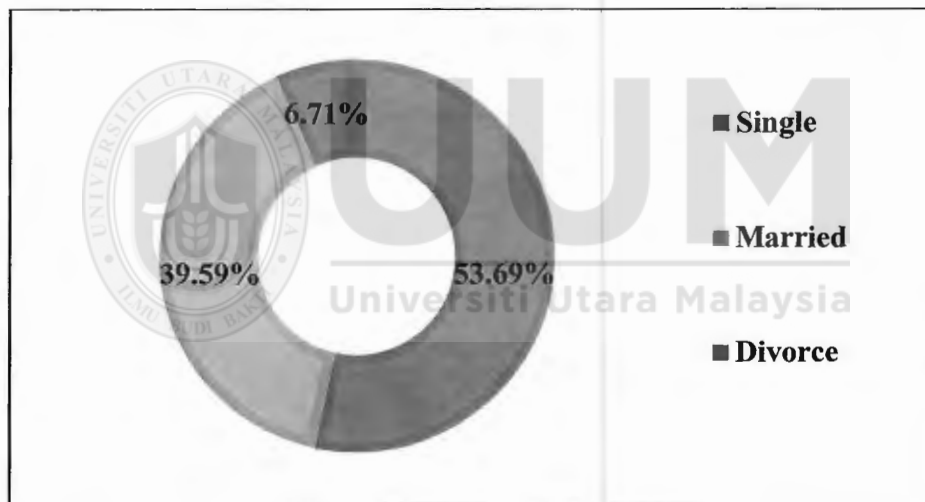
4.4.1.3 Marital Status

On the marital status, there more respondents are singles and it is embraced about half of the respondents which is 80 people (53.69%) from 149 respondents. Next followed by married respondents which had number for 59 people (39.59%). The last one is for the divorce marital status respondents that has about 10 people (6.71%) respondents only.

Table 4.5: Marital Status Respondents

Marital Status	Frequency	Percentage (%)
Single	80	53.69%
Married	59	39.59%
Divorce	10	6.71%
Total	149	100%

Figure 4.3: Marital Status Respondents Percentage



4.4.1.4 Respondents Race

There are only one races that was involve in this study and there were no other race respondents even though the survey booklet had stated several races to be marked by the respondents. Ultimately there are 149 respondents and all the respondents are Malay race from and that was equal with 100% percentage of the respondents are Malay race.

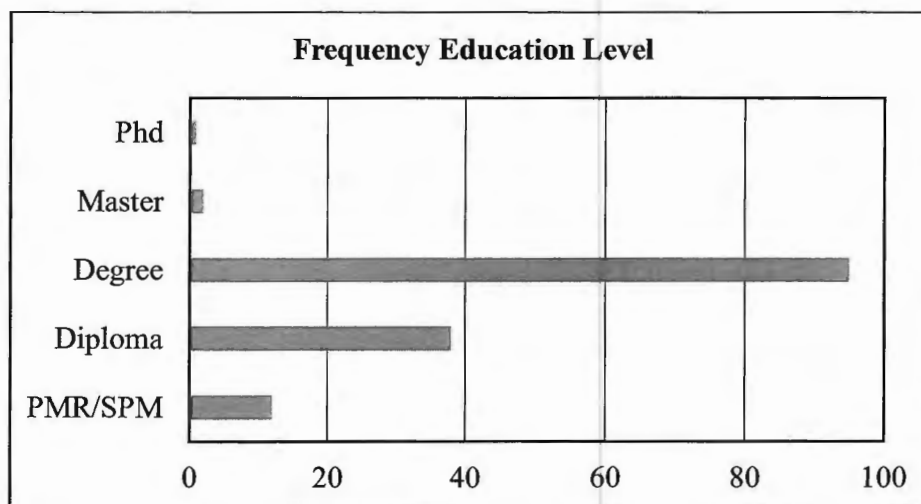
4.4.1.5 Respondents Education Highest Graduate

Based on the result from the analysis for part of the academic frequency, there have the highest contribution frequency respondents was come from Degree qualification that has more than half respondents and it was 96 respondents by percentage 64.42%. The second highest contribution had from Diploma qualification that is 38 respondents (25.50%). Next is for the third qualification is from PMR/SPM level that have about 12 respondents (8.05%). Other level qualification education is Master level and PhD level, this both level education had the lowest frequency respondent feedback by having 2 respondents (1.34%) for Master level and only 1 respondent (0.67%) from PhD level education by total 149 respondents.

Table 4.6: Education Level Respondents

Education Level	Frequency	Percentage
PMR/SPM	12	8.05%
Diploma	38	25.50%
Bachelor's Degree	96	64.42%
Master	2	1.34%
PhD	1	0.67%
Total	149	100%

Figure 4.4: Education Level Respondents Graf



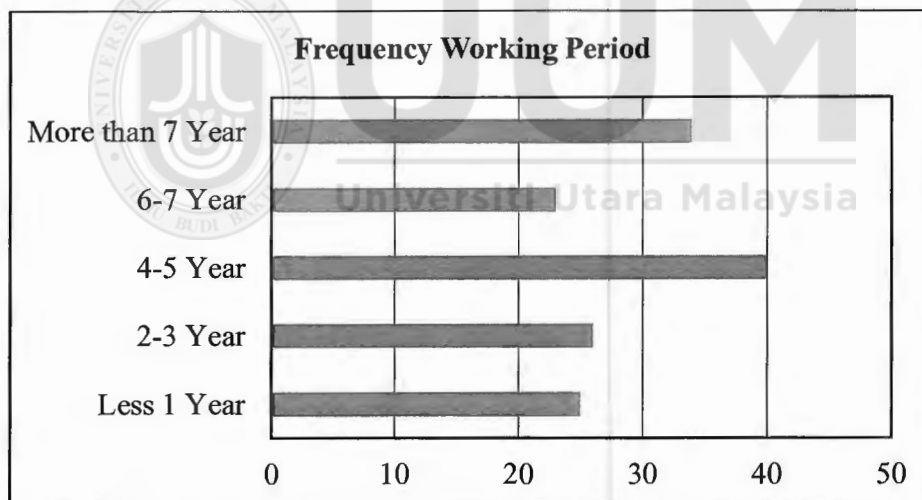
4.4.1.6 Working Period Respondents

Table 4.7 below was shown the instruments of the analysis of the working period of the respondents that working timeline in the private school with total 149 respondents to meet the objectives of this study. First, the respondents that have working period from less than 1 year have frequency about 25 people (16.77%), the second working period is from 2-3 years was have about 27 respondents (18.12%). The third, working period is about from 4-5 years and its was the highest respondent frequency rate that had working there, it was about 40 respondents (26.84%). The next, was from 6-7 years working period and it had was about 23 respondent rates (15.43%). The last working period in the table is more than 7 years and the respondents rate frequency are about 34 persons (22.81%).

Table 4.7: Working Periods Respondents

Working Period	Frequency	Percentage %
Less than 1 Year	25	16.77%
2-3 Years	27	18.12%
4-5 Years	40	26.84%
6-7 Years	23	15.43%
More than 7 Years	34	22.81%
Total	149	100%

Figure 4.5: Working Periods Respondents Graf



4.4.2 Dependent Variables and Independent Variables

According to Sekaran and Bougie (2010) that had stated that each descriptive analysis is to measure the variable items and the measurement of the variables item was measured to justify the mean, median, mod, range, and standard deviation for each

variable. However, in this study the researcher commonly were using only the mean and standard deviation of the interval and ratio scale.

According to Hair, Black, Babin, & Anderson (2010), the standard deviation is to interpret and to illustrate the variation in the distribution from the min of sample distribution and perhaps this hypothesis is the most valuable index for dispersion. The meaning of the standard deviation it shown that how much variation exist from average by having a low standard deviation can be indicates that the data points tend to be very close to the mean. In the study the explanation is if the standard deviation value is smaller than one (1), that can be indicates that the respondents are dependable and persistent in their opinion. On the other hand, if the standard deviation give evaluation more than three (3), it was indicated that respondents have a lot diversity and variation in their opinion. Mean values can be categorized into three stages; low rank (1.00 – 2.25), medium rank (2.26 – 3.75) and high rank (3.76 – 5.00). Furthermore, mean values can be indicates as the result that obtained by adding several quantities together and then dividing this total by the number (N) of quantities: to get the average value.

The result that come from descriptive analysis are meaningful to researcher because it will help to accomplish the study by having summary of information about the sample used in this study. Table 4.8 to table 4.12 was shown the mean value of all the variables that including independent and dependent variables.

