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**JOB CHARACTERISTICS AND JOB SATISFACTION
AMONG ADMINISTRATORS
IN A PUBLIC UNIVERSITY IN MALAYSIA**

By



**Thesis Submitted to
School of Business Management,
UUM College of Business, University Utara Malaysia,
In Fulfilment of the Requirement for the
Master of Human Resource Management**



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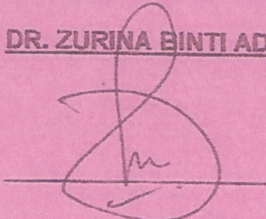
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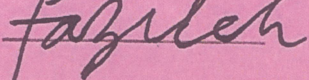
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ABSTRACT

The purpose of this study is to assess the predicting role of job characteristics on job satisfaction. Six dimensions of job characteristics HRM practices examined in this study are variety, autonomy, feedback, task significance, dealing with others and friendship opportunities. Data from a total of 191 administrators from a public university in Malaysia were analyzed. Based on the statistical tests conducted, the author observed that only variety and autonomy had significant positive impact on respondents' job satisfaction. Discussions elaborated the findings and finally, recommendations and conclusion were also highlighted.

Keywords: job satisfaction, job characteristics



ABSTRAK

Tujuan kajian ini adalah untuk melihat peranan sifat-sifat kerja terhadap kepuasan kerja. Enam dimensi sifat kerja telah dikaji di dalam kajian ini. Data daripada 191 kakitangan pentadbiran di salah sebuah universiti awam di Malaysia telah dianalisa. Berdasarkan keputusan analisis, didapati kepelbagaian kerja dan autonomi mempunyai kesan yang positif dan signifikan terhadap kepuasan kerja. Perbincangan untuk hasil dapatan dibuat dan akhirnya, cadangan dan kesimpulan disertakan bersama.

Kata kunci : sifat kerja, kepuasan kerja



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LIST OF ABBREVIATION

SPSS	Statistical Package for Social Sciences
JCM	Job Characteristics Model
JCI	Job Characteristics Inventory
MSQ	Minnesota Satisfaction Questionnaire
JS	Job Satisfaction
V	Variety
A	Autonomy
F	Feedback
TI	Task Identity
DWO	Dealing With Others
FO	Friendship Opportunities



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CHAPTER ONE

INTRODUCTION

1.1 Introduction

In an organizational's life, change and transition are inevitable and leads to negative and intense emotions among people in the organization (Wood, Zeffane, Fromholtz, Wiesner, Morrison, Factor & McKeown, 2019). Dorling (2017) indicates that negative emotions are triggered during change process. A study by Lee and Jang (2019) found that positive emotions related positively to job satisfaction while negative emotions showed a negative link with job satisfaction.

Numerous organizational and work behavior namely performance, attitude, leadership, motivation, conflict and many more oftenly associated with job satisfaction (Pang & Lu, 2018; Parvin & Kabir, 2011). Nelson and Quick (2011) affirmed that job satisfaction proved to be correlated to plenty of crucial personal and organizational outcomes.

In the light of this scenario, organization must then creatively plans and executes approaches to contain the dire impact possibly a change could bring to the employee's emotions which impacted job satisfaction, that eventually impacted the organization as a whole.

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QUESTIONNAIRE

SECTION A: SOCIO-DEMOGRAPHIC PROFILES

Please answer all the questions by circling the appropriate answer OR by filling the blanks.

1. Age	1. Less than 20 2. Between 21 and 30 3. Between 31 and 40 4. Above 40
2. Gender	1. Male 2. Female
3. Ethnicity	1. Malay 2. Chinese 3. Indian 4. Other _____
4. Marital status	1. Single 2. Married 3. Divorced
5. Working experience	1. Less than 5 years 2. Between 6 and 10 years 3. More than 10 years
6. Highest academic qualification	1. SPM 2. STPM 3. Diploma 4. Degree and above
7. Job Group	1. Non-executive 2. Executive

SECTION B: JOB SATISFACTION

Please read the following statement related to your job satisfaction and give a true picture of your feelings about your present job. Ask yourself how satisfied are you with the aspect of your job.

