

**UNIVERSITI TEKNOLOGI MARA**

**AN ANALYSIS OF JOB SATISFACTION  
TOWARDS OIL PALM PLANTATION  
WORKERS**

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Final year project report submitted in partial fulfilment of the  
requirements for the degree of  
**Bachelor of Science (Hons.) Plantation Technology and  
Management**

**Faculty of Plantation and Agrotechnology**

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## APPROVAL SHEET

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## CANDIDATE'S DECLARATION

I declare that the work in this Final Year Project was carried out in accordance with the regulations of Universiti Teknologi Mara. It is original and is the result of my own work, unless otherwise indicated or acknowledged as referenced work. The final year project report has not been submitted to any other academic institution or non academic for any other degree or qualification.

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## ABSTRACT

In order to face this tight competition, firms must search for ways to improve the productivity and job satisfaction among their workforce to retain their human capital. There are many factors that correlate with workers turnover, but job satisfaction is mostly used as a main reason. To overcome this problem, organization is responsible to take a good care towards their human capital by constructing effective plan to meet their workers satisfaction. Therefore, the organization should think about the factors relating to workers' job satisfaction. Then, the objective of this study is to identify the relationship between work-related factors and worker's job satisfaction in oil palm plantation. Other than that, the aim is to discover which elements in work-related factors is most dominant on worker's job satisfaction in oil palm plantation. This study was conducted in four selected oil palm plantation organization in Johor. The research design was correlation and multiple regression analysis. As the result of this study found that most of workers were satisfied with the kind of work they do in their job (59.9%). Other than that, 66.9 percent of workers were satisfied with the work condition where they work that is provided by top management. Besides that, majority of workers were satisfied with their earning and they were equally paid based on their workload. The workers also satisfied with the overall quality of supervision they received in workplace. In addition, recognition program also give great impact toward overall workers' job satisfaction as well as co-workers factor. Based on the finding, all element in work-related factors (pay, working environment, work itself, supervision, co-workers, and recognition) studied in this paper has significant relationship on worker's job satisfaction in oil palm plantation. Meanwhile, the most influence factor contributed to worker's job satisfaction in oil palm plantation is pay factor. Thus, the results of this study provide a useful background for the development of strategies among employers to improve their labour workforce to achieve job satisfaction when working in oil palm plantation sector.

*Keywords:* Job satisfaction; work-related factors; Pay; oil palm plantation sector

## ABSTRAK

Bagi menghadapi persaingan yang ketat ini, firma perlu mencari alternatif lain untuk meningkatkan produktiviti dan kepuasan kerja dalam kalangan tenaga kerja mereka untuk mengekalkan modal insan mereka. Terdapat banyak faktor yang berkaitan dengan perolehan pekerja, tetapi kepuasan terhadap kerja banyak digunakan sebagai sebab utama. Untuk mengatasi masalah ini, organisasi bertanggungjawab untuk menjaga modal insan mereka dengan baik juga merangka pelan yang berkesan bagi memenuhi kepuasan pekerja mereka. Oleh yang demikian, organisasi perlu mencari faktor-faktor lain yang berkaitan dengan kepuasan terhadap kerja dalam kalangan pekerja. Kemudian, objektif kajian ini adalah untuk mengenal pasti hubungan antara faktor-faktor yang berkaitan dengan kerja dan kepuasan kerja pekerja di ladang kelapa sawit. Selain daripada itu, tujuan kajian ini dijalankan adalah untuk mengenal pasti unsur utama yang memberi kesan terhadap kepuasan terhadap kerja dalam kalangan pekerja di ladang kelapa sawit. Kajian ini dijalankan dalam kalangan organisasi perladangan kelapa sawit terpilih di Johor. Reka bentuk penyelidikan adalah korelasi dan analisis regresi berganda. Hasil daripada kajian ini mendapati sebanyak 59.9 peratus pekerja berpuas hati dengan jenis kerja yang mereka lakukan dalam tugas mereka. Selain daripada itu, 66.9 peratus daripada pekerja berpuas hati dengan keadaan kerja di mana mereka bekerja yang disediakan oleh pengurusan atasan. Selain itu, majoriti pekerja berpuas hati dengan pendapatan mereka dan mereka dibayar dengan adil berdasarkan beban kerja mereka. Pekerja itu juga berpuas hati dengan kualiti keseluruhan penyeliaan yang diterima di tempat kerja. Di samping itu, program pengiktirafan dan factor rakan sekerja juga memberikan kesan yang besar terhadap kepuasan terhadap kerja bagi pekerja keseluruhannya. Berdasarkan dapatan kajian, semua unsur dalam faktor-faktor yang berkaitan dengan kerja (bayaran gaji, persekitaran kerja, pekerjaan itu sendiri, penyeliaan, rakan sekerja, dan pengiktirafan) di dalam kajian ini mempunyai hubungan yang signifikan terhadap kepuasan terhadap kerja dalam kalangan pekerja di ladang kelapa sawit. Sementara itu, faktor utama yang paling menyumbang kepada kepuasan terhadap kerja dalam kalangan pekerja di ladang kelapa sawit adalah faktor gaji. Oleh itu, hasil kajian ini memberi latar belakang yang berguna untuk pembangunan strategi di kalangan majikan untuk meningkatkan tenaga kerja buruh mereka untuk mencapai kepuasan kerja apabila bekerja dalam sektor perladangan kelapa sawit.