4.4.2.1 Job Satisfaction

Table 4.8: Mean and Standard Deviation for Job Satisfaction Instruments

Statement Instruments	Mean Value	Standard Deviation
1. I feel a sense of pride in doing my job	4.22	0.647
2. Many of our rules and procedures make doing a good job difficult	3.51	1.059
3. I like the people I work with	4.63	0.739
4. I sometimes feel my job is meaningless	2.51	1.115
5. Communications seen good within this organization	3.70	0.853
6. My supervisor is unfair to me	2.67	1.157
7. I do not feel that the work I do is appreciated	3.04	1.131
8. I find I had to work harder at my job because of the incompetence of people I work with	3.05	1.026
9. I like doing the things I do at work	4.00	0.680
10. The goals of this organization are not clear to me	2.65	1.160
11. People get ahead as fast here as they do in other places	3.43	0.912
12. My supervisor shows too little interest in the feelings of subordinates	2.78	1.074
13. I have to much to do at work	3.09	1.068
14. I enjoy my colleagues	4.32	0.783
15. I often feel that I do not know what is going on with the organization	2.91	1.109

16. My supervisor is quite competent in doing his/her job	3.72	0.902
17. I like my supervisor	3.67	0.836
18. I like to much paperwork	2.75	1.029
19. There is to much bickering and fighting at work	2.89	1.144
20. My Job is enjoyable	3.72	0.910
21. Work assignments are not fully explained	3.04	1.062
22. Innovation is valued at my work	3.64	0.775
23. I have opportunities for career growth in this organization	3.54	0.844
24. I know how my work contributes to the achievement of my organization's goal	3.84	0.618
25. The work that I do gives me a sense of accomplishment	3.90	0.636
26. I am inspired to give my very best	3.99	0.675
27. My job is challenging in a good way	3.89	0.701
28. I know what is expected of me in my job	3.90	0.632
29. My job is a good fit with my skills and interest	3.96	0.699
30. I am interested in the work that I do	4.03	0.522
31. I have support at work to provide a high level of service	3.78	0.727
32. The work that I do is meaningful	3.98	0.633
33. I am satisfied with my job	3.92	0.596

The table above 4.8 table was shows that the lowest average for the mean value for every instrument statement above is 2.51 and for the lowest value in the standard deviation is for 0.596. Another value that have highest average in mean values is for 4.63,

that statement is for question that they like their colleagues. Meanwhile for the highest values in standard deviation is about 1.160, that values are for the statement that they did not have clear goals for the organization.

4.4.2.2 Material Rewards

Table 4.9: Mean and Standard Deviation for Material Rewards Instruments

Statement Instruments	Mean Values	Standard Deviation
1. I get decent income for the job I perform	3.02	1.146
2. Sufficiency of income to meet family expenses	2.92	1.127
3. Availability of scope for schemes of financial rewards	2.92	1.152
4. I feel unappreciated by the organization when I think about what they pay me	2.94	1.089
5. Clarity and ability to understand the pay and allowance system followed by the management	3.17	1.001
6. Clarity and ability to understand the incentive system followed by the management	3.27	0.915
7. Provision of chances to gain something through the pay and incentive system	3.42	0.955
8. Influence of trade union on the existing pay system	3.34	0.831
9. The most important factors that makes me perform well at my job is when my salary and other financial benefits are paid regularly	3.58	1.037

10. I will be encouraged to perform even better if I am given more a cash reward	3.77	0.997
11. I will be performing better in my work if I given's salary increase as a reward for outstanding performance	4.01	0.857
12. My most important goals as an employee is having financial security	3.99	0.733
13. I feel satisfied with my chances for salary increases	3.67	0.913
14. Raises are too few and far between	3.77	0.976
15. I feel I am being paid a fair amount for the work I do.	3.02	1.146

Based on the table 4.9 had shown that the lowest mean is for 2.92 but at the same question instruments it is has highest standard deviation value by 1.152 for the material rewards instruments. Meanwhile the highest mean values were about 4.01. This suggested by respondents that they will performing better in their work if they were given salary increase as a reward. Other values for standard deviation are for the lowest values that have about 0.733. This suggest that respondents need to have financial security.

4.4.2.3 Non-Material Rewards

Table 4.10: Mean and Standard Deviation for Non-Material Rewards Instruments

Statement Instruments	Mean Values	Standard Deviation
1. There are benefits we do not have which we should have	3.77	0.825

2. The benefit package we have is equitable	3.05	0.902
3. Availability of scope for schemes of non-financial rewards	3.28	0.887
4. Link between performance and rewards maintained by the existing system	3.39	0.846
5. The benefits we receive are as good as most other organization offer	3.01	1.033
6. Method of distinction between the best performers and less performers	3.38	0.937
7. When I do a good job, I receive the recognition for it that I should receive	3.27	0.999
8. I am satisfied with my chances for promotion	3.36	0.970
9. I don't feel my efforts are rewarded the way they should be	3.47	0.861
10. Those who do well on the job stand a fair chance of being promoted and rewarded	3.55	0.942
11. I am not satisfied with the benefits I receive	3.43	0.997
12. There is really to little chance for promotion on my job	3.55	0.890
13. There are fewer rewards for those who work here	3.73	0.869

Based on the table 4.10, the values for the mean and standard deviation that have lowest values are 3.01 and 0.825. this shown that respondent agree that their benefit that they receive is good and same with other that have similar organization. Next, is for the highest value for mean and standard deviation are 3.77 and 1.033. The reaction from

respondent is by having a lot opinion about the benefit that they should had as an employee in private education.

4.4.2.4 Work Environment

Table 4.11: Mean and Standard Deviation for Work Environment Instruments

Statement Instruments	Mean Values	Standard Deviation
1. Availability of pleasant physical environment	3.59	0.918
2. Provision of lighting and ventilation facilities at the workplace	3.65	0.879
3. Adequacy of working (floor) area to work efficiently	3.58	0.962
4. Comfort ability of the working hours	3.44	1.018
5. Efficiency of the equipment's and tools at the workplace	3.17	1.018
6. Implementation of safety norms in the organization	3.48	0.959
7. Provision of safety appliances at workplace (first aid kit, fire extinguisher, CCTV systems)	3.79	0.740
8. Comfort ability to work under the existing environment	3.69	0.910
9. Provision of sanitary facilities available	3.59	0.968
10. Functional canteen and rest area	3.63	0.927
11. There are ways and rules to prevent interruption in the organization	3.49	0.927

Based on table 4.11, the minimum values for mean 3.17 and the highest mean value is 3.79. Meanwhile for standards deviation, the minimum value is about 0.740 and for the highest is about 1.018. Based on the mean values the respondent had a lot opinion about instrument of the efficiency of the equipment and tools at the workplace and have same reaction respondent about provision of safety appliances at workplace.

4.4.2.5 Resources

Table 4.12: Mean and Standard Deviation for Resources Instruments

Statements Instruments	Mean Values	Standard Deviation
1. The workplace has interactive whiteboards	3.79	0.802
2. The organization equipped with projectors	3.48	1.020
3. The organization equipped with required standard of computer	3.39	1.092
4. The organization have freely available Wi-Fi network	3.66	1.020
5. Special equipment and appropriate environment for disability employee's and student	3.00	1.149
6. Provision relevant library material for teaching	3.23	1.069
7. Sufficient Audio-visual resources in organization	3.07	1.063
8. Functioning science lab equipment and material for project science	3.08	1.187
9. Availability computer software for work and teaching	3.20	1.088
10. Availability of stationery tool for comfortable work (paper, chalk, marker, ruler)	3.63	1.005

11. Enough budget for supplies and fixed equipment	3.08	1.122
12. Comfort availability of sport facilities and equipment for sport activities	3.26	1.052

Based on table 4.12, the highest value for mean and standard deviation values are 3.79 and 1.020. Based on mean measurement the respondent had different opinion about having interactive whiteboard at in the organization. Some organization have the whiteboard and some organization did not have it. Next is for the lowest values for mean and standard deviation each value is 3.00 and 0.802. this indicate that the respondents give more reaction on the projectors in the organization and include the appropriate environment and equipment for disability person.

Table 4.13 Statistical Analysis Descriptive Variables

Variable	Mean	Standard Deviation
Job Satisfaction	3.536	0.549
Material Rewards	3.384	0.397
Non-Material Rewards	3.419	0.221
Work Environment	3.555	0.160
Resources	3.346	0.314

Table 4.13 shows the total value of the mean and standard deviation for the dependent variable and independent variables for this study. The mean value for each question was range between 3.346 to 3.555.

4.5 Statistical Analysis Inference

Inference statistical analysis is used to expose and display the finding results. Rules used for this analysis to test is by using the method *Pearson Correlation* and *Multiple Regression Analysis*. The constructed hypothesis will be tested using inferential analysis.

4.5.1 Pearson Correlation Analysis

The Correlation analysis can be distinguished as are relationship between the dependent variable and the independent variables whether the relationship is can be fitting or not. The intention of this test is to figure out whether the objectives that were described in chapter one can be accomplished. In addition, these tests can act as an evidence and can be proved to the hypothesis that has been build up in the study, whether it had significant relationship or neither with the job satisfaction. The relationship can be identified through Pearson Correlation analysis (r).

