

A Study on the Factors Affecting Job Satisfaction amongst Employees of a Factory in Seremban, Malaysia

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Abstract

The purpose of this study was to identify the level of satisfaction of the non-administrative employees toward their job in a Company X, Seremban. Determine the relationship between level job satisfactions of the non-administrative employees with four demographic factors, which are gender, age, wages and level of education and identify the factors that affect non-administrative employees' job satisfaction such as work environment, pay and salary, fairness and promotion criteria. The level of job satisfaction among the non-administrative employees were analysed based on their demographic factor and the influence of the level of job satisfaction factors (independent variables) on the level of job satisfaction (dependent variable). Sampling 35 respondents of non-administrative employees at Company x in Seremabn was chosen to carry out the research. The data was analyzed using SPSS software. Non parametric Statistical tool such Kruskal-Wallis test, frequency and Wilcoxon signed-rank test were used. There are two types of variables used in this research which are Dependent Variables (DV) and Independent Variables (IV). Level of job satisfaction is classified as the DV while the factors of job satisfaction (work environment, pay and salary, fairness and promotion criteria) are classified as the IV. A conceptual framework is drawn based on the variables. The results indicated that work environment, pay and salary and promotion criteria significant impact towards employees' level of job satisfaction whereas fairness of the company do not have significant impact towards the employees' level of job satisfaction.

Key words: job satisfaction, factors of job satisfaction.



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INTRODUCTION

Background of the Study

A survey conducted by Barrington and Franco (2010) shows that the level of job satisfaction among the UK citizens is low across all age groups. This is consistent with the survey conducted by Barrington and Franco (2010) on the job satisfaction of the Americans, where they concluded that "Americans of all ages and income brackets continue to grow increasingly unhappy at work". In Malaysia, Ramayah, et al. (2001) argued that job satisfaction is getting more attention but not much empirical research is done in this area. However, they stated that managers in Malaysia are increasingly aware of the issue of job satisfaction due to two reasons. They explained that one of the reasons is that the managers believe that they have the moral responsibility to provide a satisfying work environment for their employees. The other reason is that they believe that the workers who have a high job satisfaction will be able to positively contribute to the company. These show that the employees' job satisfaction is important because it can have a direct impact towards a company's performance.

According to Phillips and Connell (2003), job satisfaction can be referred as "the degrees to which employees are content with the job that they perform". They explained that job satisfaction comprises of five factors, which are satisfaction with the work itself, salary, opportunity for promotion, supervision, and relationship with colleagues. Moreover, according to McCann (2002) various demographic factors such as age and gender will also affect job satisfaction among the employees. For example, the productivity of the workers whose age are between 59 and above are reported to be lower than those whose age are 58 and below (Cheal, 2002). Hence, one of the demographic factors, which are age negatively, affects the employee job satisfaction as well.

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Statement of the Problem

Clerks in Company X do not complete the task on time. This is because those employees feel stressful with the heavy workload. Observation shows that this situation occurs due to the lack of employees. Employees do not have interest in the job because they feel tired when the entire task cannot complete. Even they were absent, they force to complete their job not only for the present day days but also the previous day. Therefore, employees have to force themselves to work even though she/he is sick. This situation negatively affects the performance and satisfaction of the staffs. Furthermore, they do not interested does overtime expect the task was urgent to complete. This is because they feel stressful if force herself to work. As a result, they were fairly satisfied with their jobs since they did not given enough attention by the manager or company about their problems.

Objectives

The aim of the study is to investigate the relationship between the factors of job satisfaction and the level of job satisfaction among employees in Company X, Seremban.

In specific, there are a few objectives that guided the present study, which are as listed below:-

1. To find out the relationship level of job satisfaction and demographic factors such as gender, age, level of education and salary.
2. To find out the relationship between work environment and the level of job satisfaction among employees.
3. To find out the relationship between pay and salary and the level of job satisfaction among employees
4. To find out the relationship between the fairness and the level of job satisfaction among employees.
5. To find out the relationship between promotion criteria and the level of job satisfaction among employees.

Research Questions

This study attempts to answer the following research questions:

- i. What is the level of satisfaction of the non-administrative employees toward their job?
- ii. What is the relationship between the demographic factors and job satisfaction?
- iii. What are the factors that affect the non-administrative employees' job satisfaction?