*Kata kunci:* Kepuasan terhadap kerja; faktor-faktor yang berkaitan dengan kerja; bayaran; sektor perladangan kelapa sawit

## CHAPTER 1

### INTRODUCTION

#### 1.1 Background of study

Nowadays, due to globalization, advance in technology and better business practices led in increasing competition in several markets to meet high demand which give influence towards organizations in Malaysia. In order to face this tight competition, firms must search for ways to improve the productivity and job satisfaction among their workforce to retain their human capital.

Job satisfaction refers to the job satisfaction is an individual's expectations and workers perceived reality towards the job as a whole must be match (Liu and White, 2011). There are many factors that correlate with workers turnover, but job satisfaction is mostly used as a main reason. To overcome this problem, organization is responsible to take a good care towards their human capital by constructing effective plan to meet their workers satisfaction. As noted by Nielsen and Smyth (2008), most of study said that job satisfaction is related with turnover and absenteeism as well as attempt to change their workplace many time. Previous study had proof that increase in job satisfaction will stimulate workers performance. But, when satisfaction level of workers is dropping, many problems may arise and it is difficult to attract hard working employees and retaining the key employees in an organization.

## **1.2 Problem statement**

Organizations need employees for operating their business. An employee plays an essential role to make organization exist in last longer and they also make a significant contribution. Thus, employers must recognize their employee's needs and develop effective strategies to cope with problems regarding workers job satisfaction in order to retain them in organization. Once employees feel discontent when working in organization, it will affect the productivity and portrays poor job performance (Husin, 2011). When this situation happens, it gives difficulties for organization to achieve their visions and goals.

## **1.3 Research objective**

RO1: To investigate the relationship between work-related factors and worker's job satisfaction in oil palm plantation.

RO2: To discover which elements in work-related factors is most dominant on worker's job satisfaction in oil palm plantation.

## **1.4 Research questions**

RQ1: Is there any relationship between work-related factors to worker's job satisfaction in oil palm plantation?

RQ2: Which element in work-related factors is most dominant on worker's job satisfaction in oil palm plantation?

## **1.5 Hypothesis**

$H_0$ : There is a no relationship between work-related factors and worker's job satisfaction.

$H_1$ : There is a relationship between work-related factors and worker's job satisfaction.

## **1.6 Significance of study**

The purpose of this research is to study the effect of work-related factors towards worker's job satisfaction in oil palm plantation. This research hopefully can help management to identify and develop strategies to improve workers' satisfaction. Thus, this can give positive impact towards workers' performance and their retention. As a result, it would add significant values in establishing better working environmental conditions.

## **1.7 Scope of study**

This study is limited to workers in oil palm plantation sector only. In addition, only operation workers of chosen company are selected as the subject matters for this study. Then, the factors which will affect worker's job satisfaction are pay, working environment, work itself, supervision, co-workers and recognition.