Table 4.14: Interpretation of Coefficient Correlation

Coefficient Correlation (r)	Interpretation
<0.2	Very Weak
$0.2 - 0.39$	Weak
$0.4 - 0.69$	Medium
$0.7 - 0.89$	Strong
$0.9 - 1.0$	Very Strong

Source: Pankit (2012)

Accordant to Cohen (1998) as cited by Utah (2013), stated that result of coefficient correlation (r) from 0.7 – 1.00 was shows that value or (r) is strong and large. However, if the value of (r) is between 0.4 – 0.69 it will be considered as moderate. Other values that was from 0.39 and below, it will be considered as (r) value weak or small. Therefore, the value had been explained at table 4.14. Furthermore, there are three type of relationship for coefficient correlation Pearson that can be refer for. First type is for ‘positive’ relationship, that mean higher scores on X-axis are associated with higher scores on Y-axis. Second type is for ‘negative’ relationship, that mean higher scores on X-axis are associated with lower score on Y-axis and vice-verse. The last type relationship is for ‘no relationship’, that mean there is no predictable relationship between X-axis and Y-axis.

4.5.1.1 Material Rewards and Job Satisfaction

Table 4.15: Coefficient Correlation for Material Rewards and Job Satisfaction

		Job Satisfaction	Material Rewards
Job Satisfaction	Pearson Correlation	1	.391**
	Sig. (2-tailed)		.000
	N	148	148
Material Rewards	Pearson Correlation	.391**	1
	Sig. (2-tailed)	.000	
	N	148	148

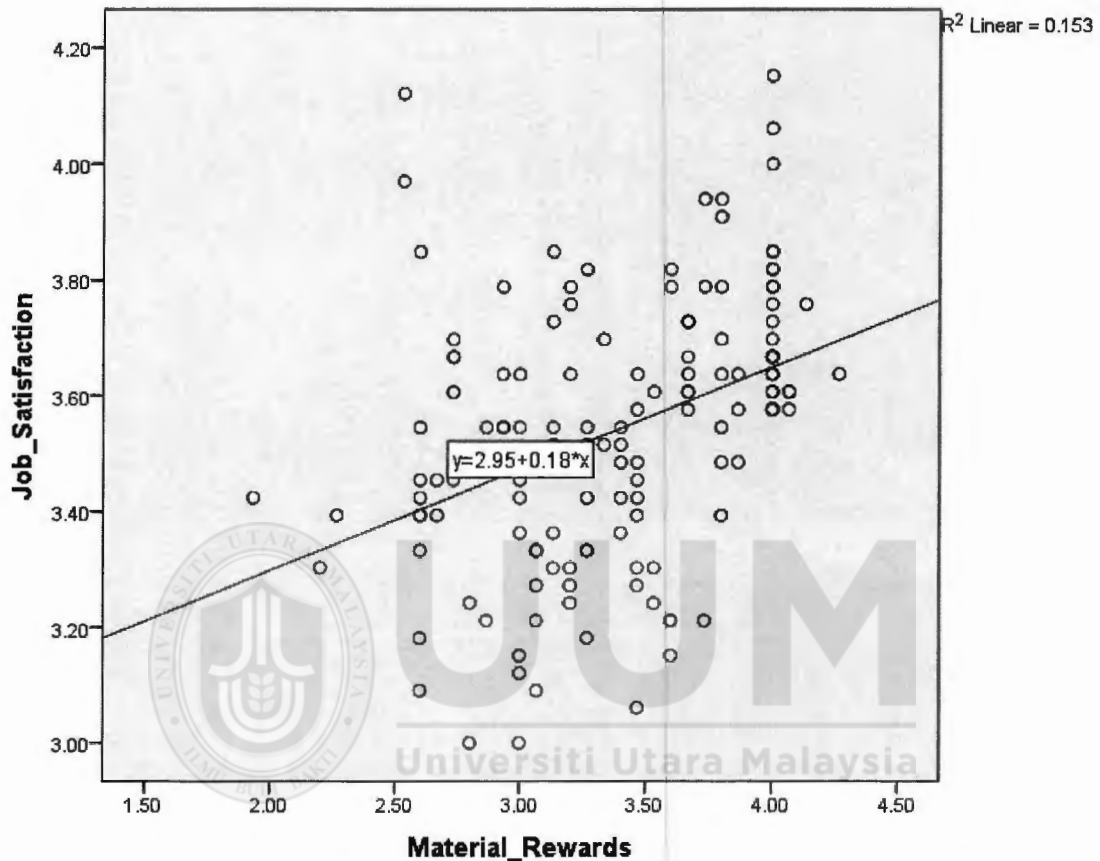
** . Correlation is significant at the 0.01 level (2-tailed).

H1o: There is no significant relationship between material rewards and job satisfaction towards educator in private primary and secondary school in Kota Bharu district.

H1a: There had a significant relationship between material rewards and job satisfaction towards educator in private primary and secondary school in Kota Bharu district.

Table 4.15 shows the result of the Pearson correlation (r) between material rewards and job satisfaction. The result shown that there are had a significant relationship between this variable by having a weak correlation size ($r = 0.391$, $p < 0.01$) as the material rewards as independent variable and job satisfaction as a dependent variable. Moreover, the Scatter graph 4.1 for two variables has shown a positive relationship

Graph 4.1: Scatter Graph for Material Rewards and Job Satisfaction



Therefore, these decisions reject the null hypothesis and accept the alternative hypotheses. That mean, this study has supported hypothesis 1, H1: There is a relationship between material rewards and job satisfaction towards private educator in primary and secondary school in Kota Bharu district.

4.5.1.2 Non-Material Rewards and Job Satisfaction

Table 4.16: Coefficient Correlation for Non-Material Rewards and Job Satisfaction

		Job Satisfaction	Non-Material Rewards
Job Satisfaction	Pearson	1	.353**
	Correlation		
	Sig. (2-tailed)		
	N		
Non-Material Rewards	Pearson	.353**	1
	Correlation		
	Sig. (2-tailed)		
	N		

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

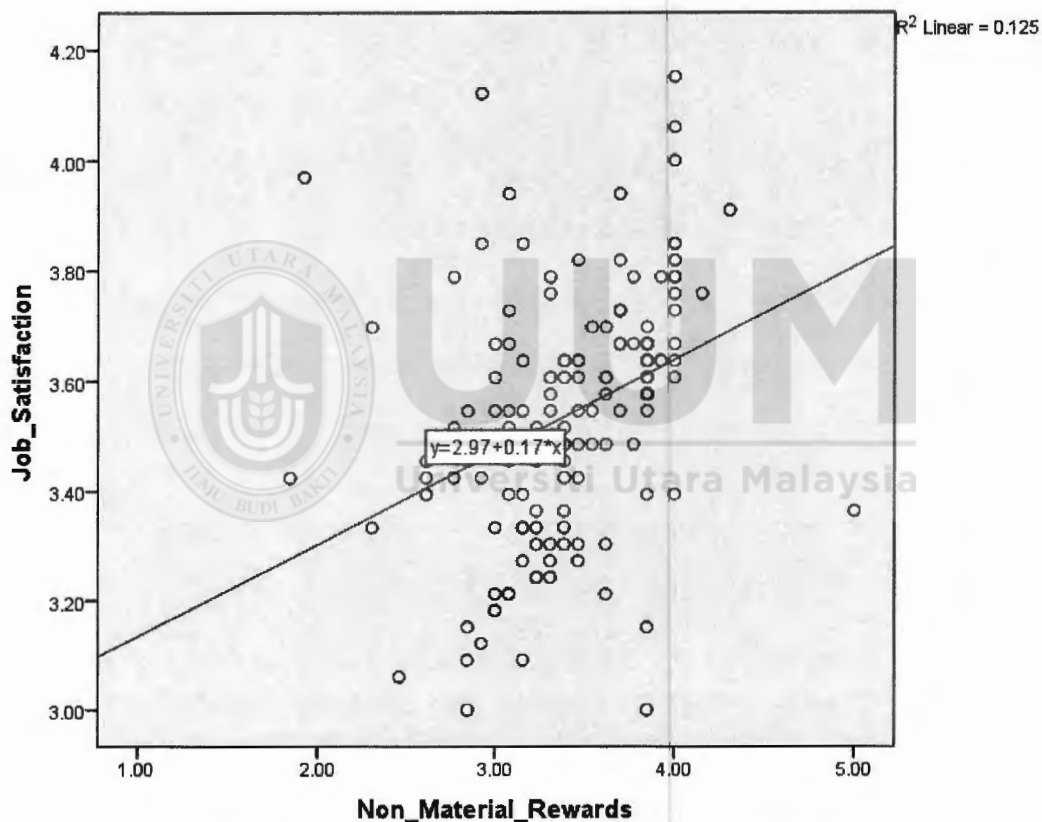
H2o: There is no significant relationship between non-material rewards and job satisfaction towards educators in private primary and secondary school in Kota Bharu district.

H2a: There had a significant relationship between non-material rewards and job satisfaction towards educators in private primary and secondary school in Kota Bharu district.

Table 4.16 shows the correlation coefficient Pearson between non-material rewards and job satisfaction. The results shown that there is a significant relationship by having

moderate correlation ($r = 0.353$, $p < 0.01$). This result was between non-material rewards as independent variables and job satisfaction as dependent variable. Moreover, the Scatter graph 4.2 for two variables has shown a positive relationship.

Graph 4.2: Scatter Graph for Non-Material Rewards and Job Satisfaction



Therefore, these decisions reject the null hypotheses and accept the alternative hypotheses. That mean, this study has supported hypothesis 2, H2: There is correlation between non-material rewards and job satisfaction among educator in private primary and secondary school in Kota Bharu district.