Limitations of the Study

As in other researches, this research has its own limitations as well. One of the limitations of this study is that this study only focuses on the job satisfaction of the non-administrative employees within an organization in Seremban. So, the result of this study might not be applicable to the job satisfaction of other organizations outside Seremban. In other words, the findings of this study are only applicable within the organization of the study and do not represent the job satisfaction in all organizations in Malaysia.

The other limitation of the study is that the study only focuses on the non-administrative employees of a factory. So, this result is not applicable to the employees of other jobs such as teachers, lawyers, office employees and so on. So, the individuals who refer to this study have to be aware that the participant of the present study is on the employees working in a factory.

LITERATURE REVIEW

According to Evans (1999), job satisfaction is defined as "a state of mind encompassing all those feelings determined by the extent to which the individual perceives her/his job related needs to being met". Frazier (2005) stated that there are a few elements that affect job satisfaction, which are extrinsic and intrinsic motivating factors, the quality of supervision and social relationships with the work group. Intrinsic motivation, as explained by Hanaberg (2010) is interest based and extrinsic motivation is compliance based. By improving intrinsic motivation, the employer can take care of the employees' interest, including their passion, drive, creativity, and energy. Extrinsic motivation, on the other hand, can be improved by giving positive reinforcement to the employees such as raising their salary, giving them compliments, giving them more important tasks and so on.

Maslow's Hierarchy of Needs

According to Pride et al. (2005) and Smoke (2005), Abraham Maslow is an American psychologist and is known for developing a theory of motivation based on a hierarchy of needs. Cambridge Advanced Learners Dictionary (2007) defined “need” as “to have to have or to want something very much”. Maslow suggested that there are four basic needs that must be satisfied so that a person can act unselfishly. The four basic needs are psychological, safety, love, and esteem. He referred these needs as “deficiency needs”. Once these basic needs are fulfilled, other (or higher) needs will surface. When these are fulfilled, again other (or higher) needs will appear. And the same goes for these needs and the other (or higher) needs that follow. Maslow’s hierarchy of needs is illustrated as follow:-



Figure .1: Maslow’s hierarchy of needs (Milliken and Honeycutt, 2004)

Maslow’s hierarchy of needs shows that the basic human needs are psychological or survival needs; follows by safety needs; love, affection, and belongingness need; esteem needs; and self-actualization needs. According to Smoke (2005) physiological or survival needs are basic needs such as water, air, food, sleep, sex and so on. For example, if an employee is sleep-deprived, he or she will feel discomfort and unable to concentrate in his or her task. Thus, he or she will have a strong urge to satisfy this need. However, Kreitner (2006) pointed out that nowadays, most employees have little difficulty in satisfying basic needs. Since these needs are already satisfied, the employees will move on to other (or higher) needs, which is safety needs.

Safety needs are psychological in nature. Smoke (2005) explained that the security of a home and family is important in order to obtain consistency and stability. Therefore, human beings need home and family so that they will feel safe and secure. If a person is working in an area where the crime rate is high, he or she will definitely have a strong urge to transfer to another working area where it is safe so that they can work comfortably. This example is consistent with the statement made by Kreitner (2006) where he stated that some researchers found that there is a sudden increase of the need to feel safe at work among employees. This is because the employees ranked “feeling safe as work” as a very important factor. When the safety needs are satisfied, human beings will move to higher level of needs, which are love, affection and belongingness needs.

Love, affection and belongingness needs, which also known as social needs, can be fulfilled when a person is able to affiliate with the members of the same community in a meaningful way (Carducci, 2009). For example, when an employee wears the same t-shirt with his or her colleagues, the employee will feel a sense of belonging toward his or her job. Besides, human have the need to feel accepted and appreciated by others. According to Madura (2006), some firms even try to assist employees in achieving social needs by social events after working hours. Apart from that, it is part of human nature to have a partner so that a person will feel loved and supported. When love, affection and belongingness needs are fulfilled, human beings will move to a higher stage of needs, which are esteem needs.

Carducci (2009) describes that esteem needs as the needs to gain respects from others as well as the need to have self-respect. Pastorino et al. (2008) add that esteem needs encompass the need to achieve certain goals, gain approval, and recognition from others. Madura (2006) explained that some workers can achieve esteem needs when they are promoted by their company or receive special recognition such as

certificates for their work. Therefore, once these needs are satisfied, a person will advance to another higher level of needs, which are self-actualization needs.