## CHAPTER 2

### LITERATURE REVIEW

#### 2.1 Job satisfaction among workers

There are numerous factors that correlate with workers turnover, but job satisfaction is mostly used as a reason. Job satisfaction refers to the employee's perception either positive or negative towards their jobs, the quality of life and their mental or physical health (Sheikh Mohamoud, 2009). Employee satisfaction can describe as how employee feel when performing the task given like happy, contented, or maybe fulfil their desire and needs at work. Once workers dissatisfied towards their job, they may attempt to avoid or change their workplace frequently. The two-factor theory can help explain about job satisfaction which comprises two components; intrinsic and extrinsic job factors. The individual worker characteristics (intrinsic) consist of desire for achievement, responsibility, recognition and advancement. Second, the organization characteristic (extrinsic) factors that relate to the job like supervision, company policy, pay and salary and working condition. According to Chen (2008), a job characteristic is one of factors related to enrich the job. The skill variety, task identity, task significance, autonomy and task feedback which are the five (5) job characteristics. When the manager gives credits to the quality of their work, those employees feel high motivated to continue their work, extra commitment to do work, have high retention rate and maintain good performance. Through employee satisfaction level, it can become the factors contributing employee motivation. It is essential to understand the factors

contributing workers job satisfaction to help management develop an appropriate strategy to improve job satisfaction level among their workers.

## **2.2 Sources of job satisfaction**

There are plenty of sources of job satisfaction that have been found by many researchers comes from different areas or field. From many of these factors which affect to workers job satisfaction, there are six sources that mostly studied by the researcher and give great impact towards job satisfaction of individual workers; pay, working environment, work itself, supervision, co-workers and recognition (Abdullah et al., 2009).

### **2.2.1 Pay**

Pay is defined as the employees earnings equal with their work done, working experience and normal expenses. There are three forms of payment systems are commonly used in the plantation sectors in Malaysia – monthly rated, daily rated and piece rated

### **2.2.2 Monthly rated**

The fixed (monthly) refer to the wage of workers which is unrelated to their output (Paarsch and Shearer, 2000). Monthly rated wage mostly implement for management level workers also called full time workers such as Managers, Assistant Managers and administration. The workers must be paid an average not less than RM 900 per month for Peninsular Malaysia or RM 800 for Sabah, Sarawak and Territory of Labuan (Ministry of Human Resources, 2012).



In Malaysia, the wages must follow The Minimum Wages Order 2012 by National Wages Consultative Council. The Trade Union (TU) for plantation workers is National Union Plantation Workers (NUPW), Malayan Agricultural Producers Association (MAPA) and All Malayan Estate Staff Union (AMESU). Basically, the fixed wage for plantation workers is RM 34.62 per day set by MAPA to follow The Minimum Wages Order 2012.

### **2.2.3 Piece rated**

Otherwise, from the literature Shi (2010), Piece rated is a contracts and compensation methods where they pay to their workers according to the number of pieces produced by them multiplied by a standard rate that is set by the management. This type of system usually practised for field operation. The workers is paid based on the total hactarage that have covered or done on that particular day for each workers (manday) such as spraying operation, manuring, canopy management (pruning), integrated pest and disease management (IPM) and harvesting operation.

But, in some cases, there are workers who are paid under minimum wages for piece rated. The minimum wages as follows: (1) if the wages paid is above the minimum wages, the minimum wages of RM 900 (Peninsular Malaysia) or RM 800 (Sabah, Sarawak and Federal Territory of Labuan ) is deemed to have been complied with, (2) if the wages paid is RM 900 (Peninsular Malaysia) or RM 800 (Sabah, Sarawak and Federal Territory of Labuan ) is deemed to have been complied with; and (3) if the wages paid is less than RM 900 (Peninsular Malaysia) or RM 800 (Sabah, Sarawak and Federal Territory of Labuan ), the employer must top-up the additional wages to meet the minimum wages of

RM 900 or RM 800 (Ministry of Human Resources, 2012). This method seems to be fair for both parties; either employers or employees without denying both parties rights for paying or receiving wages. It is based on agreed terms of contract of service. Usually, an individual works under piece rate contract will give better performance in their work. Because of that, Gopal (2004) have shown that piece rated payment help to attract hardworking workers and built internal mechanism to motivate them in order become more productive workers.