4.5.1.3 Work Environment and Job Satisfaction

Table 4.17: Coefficient Correlation for Work Environment and Job Satisfaction

		Job Satisfaction	Work Environment
Job Satisfaction	Pearson Correlation	1	.422**
	Sig. (2-tailed)		.000
	N	148	148
Work Environment	Pearson Correlation	.422**	1
	Sig. (2-tailed)	.000	
	N	148	148

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

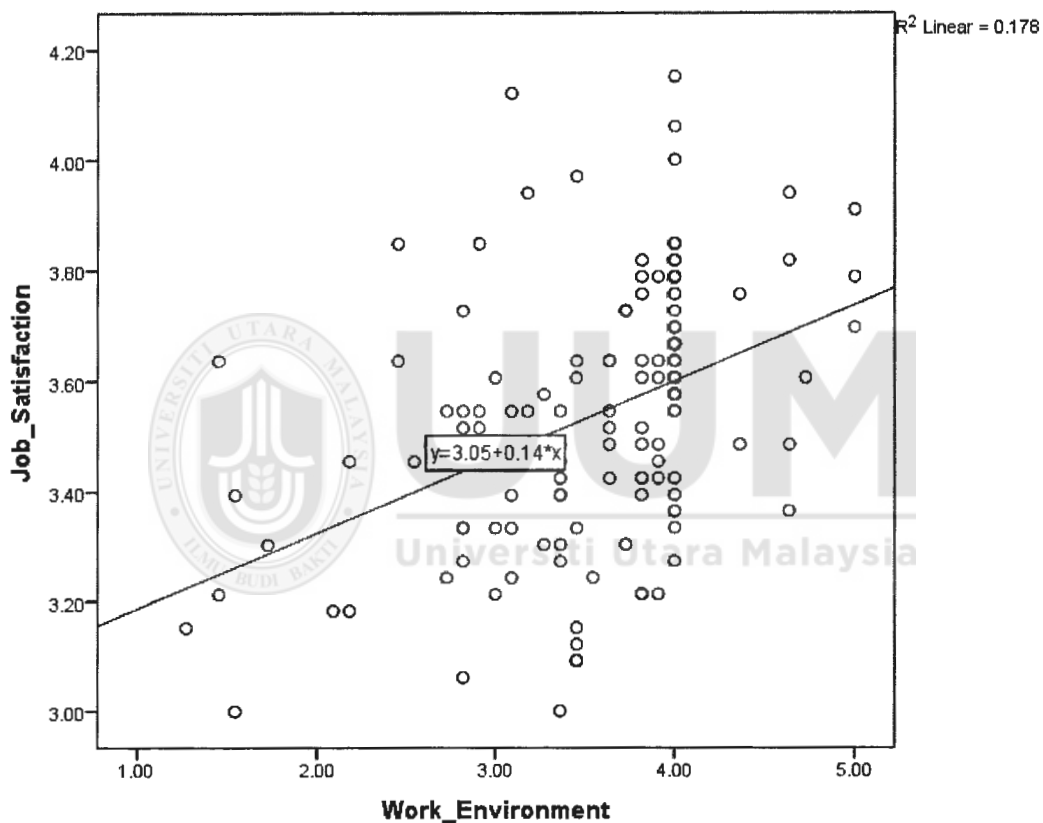
H3o: There is no significant relationship between work environment and job satisfaction towards educator in private primary and secondary school in Kota Bharu district.

H3a: There had a significance relationship between work environment and job satisfaction towards educator in private primary and secondary school in Kota Bharu district.

Table 4.17 shows the about the correlation coefficient Pearson between work environment and job satisfaction. This result shown that there is a significant relationship, by having moderate correlation ($r = 0.422$, $p < 0.01$). This relationship is between work environment as independent variable and job satisfaction as dependent

variable. Moreover, the Scatter graph 4.3 for two variables has shown a positive relationship.

Graph 4.3: Scatter Graph for Work Environment and Job Satisfaction



Therefore, these decisions reject the null hypotheses and accept for alternative hypotheses. This study has supported hypothesis 3, H3: There is a relationship between work environment and job satisfaction towards educator in private primary and secondary school.

4.5.1.4 Resources and Job Satisfaction

Table 4.18: Coefficient Correlation for Resources and Job Satisfaction

	Job Satisfaction	Resources
Job Satisfaction Pearson Correlation	1	.475**
Sig. (2-tailed)		.000
N	148	148
Resources Pearson Correlation	.475**	1
Sig. (2-tailed)	.000	
N	148	148

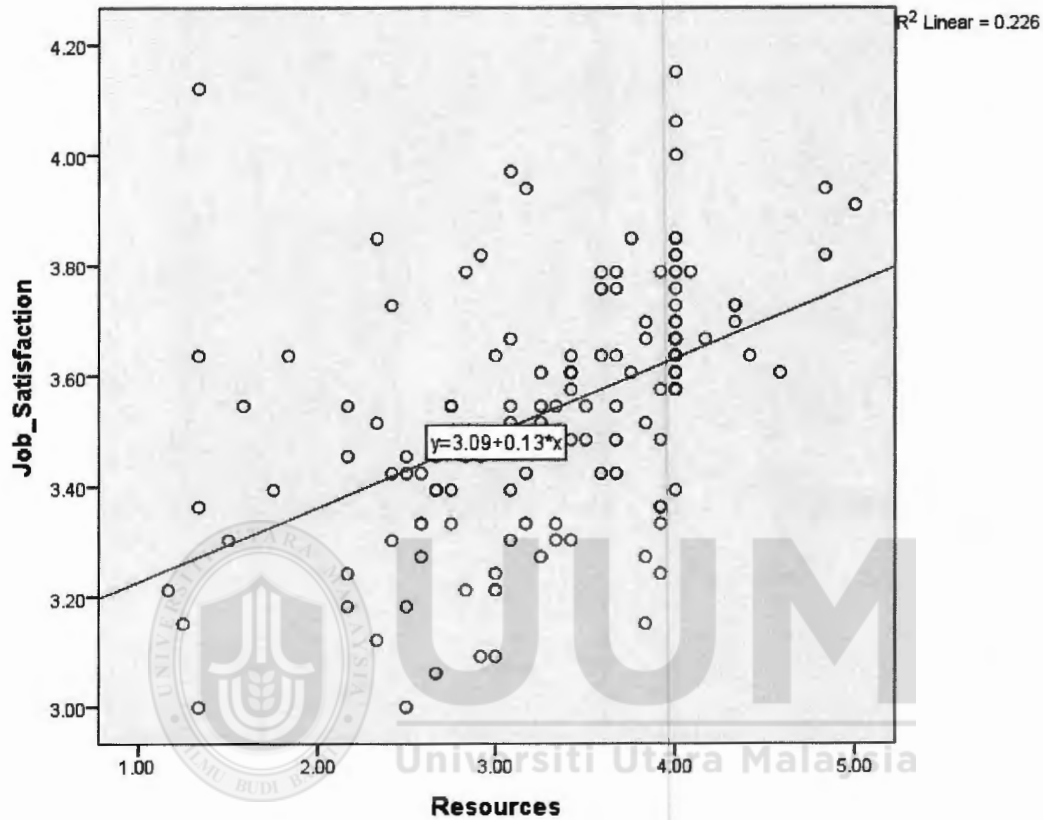
** . Correlation is significant at the 0.01 level (2-tailed).

H4o: There is no significant relationship between resources and job satisfaction towards educator in private primary and secondary school in Kota Bharu district.

H4a: There had a significant relationship between resources and job satisfaction towards educator in private primary and secondary school in Kota Bharu district

Table 4.18 shown about the correlation coefficient Pearson between resources and job satisfaction. This result shown that there is a significant relationship in having a moderate correlation ($r = 0.475$, $p < 0.01$). This relationship is between resources as independent variable and job satisfaction as independent variable. Moreover, the Scatter graph 4.4 for two variables has shown a positive relationship.

Graph 4.4: Scatter Graph for Resources and Job Satisfaction



Therefore, these decisions reject the null hypothesis and accept for the alternative hypotheses. This has supported hypothesis 4, H4: There had a significant relationship between resources and job satisfaction towards educator in private primary and secondary school in Kota Bharu district.

4.5.2 Multiple Regression Analysis

For further inspection by having evaluation in term of the effect of the relationship between independent variables and dependent variables, this study will be using the multiple regression analysis formula. The result from this formula can be used to determine the tenacity and durability of the relationship between independent variable which is more make sense and more significant towards job satisfaction. Table 4.18, Table 4.19, and table 4.20 below will shows the reaction outcome of multiple regression analysis test that have been proceed out. Formula use in Multiple Regression analysis was Criterion variable (DV) – for job satisfaction. Predictors (IVs) – for material rewards, non-material rewards, work environment, resources. Multiple regression – 1 DV and 2 or more IVs.