Lastly, self-actualization needs are the highest level of need and it can be satisfied when one's potential is realized (Pastrino et al., 2008). For example, if one is good at drawing, one will attend drawing classes, keep on practicing on one's drawing skill, or visit drawing clinics in order to expand or maximize one's potential. When these are done, self-actualization needs can be fulfilled. From this, one can seek for peace, aesthetic experience and self-fulfillment (Smoke, 2005). Kreitner (2006) adds that self-actualized employees will be able to become more creative and lead the organization to new directions.

Herzberg's Two-Factor theory

Another important theory regarding job satisfaction is Herzberg's Two-Factor theory. According to Madura (2006), Frederick Herzberg had conducted a study on 200 accountants and engineers about job satisfaction in the attempt to identify factors that contribute to their dissatisfaction towards their job. He listed that common factors identified for dissatisfied employees are working conditions, supervision, salary, job security, and status. On the other hand, the common factors identified for satisfied employees are achievement, responsibility, recognition, advancement and growth. Factors identified among satisfied employees are known as motivation factors where factors identified among dissatisfied employees are known as hygiene factors, maintenance factors or job context factor (Mukherjee, 2009).

Table .1: List of common factors identified by dissatisfied workers and common factors identified by satisfied workers (Madura, 2006).

Common factors identified by dissatisfied workers	Common factors identified by satisfied workers
Working conditions	Achievement
Supervision	Responsibility
Salary	Recognition
Job security	Advancement
Status	Growth

Madura (2006) elaborated that Herzberg's study suggested that hygiene factors such as working conditions and salary must be sufficient in order to prevent employees from being dissatisfied towards their job. In other words, hygiene factors are important as to prevent job dissatisfaction among the employees (Mukherjee, 2009; and Pattanayak, 2005). However, these factors might not necessarily become the contributing factors towards job satisfaction. This means that when the workers have adequate work conditions and ample salary, their feelings of dissatisfaction towards their job can be prevented. But it is not definite that these factors will increase the level of job satisfaction among the employees (Madura, 2006). Fallon and Zgodzinski (2008) added that the hygiene factors might not have significant impact in improving performance but if these factors are not fulfilled, the performance of the employees will deteriorate.

On the other hand, motivation factors, also known as job content factor (Mukherjee, 2009) such as recognition and advancement can easily contribute to a higher level of job satisfaction. According to Pattanayak (2005), motivation factors are able to encourage the employees to the extent that they are able to demonstrate superior effort and superior performance. Therefore, motivation factors are also known as being able to provide true motivation. Sapru (2006) added that motivation factors stem from human beings' need to realize their true potential. The absence of these factors will not cause dissatisfaction though but positive satisfaction will not exist (Sapru, 2006).

Studies done on Herzberg's two factor theory

There are plenty of researches done on Herzberg's two factor theory. The table that follows illustrates some of the researches on done to test the factors emphasized in the theory.

Table .2: Researches done to test the factors tested in Herzberg's two factor theory

Researcher	Sample	Instruments	Findings	Notes
Mohamed Hossam El-Din Khalifa & Truong (2010)	80 of the teaching staff at the Egyptian private universities	Job satisfaction was measured using a modified version of Smith, Kendall, and Hulin's Job Descriptive Index questionnaire (1969).	- Perceptions of Herzberg's motivator's equity were all positively related to job satisfaction. - Findings provide support to Herzberg's findings that improving hygiene factors would not lead to improvement in employee's job satisfaction.	Herzberg's motivation factors and hygiene factors are proved to be valid.
Mora and Rerrer-i-Carbonell (2009)	5287 graduates of 12 recognized universities in Catalonia, Spain.	Questionnaires that include five job satisfaction domains (work content, promotion possibilities, earnings, applicability of acquired knowledge and job security) were distributed.	-Women are statistically less satisfied than men for three out of five job satisfaction domain (promotion possibilities, earnings, and job security) - Women and men score equally in the other two domains (satisfaction with the applicability of acquired knowledge and with work content)	-One of the motivation factors, which is promotion possibilities. -Two of the hygiene factors, salary and job security are valid.
Lundberg et al. (2009)	613 seasonal workers at a ski-resort strongly steered by seasonality, situated in northern Sweden.	Open-ended interviews were conducted. Researcher asked about work, leisure, place of residence, work motivation and fellow workers and allowed the respondents to speak freely about the highlighted themes. Questionnaires were also distributed.	-The most important factors to explain work motivation are growth factors (motivation factor). - Hygiene factors (wage level and rewards) are not significant.	-One of the motivation factors, growth, is valid. -One of the hygiene factors, salary is invalid.
Wubuli (2009)	Employees of fast food restaurants include KFC for Alor Setar and Penang, McDonald's, and MYFC	Questionnaires adapted from job descriptive index (JDI), created by Smith, Kendall & Hulin (1989) and Minnesota satisfaction questionnaire (MSQ).	- Work conditions, pay variable, fairness and promotion are a significant predictor of job satisfaction.	-One of the hygiene factors, which is work conditions -One of the motivation factors, which is promotion, is valid.