#### **2.2.4 Daily rated**

This type of payment rate is based on number of days worked at a defined rate per day. Under this type of payment system, employers are more likely to hire their workers based on this system. This is because the employers have no responsibilities to pay for Employees Provident Fund (EPF), Social Security Organization (SOCSO), medical fees, leaves fees and more. The workers will be paid based on day they present to work and complete the normal work hours as agreed between employers and employees.

#### **2.2.5 Working environment**

Working environment is the factors give less influence towards job satisfaction. This is including sanitation, attractive location/surroundings, security aspect and more which will enhance workers to carry out their job. Sometime people will not give great attention towards their working conditions unless the condition is too bad. Then, good physical working

environment like appropriate facilities (furniture and fittings) can give great impact to job satisfaction.

### **2.2.6 Work itself**

The work itself refers to the either employee like or dislike to their work (Danish and Usman, 2010). It is further explain whether employees enjoying their work or vice versa. Other than that, the job provide for the individual workers like challenging task, learning opportunity and chances to receive responsibility or gaining respect from others. Besides that, it is also consist of the duties to-be hold and the most important thing is the contributions given by the workers while performing the work.

### **2.2.7 Supervision**

A good supervisor must know how to treat their workers. Treat means praises, giving an advice and proper supervision to workers and seeking an advice or sharing the knowledge together with employees. A leader must show good behaviour as an example to their employees. Other than that, monitor and coordinate the workers work progress is part of supervisor duty to facilitate the work run smoothly without delays.

### **2.2.8 Co-workers**

Co-worker also include as the subject matter in this study. Co-workers act as a support sources, understanding, willing to give an advice and showing a concern to the individual workers. The co-workers must be friendly, easy to bring into discussions and respect to each other. It is further explained by

Danish and Usman, (2010) where if there is a good relationship among their workers, it shows that the organization had created a good relationship between them. However, to create such a good relationship, it is depends on the employees itself either like or not to their co-worker while doing a job together.

### **2.2.9 Recognition**

Danish and Usman (2010) state that, reward and recognition activities as an essential factor to raise the employees' self-esteem and motivation. Hussin (2011) viewed that employees will be more satisfied when they are rewarded fairly for the job they have done. The rewards can be monetary gains or even just a good complements from manager. The employees feel satisfy when he or she gets appreciation and recognition from their manager about their excellent work. Then, those employees feel high motivated to continue the work, have high retention rate and maintain the good performance.

### **2.3 Oil palm plantation in Malaysia**

Plantation can define as a huge cultivated land more than 40 – 50 hectare which planted mono-crop either oil palm, rubber, tea, coffee and so on. This crop gives high economic value to human as food consumption and it is capital intensive. Once the land starts the cultivation, it must employed labour to carry out field operation. Malaysia oil palm plantation area as at December 2012 show at Table 2.1.