Table 4.19: The Result of Multiple Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.515 ^a	.265	.245	.19705

a. Predictors: (Constant), Resources, Non-Material Rewards, Work Environment, Material Reward

R Square = 0.50; taken as a set, the predictors material rewards, non-material rewards, work environment, and resource account for 50% of the variance for job satisfaction.

Table 4.20 ANOVA Table

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2.004	4	.501	12.904	.000 ^b
Residual	5.553	143	.039		
Total	7.557	147			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Resources, Non-Material Rewards, Work Environment, Material Rewards

(test using $\alpha = 0.05$)

The overall regression model was significant, $F(4, 143) = 12.904$, $p < 0.001$, R Square = 0.265.

Table 4.21: Coefficients Table

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta (β)		
1	(Constant)	2.792	.132		21.175	.000
	-Material Rewards	.001	.052	.002	.019	.985
	-Non-Material Rewards	.090	.046	.188	1.935	.055
	-Work Environment	.046	.036	.140	1.277	.204
	-Resources	.083	.034	.292	2.414	.017

a. Dependent Variable: Job Satisfaction

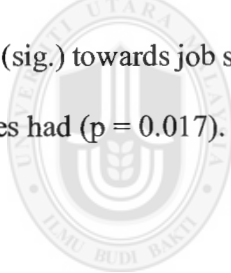
b. Note: R-square = 0.30; F = 12.904; Sig = 0.00; **p < 0.01, p < 0.05

The development result from multiple regression analysis from table 4.21 shows that material rewards, non-material rewards, work environment, and resources alternatives only had influence as much as 26.5%. This value was constructive from the variance of R-square (0.265) as factors that involve the independent variables on job satisfaction. In summary score R-square by 73.5% representing other factors that not analyzed in this study.

Moreover, the overall outcomes of the test from multiple regression analysis showed that not all independent variable had in this study had a relationship with the dependent variable, namely the F = 12.904 (p = 0.000). The result outcome of this test also found that there all four independent variables had significant, namely dependent

variable material rewards ($\beta = 0.002$) and non-material rewards ($\beta = 0.188$), work environment ($\beta = 0.140$), and resources ($\beta = 0.292$) had a positive beta coefficient value. There is no dependent variable for Beta (β) that had a negative value.

From the test outcome of multiple regression analysis, the independent variable for material rewards ($p = 0.985$), and non-material rewards ($p = 0.055$), and work environment ($p = 0.204$) showed that there had no significant relationship (sig.) or no influence towards job satisfaction. This is because the dependent variable towards the three independent variables had a value that are more than $p > 0.05$. However, for other independent variable, that was resources was showed that there had significant relationship (sig.) towards job satisfaction by having value between $p < 0.01$ and $p < 0.05$ that resources had ($p = 0.017$).



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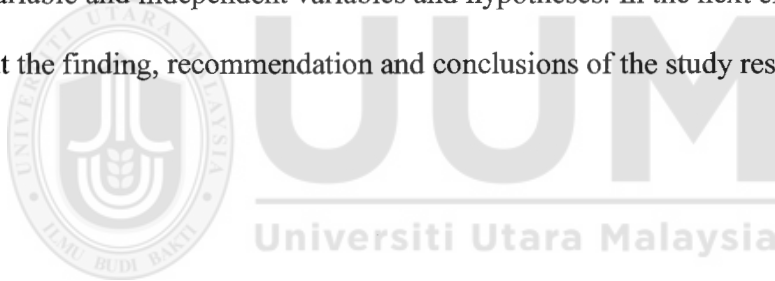
4.6 Summary of Hypothesis Testing

Table 4.22: Summary Result of Hypothesis Testing

Description of Hypothetical	Result
H1o: There was no significant relationship between material rewards and job satisfaction towards educator in private primary and secondary school in Kota Bharu district.	H1o Rejected
H2o: There was no significant relationship between non-material rewards and job satisfaction towards educator in private primary and secondary school in Kota Bharu district	H2o Rejected
H3o: There was no significant relationship between work environment and job satisfaction towards educator in private primary and secondary school in Kota Bharu district	H3o Rejected
H4a: There had a significant relationship between resources and job satisfaction towards educator in private primary and secondary school in Kota Bharu district.	H4a Accepted

4.7 Conclusion

Chapter 4 interpret and illustrate the outcome of the analysis. Data were analyzed by using SPSS version 22.0 and the accomplished process had involving the analysis the respondent, reliability analysis, filter data, factor analysis, descriptive analysis, analysis, interference, and hypothesis testing. This whole chapters, want to show and to know the relationship between the effects of positive and negative on job satisfaction involvement among the educators in private elementary and secondary school in Kota Bharu district. Analyzation in this chapter also is to investigate and determine the relationship between dependent variable and independent variables and hypotheses. In the next chapter it will discuss about the finding, recommendation and conclusions of the study results.



CHAPTER 5

DISCUSSION AND CONCLUSION

5.1 Introduction

The finding of this study had been explored in the previous chapter by researcher. In this chapter it will outline the discussion result and conclusion of this study. This also will elaborate more on the discussion and make conclusion as well as to summarize the outline main recommendations that can be archived based on the result of this study research. Lastly this chapter eventually will be concluded the entire study at the end of the chapter.

5.2 Discussion of the Findings

In this section the researcher had conjointly proceeding the discussion on the factors that have been studied on job satisfaction and impact of material rewards, non-material rewards, work environment, and job satisfaction among the educators in private primary and secondary school. Especially with the five discussion statements in the study that namely: -

1. Justify whether the relationship of four independent variables can give impact to job satisfaction among educators.

2. Providing whether the material rewards as independent variable has a relationship with the educators in private primary and secondary for job satisfaction.
3. Evaluating whether the factor of the non-material rewards had a significant towards educators in term of job satisfaction.
4. To prove the appropriateness of the work environment with job satisfaction in term to find the best solution and the best strategies to maximizing the level of job satisfaction.
5. Evaluate the effectiveness of the resources that related with work surrounding and facilities resources among educators in private education organization towards job satisfaction.

5.3 Summary of the Finding

In this study research, there had four objectives that had been discussed and explored. The first objective is about the exploration of the material rewards with job satisfaction. The second objective to do is about the relationship between non-material rewards and job satisfaction. The third objective is to examine the relationship between work environment and job satisfaction. The last objective involved is was the fourth objectives is to explore the relationship between resources and job satisfaction.

5.3.1 There is a Relationship between Material Rewards and Job Satisfaction among Educators.

In fact, according to Clark and Wilson (1961) and cited by Rebecca (1996) in her article had mention that characteristics items found in the material rewards can be including wages, fringe benefits, patronage, and more. There is no doubt that material rewards factors that was managed properly by organization management can give fullest satisfaction and build employee retention and loyalty towards organization. Material rewards involves the ability of the organization manage fairly the distribution of material rewards.

The analysis of the data gathered based on Pearson Correlation analysis shows that there is a significant relationship between dependent variable and independent variable. The scatter graph from Person Correlation analysis also shows a positive relationship for all variable with outcome $y = 2.95 + 0.18 * x$. According on the Pearson Correlation that had been analyzed in chapter 4 give the result that there has a significant relationship between material rewards and job satisfaction are resulting $r = 0.391$ and $p < 0.01$. Therefore, first hypothesis has been accepted based on this analysis. By granted with significant relationship between material rewards and job satisfaction, the organization management need to alert about setting the material rewards for their employee motivation and more focused on long-tram goals for job satisfaction.

Coefficients and multiple regression analyses were conducted to examine the relationship between job satisfaction and with various potential independent variables. Table 4.20 was summarized of the coefficients towards unstandardized and standardized

coefficients. As can be seen each of the independent variable material rewards scores, is positively correlated with the job satisfaction by having material rewards scales that had positive regression weights by $B = 0.001$ and Beta (β) = 0.985, indicating educator with higher scores on these scales were expected to have higher job satisfaction, after controlling for the other variable in the model. The multiple regression model with all four predictors produced $R^2 = 0.265$, $F(4, 143) = 45.67$, $p < 0.001$. as can be seen in table 4.19. For significant result the value must be $p < 0.05$. This material rewards were shows sig. value for $p = 0.985$, and this indicated that material rewards not significant with job satisfaction. Therefore, for the first hypothesis in this study has been rejected based on this analysis.

5.3.2 There is a Relationship between Non-Material Rewards and Job Satisfaction among Educators.

According to Mislav, Rebeka, Maja (2011) refers that non-material rewards that can be appears as leadership opportunities, recognition for employee that they deserve, or come out as small act by taking employees for lunch. This types act by management or organization will make employee know that their work is appreciated and also give them more motivation to work smart and harder in their task job. Sometimes the management or organization need to make smart choice to rewards their own employee by considering the financial, situation, or classification for not to risk the organization itself.

The analysis from Pearson Correlation also shows that non-material rewards had a significant relationship with job satisfaction and the scatter graph from Pearson

Correlation analysis also shows a positive relationship with variable involved by resulted $y=2.97+0.17*x$. Meanwhile the significant relationship between non-material rewards and job satisfaction in past chapter was given the result $r = 0.353$ and $p < 0.01$. Hence the second hypothesis has been accepted. This proved based on Pearson Correlation analysis that non-material rewards can increase job satisfaction towards employee in the organization. This also related with the research conducted by Adisa, Emira, Amela and Beriz (2014) resulted that non-material rewards can be possible to influence the productivity, social atmosphere at work place among employee in term of job satisfaction.