Theodossiou and Vasileiou (2007)	5778 workers from European countries.	Questionnaires that inquired issues on employment, general attitudes towards work, work organization, and several sociodemographic variables. IV method and the OLS method were adopted.	The result shows that individual's uncertainty towards the job security has a detrimental influence towards job satisfaction for both genders.	One of the hygiene factors which is job security, is valid.
Nielsen and Smyth (2008)	10,716 Chinese from 32 Chinese cities in China.	Questionnaire that inquires whether the respondents are satisfied with their job, what incentives that they consider as important when selecting a job, as well as the background characteristics of the respondents such as age, education, gender, income, marital status, and occupation.	<ul style="list-style-type: none"> - Almost 43% were at least quite satisfied with their job and at least 20% were at least quite dissatisfied with their job. - Chinese urban employees consider job stability, a high income, and professional development as important when choosing a job. - Employees who consider job stability, high income, professional development opportunities, work/life balance, and provision of social insurance as important were more likely to have a high job satisfaction. 	<p>Two of the hygiene factors, which are job security and salary.</p> <p>-One of the motivation factors which is growth, is valid.</p>
Crossman and Abou-Zaki (2003)	202 employees from nine commercial banks in Lebanon.	Questionnaire that was based on Job Descriptive Index (JDI), a reliable facet measure overtime, application across a variety of demographic groups, and reliable when translated into Arabic.	<ul style="list-style-type: none"> - Overall job satisfaction is slightly related to job security. - Pay has a significant effect toward females whereas supervision has a significant effect toward males. - Males are more satisfied than females with the promotion and co-workers. -Self-reported performance increases linearly with tenure. - There is no significant relationship between job satisfaction and job performance. 	<ul style="list-style-type: none"> - Job security is a valid hygiene factor. - Salary and supervision are partially valid hygiene factors.

Ruthankoon and Ogunlana (2003)	125 respondents including 64 engineers and 61 foremen from 29 construction sites in the Bangkok area	Interview questions based on "critical incident technique" developed by Flanagan (1954) and semi-structured interview techniques were adopted.	-Responsibility, advancement, possibility of growth, and supervision contribute to job satisfaction. -Work conditions, job securities, safety on site, relationships and other organizations contribute to job dissatisfaction. -Recognition, work itself, company's policy, and administration, interpersonal relations, personal life, and status contribute to job satisfaction and dissatisfaction. -Achievement contributes to satisfaction for engineers but contributes to both satisfaction and dissatisfaction for foremen.	-Three of the motivation factors, which are responsibility, advancement and growth, are valid. - Two of the hygiene factors, which are work conditions and job security, are valid.
Aiken et al. (2002)	43,329 nurses working in adult acute hospital	Nurses' working perceptions questionnaire (adopted from Maslach and Jackson's (1986)	-The nurses in Germany were more satisfied with the chances provided for advancement whereas the nurses in the US and Canada felt more satisfied with their salaries.	- Advancement, the motivation factor, is valid. - Salary, the hygiene factor, is valid.
Finn (2001)	178 registered nurses of 12 wards in Australia.	Questionnaire entitled job satisfaction survey for registered nurses" by Stamps and Piedmonte was adapted. Five job components: autonomy, interaction, task requirements, professional status, and organizational policies were dependent variables.	-Autonomy is the most important job components, followed by interaction, task requirement, professional status, and lastly organizational policies. - 93% are satisfied with professional status, 88% are satisfied with interaction, 70% for job autonomy, 22% for task requirement, and 17% for organizational policies. - 44% does not think that their supervisors would back them up after making an important nursing decision.	

METHOD

There are many companies in Seremban and researcher only chooses one Company X to do the research. All non-administrative employees were selected. In this study, primary data and secondary were used to determine the factors of job satisfaction towards level of job satisfaction. A set of questionnaires containing 42 questions divided into four sections which are demographic respondents, level of job satisfaction, factors of job satisfaction and perception of employees towards their company. The data gathered were analysed by SPSS version 15.0.