1	2	3	4	5
<i>Very dissatisfied</i>	<i>Somewhat dissatisfied</i>	<i>Satisfied</i>	<i>Somewhat satisfied</i>	<i>Very satisfied</i>

Statements	Ratings				
1. The chance to work alone on the job.	1	2	3	4	5
2. The chance to do different things from time to time.	1	2	3	4	5
3. The chance to be 'somebody' in the community.	1	2	3	4	5
4. The chance to do things for other people.	1	2	3	4	5
5. The chance to tell people what to do.	1	2	3	4	5
6. The chance to try my own methods of doing the job.	1	2	3	4	5
7. The chance to do something that makes use of my abilities.	1	2	3	4	5

8.	The chances for advancement on this job.	1	2	3	4	5
9.	Being able to keep busy all the time.	1	2	3	4	5
10.	The competence of my supervisor in making decisions.	1	2	3	4	5
11.	Being able to do things that don't go against my conscience.	1	2	3	4	5
12.	The way my job provides for steady employment.	1	2	3	4	5
13.	The way company policies are put into practice.	1	2	3	4	5
14.	The way my boss handles his/her workers.	1	2	3	4	5
15.	The way my co-workers get along with each other.	1	2	3	4	5
16.	My pay and the amount of work I do.	1	2	3	4	5
17.	The freedom to use my own judgment.	1	2	3	4	5
18.	The working conditions.	1	2	3	4	5
19.	The praise I get for doing a good job.	1	2	3	4	5
20.	The feeling of accomplishment I get from the job.	1	2	3	4	5

SECTION B: JOB CHARACTERISTICS

BAHAGIAN B: SIFAT KERJA

There are two (2) part in this section. Please respond to each statement by choosing ONE of the boxes associated with five ratings (1,2,3,4, or 5).

1	2	3	4	5
Very little	Little	Moderate amount	Much	Very much

Statements	Ratings				
1. How much variety is there in your job.	1	2	3	4	5
2. How much are you left on your own to do your own work.	1	2	3	4	5
3. How often do you see projects or jobs through to completion.	1	2	3	4	5
4. To what extent do you find out how well you are doing on the job as you are working.	1	2	3	4	5
5. How much opportunity is there to meet individuals whom you would like to develop friendship with.	1	2	3	4	5
6. How much of your job depends upon your ability to work with others.	1	2	3	4	5
7. How repetitious are your duties.	1	2	3	4	5

8. To what extent are you able to act independently of your supervisor in performing your job function.	1	2	3	4	5
9. To what extent do you receive information from your superior on your job performance.	1	2	3	4	5
10. To what extent do you have the opportunity to talk informally with other employees while at work.	1	2	3	4	5
11. To what extent is dealing with other people a part of your job.	1	2	3	4	5
12. How similar are the tasks you perform in a typical workday.	1	2	3	4	5
13. To what extent are you able to do your job independently of others.	1	2	3	4	5

For Part II, where 1=minimum amount, 2=little, 3=moderate amount and 4=much, and 5=maximum amount.

1	2	3	4	5
Minimum amount	Little	Moderate amount	Much	Maximum amount

Statements	Ratings				
14. The feedback from my supervisor on how well I'm doing.	1	2	3	4	5
15. Friendship from my co-workers.	1	2	3	4	5

16.	The opportunity to talk to others on my job.	1	2	3	4	5
17.	The opportunity to do a number of different things.	1	2	3	4	5
18.	The freedom to do pretty much what I want on my job.	1	2	3	4	5
19.	The degree to which the work I'm involved with is handled from beginning to end by myself.	1	2	3	4	5
20.	The opportunity to find out how well I am doing on my job.	1	2	3	4	5
21.	The opportunity in my job to get to know other people.	1	2	3	4	5
22.	The amount of variety in my job.	1	2	3	4	5
23.	The opportunity for independent thought and action.	1	2	3	4	5
24.	The opportunity to complete work I start.	1	2	3	4	5
25.	The feeling that I know whether I am performing my job well or poorly..	1	2	3	4	5
26.	The opportunity to develop close friendships in my job.	1	2	3	4	5
27.	Meeting with others in my work.	1	2	3	4	5
28.	The control I have over the pace of my work.	1	2	3	4	5
29.	The opportunity to do a job from the beginning to end (i.e., the chance to do a whole job).	1	2	3	4	5
30.	The extent of feedback you receive from individuals other than your supervisor.	1	2	3	4	5