For the second coefficients and multiple regression analyses that were conducted to examine the relationship between job satisfaction and with second various potential independent variables. Table 4.20 was summarized of the coefficients towards unstandardized and standardized coefficients. As can be seen of the independent variable for non-material rewards scores, is positively correlated with the job satisfaction by having non-material rewards scales that had positive regression weights by $B = 0.090$ and Beta (β) = 0.188, indicating educator with higher scores on these scales were expected to have higher job satisfaction, after controlling for the other variable in the model. The multiple regression model with all four predictors produced R Square = 0.265, $F(4, 143) = 45.67$, $p < 0.001$. as can be seen in table 4.19. For significant result the value must be $p < 0.05$. This non-material rewards were shows sig. value for $p = 0.055$, and this indicated that non-material rewards were not significant with job satisfaction. Therefore, for the second hypothesis in this study has been rejected based on this analysis.

5.3.3 There is a Relationship between Work Environment and Job Satisfaction among Educators.

The concept of work environment that under job satisfaction contained factors aspects such as positive values, relaxed and productive atmosphere, or positive reinforcement and many more (Peggie, Marion, Theo, 2011). Combination of some of these aspect elements can be considered as satisfaction in work environment that can encouraging and persuasiveness through numerous incentives that can be measured by organization. In term to stimulate the satisfaction feeling and energize the employee with charm, positiveness, or condition in work place.

More on research based on Pearson Correlation that had been analyzed in chapter 4 was shows there is a significant relationship between work environment and job satisfaction because the outcome analysis stated value that $r = 0.422$ and $p < 0.01$. Meanwhile the scatter graph had resulted a positive outcome by having $y=3.05+0.14*x$, this graph was based on analysis conducted under Pearson Correlation. By the result outcome shows that third hypothesis has been accepted. Subsequently, management in the organizations need to remain alert about the work environment build around working space, because excellent work environment can motivate the employee and accordingly it can increase productivity, then eventually the employee will get higher in job satisfaction in organizations. This relationship can be supported research by Raheela and Raziq (2015) study that mention the work environment had play a fundamental role in actualizing job satisfaction.

For the third coefficients and multiple regression analyses that were conducted to examine the relationship between job satisfaction and with third various potential independent variables. Table 4.20 was summarized of the coefficients towards unstandardized and standardized coefficients. As can be seen of the independent variable for work environment scores, is positively correlated with the job satisfaction by having work environment scales that had positive regression weights by $B = 0.046$ and Beta (β) = 0.140, indicating educator with higher scores on these scales were expected to have higher level of job satisfaction, after controlling for the other variable in the model. The multiple regression model with all four predictors produced $R\text{ Square} = 0.265$, $F(4, 143) = 45.67$, $p < 0.001$. as can be seen in table 4.19. For significant result the value must be $p < 0.05$. This variable for work environment were shows sig. value for $p = 0.204$, and this indicated that work environment was not significant with job satisfaction. Therefore, for the third hypothesis in this study has been rejected based on this analysis.

5.3.4 There is a Relationship between Resources and Job Satisfaction among Educators.

For the resource towards satisfaction it can be shaping step by step by involving the process renewal the organization into following the current circulation trend and current technologies (Tanpreet, 2016). Although there were smalls modification from the organization still it can give big impact on the emotion, motivation, including satisfaction among employee towards organization. Another positive impact the organization can retain the employee by gaining their trust and loyalty.

Finally, the analyzation that had been done in chapter 4 based on the Pearson Correlation shows that resources had a significant relationship with job satisfaction because the relationship had resulted value $r = 0.475$ and $p < 0.01$. Simultaneously, there also had scatter graph that show a positive outcome by having formula $y = 3.09 + 0.13 * x$ between resources and job satisfaction. This graph was build based on the Pearson Correlation analysis. Therefore, the fourth hypothesis in this chapter had been accepted and approved. The relationship for the two variable that can be supported by research had been conducted by Mendis (2016) that study had resulted empirically that relationship between resource facility and job satisfaction had a positive relationship and further suggested that organizations need to focus and improves their welfare facilities resources.

For the last coefficients and multiple regression analyses that were conducted to examine the relationship between job satisfaction and with the last various potential independent variables. Table 4.20 was summarized of the coefficients towards unstandardized and standardized coefficients. As can be seen of the independent variable for resources variables scores, is positively correlated with the job satisfaction by having work environment scales that had positive regression weights by $B = 0.083$ and Beta (β) = 0.292, indicating educator with higher scores on these scales were expected to have higher level of job satisfaction, after controlling for the other variable in the model. The multiple regression model with all four predictors produced $R \text{ Square} = 0.265$, $F(4, 143) = 45.67$, $p < 0.001$. as can be seen in table 4.19. For significant result the value must be $p < 0.05$. This variable for resources variable were shows sig. value for $p = 0.017$, and this indicated that resources variable was significantly positive with job satisfaction. Therefore, for the last hypothesis in this study has been accepted based on this analysis.

5.4 Limitation of the Research

During the research process, there are some challenging task and crucial limitations for researcher the actualize the completion of the study. For the first limitations that researcher need to deal with is for the insufficiency of participation of several respondents in data collection process. The focus of this study is among educator that involved in private sectors in primary and secondary school and more focus on Kota Bharu district area only. The lack of participation by respondent can be detect by incomplete and deficient of the questionnaire that was provided to respondents.

In addition, this also can be validated by the questionnaire was not fully returned and also not completed. However, there are constrains that must be faced by researcher and need to be emphasized more into considerations is about the respondents view and their suggestions because this study limitations were focus only in one district. That mean this study did not had comprehensive result towards Kelantan state and this research study just have extensive result towards only one parts district between ten district that existed in Kelantan state, by having outspreads the scopes of the study the relationship can be more identified to solve the problem.

For the next limitations that covered in this study is about implementation of data collection act process because the process in this study just only using a quantitative method by provided questionnaire to respondent. The result of this research can be more completed if the researcher was using quantitative and qualitative method. In case the researcher were combining two kind of methods that resulted could be more specific and

the researcher can catch a glimpse of respondents faces, voices, and emotions flourish by subject in addition the result created can be more translucent.

After all, this study research had been limited with four independent variables consist of material rewards, non-material rewards, work environment, and resources, that was used to construct the evaluation towards dependent variable in term of job satisfaction. There are many more other factors that can be embrace the relationship with job satisfaction. Example factors are the economics factors, personal factors, and psychology that can be related with job satisfaction.

5.5 Future Research

The result of the study found that relationship between four independent variables had small infection against job satisfaction as dependent variable. This shows that beside the four variables there still had other factors and variables that can give more reaction towards job satisfaction. Therefore, the researcher had suggestion that upcoming studies research can take other aspects as independent variable such as disturbing factors, organizations perception, social interaction, employee characteristic, organizational environment characteristic, and motivation.

The resulted research from this study had find that this report still had weaknesses that need to be improved. There still had barriers that need to be identify when interpreting the finding result and as well as with identifying the opportunities or advantages that applicable during conducted the studies. In the mist of aspect that was not included in this study and the improvement that can be done are: -

1. It is greatly recommended that an extensive study should be carried out to determine the factors that maximum the influence of job satisfaction among educator in private education especially in private primary and secondary school. Alongside with the study, we will be able to observe and segregate factors that most significantly contribute in improvement of job satisfaction among educators. Researcher can add organizational environment characteristic or organizational perception factor, so the study will be more productively and more favorably used as reference to human resources in organization not only for school management reference.
2. Future studies may not focus on the specific schools in specific area only, but there may have a contrary wider and wider organizations in all areas to get better result in term to investigate job satisfaction among employee. As a result, more data can be collected and analyzed to arrange more respectable and accurate data information for researcher. In addition, on the reliable data collected by the researcher can use quantitative and qualitative methods to gather and accomplished more holistic data to support the research itself.

5.6 Conclusion

Overall this study, have found that material rewards, non-material rewards, work environment, resources, and job satisfaction can be found in the private organization that involved with educators in private sectors especially for private primary and secondary school. Furthermore, researcher found that work environment had strong impact and having more closest relationship with job satisfaction among educators and towards teacher in private education organizations. Thus, the management organization need to pay more attention in providing favorable work environment either in private schools or public schools.



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Appendix A



BORANG SOAL SELIDIK/ QUESTIONNAIRE

PENGARUH MOTIVASI, KAREKTERISTIK PERSEKITARAN ORGANISASI
DAN KEPUASAN KERJA TERHADAP PENDIDIK DI BAHAGIAN PENDIDIKAN
PERSENDIRIAN/ SWASTA:

KAJIAN TERHADAP PENDIDIK DAN GURU PERSENDIRIAN/ SWASTA DI
DAERAH KOTA BHARU, KELANTAN.