Quantitative analysis

Zulkarnain, Yahaya Mohammad and Fatimah Omar (1999) argued that the data obtained from the research on job satisfaction were assessed through the calculation of percentage and mean score. The mean score method was used to evaluate the level of job satisfaction among the employees, whether it is at the high, medium or the low level. By referring to the Likert scale that was applied in the questionnaire, the frequency of each factor can be calculated. The formula for calculation of mean score is as follows:

$$\text{Mean score for each factor} = \frac{1(a) + 2(b) + 3(c) + 4(d) + 5(e)}{\text{Total respondent}}$$

Where a, b, c, d, and e are the frequency of each Likert scale; 1, 2, 3, 4, 5 is the Likert scale's scores

In order to determine the position of the mean score, a simple statistic method was applied to deduct the lowest mean score from the highest mean score. The amounts obtained were divided by three. The three represents three categories as mentioned above, which are high, medium and low. The formula used is as shown below:

Table .3: The determination of the position of the mean scores

Range	Level
1.00 - 2.32	Low
2.33 - 3.65	Medium
3.66 - 5.00	High

If there is one factor that shows a low mean score, it does not indicate that the factor is not needed but indicates that it is not significant if compared to other factors that are in the medium or high level.

Descriptive statistic

According to Jewell *et al* (2010), descriptive analysis is used to organize and describe the characteristics of the data collected. In this study, descriptive analysis in the form of percentage and frequency was used to analyze demographic of the respondents and level of job satisfaction.

Inferential statistic

Researchers used Kruskal-Wallis test and Wilcoxon signed-rank test to analyze the results extracted from the questionnaires. By using this technique, each factor is analyzed in depth. Frequency and percentage were used to determine the demographic of respondents. Meanwhile, rank was used to identify the relationship between factors of job satisfaction and level of job satisfaction. In this data analysis, there are five level of agreement was used to determine the employees satisfaction which are strongly agree, agree, slightly agree, disagree and strongly disagree.

There are two types of variables used in this research which are Dependent Variables (DV) and Independent Variables (IV). Level of job satisfaction is classified as a dependent variable while the factors of job satisfaction are classified as independent variables. The conceptual framework of this research is as illustrated in Figure 2.

Reliability table: Reliability analysis was used in this chapter and there were 35 respondents involved in the measurement scale. Table 4 shows the result of reliability analysis of four independents variables and a dependent variable. According to Yockey (2008), the lower value of coefficient alpha indicates a high consistency among the items on scale. The range of reliability was from 0.850 to 0.975. The highest

reliability result was fairness (0.967) followed by working environment which is 0.975, salary (0.898) and the lowest is promotion criteria (0.850). Therefore, the result is acceptable as the reliability results fall in between 0.850-0.975.

Figure. 2: Conceptual Framework

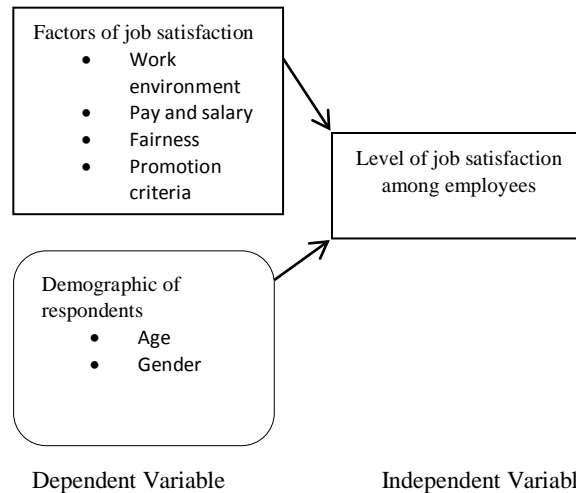


Table .4: Reliability coefficient of dependent and independent variables

Variables	Cronbach's Alpha	Number of items
Level (dependent)	0.871	6
Environment	0.975	9
Salary	0.898	5
Fairness	0.967	6
Promotion	0.850	6

RESULTS

a) Demographic of the respondents in Affecting employees' level of job satisfaction

Table shows the correlation between the age, gender, level of education, salary and level of job satisfaction.

Table .4: Correlation between the age, gender, level of education, salary and the level of satisfaction.

	Mean rank	Sig		Mean rank	Sig
Age (N=9) (N=17) (N=6) (N=3)	20-25	0.371	Level of PMR Education Certificate Diploma	21.11	0.957
	26-30			16.10	
	31-35			19.00	
	36-40			17.60	
	35			17.77	
Gender Male (N=8) Female (N=27) N	19.88	0.556	Salary less than RM1000 RM1000-RM1499 RM1500-RM1999 RM2000-RM2499 RM2500-RM2999	17.14	0.410
	17.44			15.63	
	35			18.50	
				20.13	
				28.33	
				35	

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

The results obtained were analyzed by using SPSS. By referring to Table 1.1, it is found that there is no significant between demographic of the respondents and the level of job satisfaction because $p > 0.05$. So,

the demographic factors does not affect employees' level of job satisfaction. Therefore, null hypothesis, which is Ho_{1,2,3,4} that is accepted, where there is no significant relationship between the demographic factors with the level of job satisfaction in Company X.

b) Work Environment Factor

There were also nine questions that related to the work environment, as illustrated in Table below.

Table .5: The frequency of the responses regarding work environment according to the Likert scale

Class size	VDA	DA	SA	A	VA	MEAN	RANK
5) The decoration in the company make me feel comfortable	0	3	14	16	2	3.49	1
3) The company provides adequate working equipment	0	3	15	15	2	3.46	2
2) The working condition of the company makes me feel comfortable	0	3	16	15	1	3.40	3
1) The company's supervisors respect the subordinates	1	1	18	14	1	3.37	4
4) The atmosphere in the company is pleasant	0	3	17	14	1	3.37	4
6) The company's higher management staffs perform their job very well	0	3	17	13	2	3.37	4
7) The company's employees are close with each other	0	2	20	11	2	3.37	4
8) The company provides safe working condition	0	2	20	11	2	3.37	4
9) The company's manager is approachable and helpful	0	2	19	13	1	3.37	4

Table 5 discloses the working environment factors that might be the job satisfaction factor. The highest-ranking is the fifth statement, which is 'The decoration in the company making me feel comfortable'. Sixteen respondents (36.4%) who agreed, 14 respondents (31.8%) were slightly agreed and the remaining three respondents (6.8%) disagreed with the statements. The mean score for this statement is 3.49.

Next, statement 3, which is 'The Company provides adequate working equipment', is the second highest ranking and had mean score of 3.46. Statement 2 which is 'The working condition of the company makes me feel comfortable' has the third ranking and mean score of 3.40. Additionally, Statement 4, "The atmosphere in the company is pleasant", statement 6, "The company's higher management staffs perform their job very well"; statement 7, "The company's employees are close with each other"; statement 8, which is "The company provides safe working condition"; and the last statement "The company's manager is approachable and helpful."; share the same mean score, that is 3.37 and are the fourth ranking.

For the last statement which is "The company's manager is approachable and helpful", nineteen respondents (43.2%) selected slightly agree whereas 13 respondents (29.5%) who were agree with the statement. A respondent (2.3%) was very agreed with the statement. There were two respondents (4.5%) who were disagreeing about the statement.

The mean score for all the statements above was 3.40, which means that the medium mean score is significant if compared to other factors that were in the lower level.

a) Pay and salary Factor

Another section of the questionnaire seeks the responses of the respondents regarding the relationship between pay and salary and their level of job satisfaction.

Table .6: The frequency of the responses regarding pay and salary according to the Likert scale

Class size	VDA	DA	SA	A	VA	MEAN	RANK
2) The company's benefit system is fair	2	7	22	4	0	2.80	1
3) Every employee's salary is at par with their position	0	14	14	7	0	2.80	1
4) Every employee's salary is at par with their skills and knowledge	0	13	16	6	0	2.80	1
5) The overtime (OT) payment is reasonable	0	16	15	4	0	2.60	2
1) The company's basic salary is reasonable	6	11	11	7	0	2.54	3

Twenty-two respondents (50%) were slightly agreed and four respondents (9.1%) who were agree with statement 2 that the company's benefit system is fair. Seven respondents (15.9%) who were disagree and two respondents (4.5%) who were very disagree with the statement.

Next, statement 3 is 'Every employee's salary is at par with their position'. There are 14 out of 35 respondents (31.8%) who were slightly agreed and disagreed with the statement respectively. Seven respondents (15.9%) were agreed with the statement.

Sixteen respondents (36.4%) agreed, thirteen respondents (29.5%) disagreed and the remaining three respondents (13.6%) who agreed that each employee's salary is at par with their skills and knowledge. Apart from that, 16 respondents (36.4%) disagreed on statement 5 which is "The overtime (OT) payment is reasonable". Fifteen respondents (34.1%) were slightly agreed and four respondents (9.1%) were agreed with the statement.