Reponden yang dihormati,

Saya merupakan seorang pelajar tahun akhir Sarjana (Sains) Pengurusan di Univesiti Utara Malaysia dan anda dipilih sebagai sasaran responden untuk menyertai dan menjawab kaji selidik ini. Borang kajian ini terdiri daripada 3 bahagian, iaitu Bahagian 1, 2, dan 3. Ada pun soal selidik ini adalah khusus untuk mendapatkan beberapa data dan maklumat untuk menilai hubungan Ganjaran Kewangan, Ganjaran bukan-Kewangan, Persekitaran Kerja, dan Kemudahan Sumber ke atas Kepuasan Kerja di kalangan pendidik dan guru yang terlibat dalam sektor Pendidikan persendirian/ swasta di daerah Kota Bharu, Kelantan. Bahagian A merujuk kepada data demografi, manakala bahagian B merujuk kepada tahap kepuasan anda terhadap kerja anda. Akhir sekali, bahagian C merujuk kepada empat hubungan pembolehubah yang terlibat seperti ganjaran kewangan, ganjaran bukan-kewangan, persekitaran kerja, dan kemudahan sumber terhadap kepuasan kerja di tempat anda.

Semua maklumat yang diberikan adalah RAHSIA dan hanya digunakan bagi tujuan akdaemik sahaja. Kami tidak akan menerbitkan sebarang maklumat yang akan melibatkan individu bagi tujuan lain. Terima kasih atas masa dan kerjasama anda dalam menjayakan usaha penyelidikan ini.

Penyelidik,

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BAHAGIAN A / PART A
LATAR BELAKANG RESPONDEN / BACKGROUND OF RESPONDENT

Seksyen ini bertujuan untuk mendapatkan maklumat tentang latar belakang responden. Responden dikehendaki tandakan [/] pada pilihan yang berkenaan. Hanya satu pilihan sahaja yang diperlukan untuk setiap soalan.

This section is intended to obtain information background of respondents. Respondents are required to tick [/] in the appropriate selection. Only one option is necessary for each question.

1. Jantina / Gender

☐

Lelaki / Male

☐

Perempuan / Female

2. Umur / Age

☐

< 20

☐

21 – 30

☐

31 - 40

☐

41 – 50

☐

> 50

3. Bangsa / Race

☐

Melayu / Malay

☐

India / Indian

☐

Cina / Chinese

☐

Lain-lain / Others

4. Taraf Perkahwinan / Marital Status

☐

Bujang / Single

☐

Berkahwin / Married

☐

Berceraai / Diorce

5. Tahap Pendidikan / Education Level

☐

PMR / SPM

☐

Diploma / Asasi

☐

Ijazah Sarjana Muda / Bachelor Degree

☐

Sarjana / Master

☐

PhD

6. Tempoh Bekerja / Working Period

Bawah 1 tahun / Less Than 1 Year

2 – 3 Tahun / Year

4 – 5 Tahun / Year

6 – 7 Tahun / Year

Lebih Daripada 7 Tahun / More Than 7 Years

BAHAGIAN B / PART B
SOAL SELIDIK TENTANG KEPUASAN KERJA / QUESTIONNAIRES ABOUT
JOB SATISFACTION

1	2	3	4	5
SANGAT TIDAK BERSETUJU	TIDAK BERSETUJU	TIDAK PASTI	BERSETUJU	SANGAT BERSETUJU

Bahagian ini menguji anda terhadap tahap Kepuasan Kerja di tempat kerja anda. Sila nyatakan jawapan anda dengan **membulatkan nombor yang sesuai**.

This section examines you towards Job Satisfaction at your workplace. Please indicate the answer by **rounding the appropriate number**.

1.	Kepuasan Kerja / Job Satisfaction					
1.	Saya berasa bangga dalam melakukan tugas saya / I feel a sense of pride in doing my job	1	2	3	4	5
2.	Banyak peraturan dan prosedur menyebabkan kerja kami bertambah susah / Many of our rules and procedures make doing a good job difficult	1	2	3	4	5
3.	Saya suka orang yang mudah berkerjasama / I like the people I work with	1	2	3	4	5
4.	Saya merasakan kadang-kadang kerja saya tidak bermakna / I sometimes feel my job is meaningless	1	2	3	4	5
5.	Komunikasi di lihat baik dalam organisasi ini / Communications seen good within this organization	1	2	3	4	5
6.	Penyelia saya tidak adil kepada saya / My supervisor is unfair to me	1	2	3	4	5
7.	Saya tidak merasakan bahawa kerja yang saya lakukan tidak di hargai / I do not feel that the work I do is appreciated	1	2	3	4	5

8.	Saya mendapati saya terpaksa bekerja keras dalam pekerjaan saya kerana ketidakcekapan pekerja lain / I find I have to work harder at my job because of the incompetence of people I work with	1	2	3	4	5
9.	Saya suka melakukan aktiviti kerja yang saya lakukan di tempat kerja / I like doing the things I do at work	1	2	3	4	5
10.	Matlamat organisasi ini tidak jelas kepada saya / The goals of this organization are not clear to me	1	2	3	4	5
11.	Kerja di lakukan dengan cepat di sini seperti yang di lakukan di tempat lain / People get ahead as fast here as they do in other places	1	2	3	4	5
12.	Penyelia saya menunjukkan minat terlalu sedikit terhadap perasaan orang bawahan / My supervisor shows too little interest in the feelings of subordinates	1	2	3	4	5
13.	Kerja saya terlalu banyak di tempat kerja / I have to much to do at work	1	2	3	4	5
14.	Saya menghargai rakan sekerja saya / I enjoy my coworkers	1	2	3	4	5
15.	Saya sering merasakan bahawa saya tidak tahu apa yang berlaku dalam organisasi / I often feel that I do not know what is going on with the organization	1	2	3	4	5
16.	Penyelia saya cukup berwibawa dalam melakukan tugasnya / My supervisor is quite competent in doing his/her job	1	2	3	4	5
17.	Saya menghargai dan suka penyelia saya / I like my supervisor	1	2	3	4	5
18.	Saya suka mempunyai banyak kertas kerja / I like to much paperwork	1	2	3	4	5
19.	Terdapat banyak pertelingkahan dan pertempuran di tempat kerja / There is to much bickering and fighting at work	1	2	3	4	5
20.	Kerja saya sangat menyenangkan / My Job is enjoyable	1	2	3	4	5
21.	Tugasan kerja tidak di jelaskan dengan sepenuhnya / Work assignments are not fully explained	1	2	3	4	5
22.	Inovasi di nilai pada kerja saya / Innovation is valued at my work	1	2	3	4	5
23.	Saya mempunyai peluang pertumbuhan kerjaya dalam organisasi ini / I have opportunities for career growth in this organization	1	2	3	4	5
24.	Saya tahu bagaimana kerja saya menyumbang kepada pencapaian matlamat organisasi saya / I know how my work contributes to the achievement of my organization's goal	1	2	3	4	5

25.	Kerja yang saya lakukan memberi saya rasa pencapaian / The work that I do gives me a sense of accomplishment	1	2	3	4	5
26.	Saya terinspirasi untuk memberikan yang terbaik / I am inspired to give my very best	1	2	3	4	5
27.	Tugas saya mencabar dengan cara yang positif / My job is challenging in a good way	1	2	3	4	5
28.	Saya tahu apa yang di harapkan daripada saya melalui kerja saya / I know what is expected of me in my job	1	2	3	4	5
29.	Tugas saya adalah sesuai dengan kemahiran dan minat saya / My job is a good fit with my skills and interest	1	2	3	4	5
30.	Saya berminat dengan kerja yang saya lakukan / I am interested in the work that I do	1	2	3	4	5
31.	Saya mempunyai sokongan di tempat kerja dalam menyediakan perkhidmatan yang baik / I have support at work to provide a high level of service	1	2	3	4	5
32.	Kerja yang saya lakukan adalah bermakna / The work that I do is meaningful	1	2	3	4	5
33.	Saya berpuas hati dengan kerja saya / I am satisfied with my job	1	2	3	4	5

Source: Paul E. Spector (1994)

1	2	3	4	5
SANGAT TIDAK BERSETUJU	TIDAK BERSETUJU	TIDAK PASTI	BERSETUJU	SANGAT BERSETUJU

BAHAGIAN C / PART C
SOAL SELIDIK TENTANG EMPAT PEMBOLEH UBAH/ QUESTIONNAIRES
ABOUT FOUR INDEPENDENT VARIABLES

Bahagian ini menunjukkan adakah wujudnya hubungan antara Ganjaran Kewangan, Ganjaran bukan-Kewangan, Persekitaran Kerja, dan Kemudahan Sumber terhadap Kepuasan Kerja dalam sektor pendidikan persendirian / swasta. Sila nyatakan jawapan anda dengan **membulatkan nombor yang sesuai**.

This section is intended to find out about relationship between Rewards, non-Material Rewards, Work Environment, and Resources towards Job Satisfaction in private education sectors. Please indicate the answer by **rounding the appropriate number**.