Statement 1 states that 'The Company's basic salary is reasonable'. Eleven respondents (25%) selected disagree' and 'slightly agree' with the statement respectively. Seven respondents (15.9%) who agreed and six respondents (13.6%) very disagreed with the statement.

Moreover, the second statement, third statement and fourth statement are all ranked as the first whilst statement five and statement one get the second and third ranking respectively.

The mean score of this factor pay and salary is 2.72. Even this figure is the lowest among other factors but it still in the range of 2.33-3.65. It means it is significant if compared to other factors that were in the lower level.

d) Fairness Factor

Table .7: Frequency of the responses given regarding the fairness according to the Likert scale.

Class size	VDA	DA	SA	A	VA	MEAN	RANK
2) The company's benefit system is fair	2	7	22	4	0	2.80	1
3) Every employee's salary is at par with their position	0	14	14	7	0	2.80	1
4) Every employee's salary is at par with their skills and knowledge	0	13	16	6	0	2.80	1
5) The overtime (OT) payment is reasonable	0	16	15	4	0	2.60	2
1) The company's basic salary is reasonable	6	11	11	7	0	2.54	3

The highest ranking of respondents is the statement, 'Some of employees work longer hours but received the same salary with other colleagues in the company'. The mean score is 3.91. Twenty-five respondents (71.4%) disagreed and four respondents (11.4%) strongly disagree. Five respondents (14.3%) were agreed and a respondent (2.9%) strongly agreed with that statement. Besides that, twenty-one respondents (60%) were slightly agreed and eight respondents (22.9%) were agreed that each employee respect each other in

the company. Two respondents (5.9%) were very agreed with the statement. However, there were four respondents (11.4%) disagreed about the statement. The mean score for this statement is 3.23 and that is second highest ranking.

For the statement 1, 'Every employee is treated equally in the company', and statement 3, which is 'The Company has a fair evaluation system', the same mean score is obtained, that is 3.14 and both are the third ranking statement. Apart from that, there were six respondents (17.1%) who disagreed that the company's promotion system is fair to everyone. The mean score for this statement is 3.11 which is second lower ranking.

The lowest ranking is 'The Company provides equal benefits for every employee'. The mean score is 3.09. Twenty respondents (57.1%) were slightly agree and nine respondents (25.7%) were agreed about the statement. However, there were six respondents (17.1%) who were disagreed. The mean score for this factor is 2.97. It is in the range of 2.33-3.65. It means that the medium mean score is a significant factor.

e) Promotion criteria

There were also six questions that related to the promotion criteria, as illustrated in Table below.

Table .8: The frequency of the responses regarding the promotion criteria according to the Likert scale

Class size	VDA	DA	SA	A	VA	MEAN	RANK
2) The company's benefit system is fair	2	7	22	4	0	2.80	1
3) Every employee's salary is at par with their position	0	14	14	7	0	2.80	1
4) Every employee's salary is at par with their skills and knowledge	0	13	16	6	0	2.80	1
5) The overtime (OT) payment is reasonable	0	16	15	4	0	2.60	2
1) The company's basic salary is reasonable	6	11	11	7	0	2.54	3

Table 8 presents respondents' level of job satisfaction based on promotion practice factor. The highest ranking of statement is 'senior employees get advantages in promotion'. The mean score is 3.91. Three respondents (8.6%) strongly disagree, 27 respondents (77.1%) disagree. However, 4 respondents (11.4%) slightly agreed and a respondent (2.9%) who agreed about the statement.

The second highest ranking is statement 6 which is 'Promotion can improve my work attitude'. The mean score is 3.57. Besides that, twenty-four respondents (68.6%) who were slightly agreed and seven respondents (20%) were agreed that promotion criteria are very clear in the company. Four respondents (11.4%) were disagreed with the statement. The mean score for this statement is 3.09, which is third ranking.

For the statement 3 which is 'Every employee has equal opportunity to be promoted in the company', the mean score is 3.06, which is the fourth ranking.

The lowest ranking statements are statement 2 and 4 which are 'Promotion depends on employee's work performance' and 'The Company has fair evaluation system. Both statements consists the same mean score, which is 3.03. Twenty-five respondents (71.1%) were slightly agreed and six respondents (17.1%) were agreed with statement 2. However, a respondent (2.9%) was very disagreed and three respondents (8.6%) were disagreed with the statement 2. Twenty six respondents (74.3%) were slightly agreed and five respondents (14.3%) were agreed that the company has fair evaluation system. However, the remaining four respondents (11.4%) were disagreed with the statement 4.

The mean score for this factor is 2.98. It was in the medium range of 2.33-3.65. Thus, this factor is significant.

f) Relationship between work environment, pay and salary, fairness, promotion and employees' level of job satisfaction

Table below shows the Wilcoxon signed-rank test analysis result of the variables such as work environment, pay and salary, fairness, promotion and employees' level of job satisfaction.

Table .9: The relationship between gender, class sizes, peer influences, media and students' achievement

	Level of job satisfaction - promotion	Level of job satisfaction - fairness	Level of job satisfaction - work	Level of job satisfaction - Salary
Z	-2.162(a)	-1.351(a)	-2.547(a)	-3.980(b)
Asymp. Sig. (2-tailed)	.031	.177	.011	.000

Table 9 depicts the relationship between independent and dependent variables. The finding shows that there was a relation between the level of job satisfaction with pay and salary (0.000, <0.01), work environment (0.0055, <0.05), promotion criteria (0.015, <0.01). However, fairness (0.0885, <0.01) was not related with the level of job satisfaction. Since <0.05, it can be concluded that level of job satisfaction had a significant relationship with work environment, pay and salary and promotion factors.

DISCUSSION

There were four items in the demographic section which included gender, age, academic level and salary of the respondents. The results were tested using Kruskal-Wallis in measuring the difference male and female, age, academic level and salary. The result of this study was found that there was no significant relationship between the levels of job satisfaction based on those demographic factors. Based on the studies that have been executed, the researcher selected four factors which might be affect the employees' level of job satisfaction which were work environment, pay and salary, fairness and promotion criteria.

The result showed that there was a significant relationship between salary, work environment, promotion and level of job satisfaction. However, there was no significant relationship between fairness and level of job satisfaction since the $p > 0.05$. Salary displays a strong relationship with the level of job satisfaction where the significance was 0.00 ($p < 0.05$). It was followed by work environment (0.005) and fairness (0.015). The result is consistent with Wubuli's (2009), Ruthankoon and Ogunlana's (2003) and Wang's (2002) statement, the hygiene factors like salary is a significant predictor of job satisfaction. Therefore, the salary will affect employees' level of job satisfaction.

Additionally, this study also proved that work environment is a significant factor. This is supported by Wubuli (2009), Ruthankoon and Ogunlana (2003), Crossman and Abou-Zaki (2003) and Madura (2006) as they who considered good work environment were affect the employees to have a high level of job satisfaction. This factor was important for an organization to increase employees' motivation and performance. Besides, Kreither (2006) also mentioned that safety of a home or work is important to obtain stability. He also noted that there is a need to feel safe at work among employees. In term of Promotion, the results displayed that there was a significant relationship between promotion and level of job satisfaction. Madura (2006) stated that some workers can achieve esteem needs when they are promoted by company. This result is also consistent with Solucis Santhapparaj and Syed Shah Alam (2005) and Wang (2002) who was indicated that promotion has a positive significant effect on job satisfaction. However, employees at Company X were thinking that fairness was not the factors which affect their level of job satisfaction. The result was shows there is no significant relationship between fairness and level of job satisfaction. It does not mean that fairness factors are insignificant. It just only means researcher did not have adequate data to support that factor is significantly affecting level of job satisfaction in this study.

As a result, salary, work environment, promotion are obviously affect level of job satisfaction among employees. Therefore, those factors should be considered by an organization to increase the employees' level of job satisfaction. This research has met all the three objectives of the study and the findings provide an important set of guidelines, which can be used for future research.

RECOMMENDATION

There are some suggestions which researcher may wish to recommend for the future research related in this field. The research evaluates the level of job satisfaction among non-administrative at Company X.

Current researcher only focused on four factors which are work environment, pay and salary, fairness and promotion. Therefore, researcher suggests that future study can consider other factors such as job security and so on.

Future research instrument can use both qualitative and quantitative methods. Likert scale was used in this study to find the data. Therefore, researcher suggests add some open-ended questions or interview can be conducted in order to thoroughly to explain and describe respondents' perspectives of the topics.

In addition, this research only focused on the non-administrative employees at Company X, Seremban. Researcher suggests that the future study can increase expand range of study to other company. This is to reveal different perception of employees towards aspects such as management, welfare, etc. The researcher also suggests comparing the administrative and non-administrative employees. This is because the large sample size of respondents can identify accurate data in the research. Therefore, increasing sampling sizes in future study is required to eliminate error.

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