2.	Ganjaran Kewangan / Material Rewards					
1.	Saya mendapat pendapatan yang baik untuk pekerjaan yang saya lakukan / I get decent income for the job I perform	1	2	3	4	5
2.	Kecukupan pendapatan untuk memenuhi perbelanjaan keluarga / Sufficiency of income to meet family expenses	1	2	3	4	5
3.	Ketersediaan skim-skim ganjaran kewangan / Availability of scope for schemes of financial rewards	1	2	3	4	5
4.	Saya berasa tidak di hargai oleh organisasi apabila saya berfikir tentang apa yang mereka bayar untuk saya / I feel unappreciated by the organization when I think about what they pay me	1	2	3	4	5
5.	Kejelasan dan keupayaan untuk memahami sistem gaji dan tunjangan yang di ikuti oleh pihak pengurusan / Clarity and ability to understand the pay and allowance system followed by the management	1	2	3	4	5
6.	Kejelasan dan keupayaan untuk memahami sistem insentif yang di ikuti oleh pihak pengurusan / Clarity and ability to understand the incentive system followed by the management	1	2	3	4	5
7.	Menyediakan peluang untuk mendapatkan sesuatu melalui sistem gaji dan insentif / Provision of chances to gain something through the pay and incentive system	1	2	3	4	5
9.	Terdapat pengaruh kesatuan sekerja terhadap sistem gaji sedia ada / Influence of trade union on the existing pay system	1	2	3	4	5
10.	Faktor-faktor yang paling penting yang membuatkan saya bekerja dengan baik adalah apabila gaji saya dan faedah kewangan lain di bayar dengan kerap / The most important factors that makes me perform well at my job is when my salary and other financial benefits are paid regularly	1	2	3	4	5
11.	Saya akan berusaha untuk melakukan kerja lebih baik jika saya di beri lebih banyak hadiah wang tunai / I will be encouraged to perform even better if I am given more a cash reward	1	2	3	4	5
12.	Saya akan melakukan yang lebih baik dalam kerja saya jika saya di beri kenaikan gaji sebagai ganjaran untuk prestasi cemerlang /	1	2	3	4	5

	I will be performing better in my work if I given salary increase as a reward for outstanding performance					
13.	Matlamat saya yang paling penting sebagai pekerja adalah mempunyai keselamatan kewangan / My most important goals as an employee is having financial security	1	2	3	4	5
14.	Saya merasa berpuas hati dengan peluang saya untuk kenaikan gaji / I feel satisfied with my chances for salary increases	1	2	3	4	5
15.	Peningkatan gaji adalah sedikit malah sangat jarang / Raises are too few and far between	1	2	3	4	5
16.	Saya rasa saya di bayar dengan jumlah yang cukup untuk kerja yang saya lakukan / I feel I am being paid a fair amount for the work I do.	1	2	3	4	5

Source: Sonali Arora (2004)

1	2	3	4	5
SANGAT TIDAK BERSETUJU	TIDAK BERSETUJU	TIDAK PASTI	BERSETUJU	SANGAT BERSETUJU

3.	Ganjaran bukan-kewangan / Non-Material Rewards					
1.	Terdapat faedah yang kita tidak ada yang mana faedah tersebut perlu ada / There are benefits we do not have which we should have	1	2	3	4	5
2.	Faedah yang kami dapat adalah sama / The benefit package we have is equitable	1	2	3	4	5
3.	Terdapat ketersediaan skop untuk mendapatkan ganjaran bukan kewangan / Availability of scope for schemes of non-financial rewards	1	2	3	4	5
4.	Terdapat kaitan antara prestasi dan ganjaran yang di kekalkan oleh sistem yang sedia ada / Link between performance and rewards maintained by the existing system	1	2	3	4	5
5.	Faedah dan manfaat kami terima sepadan dengan tawaran organisasi yang lain / The benefits we receive are as good as most other organization offer	1	2	3	4	5

6.	Terdapat kaedah untuk membezakan pekerja berprestasi dan pekerja kurang berprestasi / Method of distinction between the best performers and less performers	1	2	3	4	5
7.	Apabila saya melakukan kerja dengan baik, saya menerima pengiktirafan untuk kerja saya / When I do a good job, I receive the recognition for it that I should receive	1	2	3	4	5
8.	Saya berpuas hati dengan peluang saya untuk ganjaran dan kelebihan faedah / I am satisfied with my chances for promotion	1	2	3	4	5
9.	Saya tidak merasakan usaha saya tidak di beri ganjaran sebagaimana hasilnya / I don't feel my efforts are rewarded the way they should be	1	2	3	4	5
10.	Mereka yang bekerja dengan baik mempunyai peluang yang adil untuk kenaikan pangkat dan peluang di beri ganjaran / Those who do well on the job stand a fair chance of being promoted and rewarded	1	2	3	4	5
11.	Saya tidak berpuas hati dengan faedah yang saya terima / I am not satisfied with the benefits I receive	1	2	3	4	5
12.	Terdapat peluang yang terlalu kecil untuk kenaikan pangkat yang melibatkan kerja saya / There is really to little chance for promotion on my job	1	2	3	4	5
13.	Terdapat sedikit ganjaran bagi mereka yang berkerja di sini / There are fewer rewards for those who work here	1	2	3	4	5

Source: Paul E. Spector (1994)

1	2	3	4	5
SANGAT TIDAK BERSETUJU	TIDAK BERSETUJU	TIDAK PASTI	BERSETUJU	SANGAT BERSETUJU

4.	Persekitaran Kerja / Work Environment					
1.	Ketersediaan persekitaran fizikal yang menyenangkan / Availability of pleasant physical environment	1	2	3	4	5
2.	Penyediaan kemudahan pencahayaan dan pengudaraan di tempat kerja / Provision of lighting and ventilation facilities at the workplace	1	2	3	4	5

3.	Kecukupan kawasan kerja (lantai) berfungsi dengan cekap / Adequacy of working (floor) area to work efficiently	1	2	3	4	5
4.	Tedapat kemudahan pembahagian masa yang menyelesaikan dalam waktu bekerja / Comfort ability of the working hours	1	2	3	4	5
5.	Kecekapan peralatan dan kemudahan peralatan di tempat kerja / Efficiency of the equipment's and tools at the workplace	1	2	3	4	5
6.	Perlaksanaan norma keselamatan dalam organisasi / Implementation of safety norms in the organization	1	2	3	4	5
7.	Terdapat peruntukan peralatan keselamatan di tempat kerja (peti pertolongan cemas, alat pemadam api) / Provision of safety appliances at workplace (first aid kit, fire extinguisher)	1	2	3	4	5
8.	Terdapat kemudahan yang selesa untuk bekerja di bawah persekitaran yang sedia ada / Comfort ability to work under the existing environment	1	2	3	4	5
9.	Terdapat kemudahan bagi menyediakan kebersihan / Provision of sanitary facilities available	1	2	3	4	5
10.	Kantin dan tempat rehat yang berfungsi / Functional canteen and rest area	1	2	3	4	5
11.	Terdapat cara dan peraturan untuk mencegah gangguan dalam organisasi / There are ways and rules to prevent interruption in the organization	1	2	3	4	5

Source: Sonali Arora (2004)

5.	Kemudahan Sumber / Resources					
1.	Tempat kerja mempunyai papan putih interaktif / The workplace has interactive whiteboards	1	2	3	4	5
2.	Organisasi yang di lengkapi dengan projector / The organization equipped with projectors	1	2	3	4	5
3.	Organisasi ini di lengkapi dengan standard computer yang di perlukan / The organization equipped with required standard of computer	1	2	3	4	5
4.	Organisasi ini mempunyai rangkaian Wi-Fi yang boleh di dapati secara percuma /	1	2	3	4	5

	The organization have freely available Wi-Fi network					
5.	Peralatan khas dan persekitaran yang sesuai untuk pekerja dan pelajar kurang upaya / Special equipment and appropriate environment for disability employee's and student	1	2	3	4	5
6.	Peruntukan bahan perpustakaan yang berkaitan untuk mengajar / Provision relevant library material for teaching	1	2	3	4	5
7.	Terdapat kecukupan sumber audio-visual dalam organisasi / Sufficient Audio-visual resources in organization	1	2	3	4	5
8.	Peralatan makmal sains yang berfungsi dan terdapat bahan yang di perlukan untuk projek sains / Functioning science lab equipment and material for project science	1	2	3	4	5
9.	Ketersediaan perisian dalam computer untuk kerja dan pengajaran / Availability computer software for work and teaching	1	2	3	4	5
10.	Ketersediaan peralatan seperti alat tulis untuk keselesaan kerja (kertas, kapur, pembaris) / Availability of stationery tool for comfortable work (paper, chalk, marker, ruler)	1	2	3	4	5
11.	Peruntukan belanjawan yang cukup untuk bekalan dan peralatan tetap / Enough budget for supplies and fixed equipment	1	2	3	4	5
12.	Terdapat kemudahan peralatan sukan untuk aktiviti sukan / Comfort availability of sport facilities and equipment for sport activities	1	2	3	4	5

Source: Core B. Consortium (2008)

1	2	3	4	5
SANGAT TIDAK BERSETUJU	TIDAK BERSETUJU	TIDAK PASTI	BERSETUJU	SANGAT BERSETUJU

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~Thank You for Your Cooperation~

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