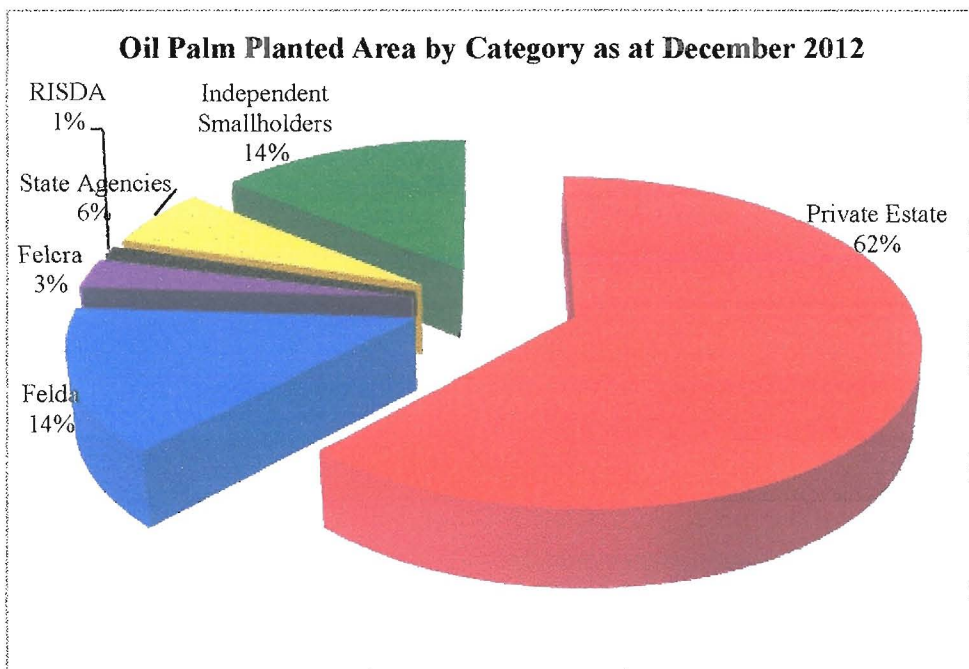
Malaysia is one of the world's largest palm oil producers and exporter of oil palm. Based on MPOC's statistic in year 2012, Malaysia contributes 12 percent of world's total production and 27 percent of the exports of oils and fats. So, Malaysia needs to fulfil the expending global demand for oils and fats. While, due to fast growing demand for edible oils and fats around the world, it will helps to fuel the Malaysian palm oil industry. It is undeniably that oil palm as one of main pillars for Malaysian economy.

Over 5.08 million hectares of oil palm planted in Malaysia in 2012 comparing 3.67 million hectares was planted in 2002. In 2002, under private ownership, 60 percent of oil palm plantation is run by private sector (Ramasamy et al., 2005). But, an increasing 1.6 percent oil palm area was planted under private sector in 2012 which covers 3.13 million hectares. In addition, FELDA as a key player in public sector accounted alone for 13.9 percent of total oil palm planted area (Figure 2.2). The smallest area of oil palm plantation is 1.5 percent owned by Rubber Industry Smallholders Development Authority (RISDA). The total area for oil palm plantation in Malaysia shows an increasing trend by 15,279 hectares from September - December 2012. This is due to high demand of oil palm in global market.

**Table 2.1** *Planted Area of Oil Palm as at December 2012 (Hectares)*

REGION	2012	2011	YEARLY	DIFF
	Dec	Dec	Hectares	%
P.Malaysia	2,558,103	2,546,706	11,343	0.4
Sabah	1,442,588	1,431,762	10,826	0.8
Sarawak	1,076,238	1,021,587	54,651	5.3
Malaysia	5,076,929	5,000,109	76,820	1.5

(Source: MPOB, 2012)



**Figure 2.2** *Ownership of Oil Palm Area by Category*

(Source: MPOB, 2012)

In the global market, soy oil is the main commodity in the world followed by oil palm. That is why the Government's aim want create the world's largest oil palm plantation in future thereby maximize the economies of scale and becoming model for other countries to follow. For example is the introduction of FELDA as one of government efforts to raise rural income. This scheme helps thousands of rural landless farmers by giving them a piece of land under a supervised scheme to plant economic crops like oil palm and rubber to raise their income levels. Through this precious effort founded by previous Prime Minister, these thousands of landless rural farmers now can earn a living without poverty problems. Lastly, this scheme has been recognized by the United Nations and World Bank as a model for eradicating poverty in developing countries.

#### **2.4 Previous study**

Paarsch and Shearer (2000) conduct their research at British Columbia tree planting industry regarding paying the workers with piece rates or fixed wages to know the workers' productivity. They found that under fixed wages, worker normally supply the minimum effort level. It is due to their output are independent and they prefer don't want to plant an extra tree because there is no benefit to them. On the contrary, workers under contract will plant extra trees to be paid more based on his or her output. However, workers must select a good tree (seedlings) to make planting work easy and not take too much time.

Balimunsi et al. (2011) carried out the study in Mafuga forest plantation at Western Uganda to assess the working conditions, physical workload and productivity of logging companies. This study found that an increasing workers'

productivity not due to improved working condition or paid by piece rate but workers are afraid to the employers. The employers only concern about higher output, but don't want to know how the output was obtained. The employers give inadequate payment to their workers and they not covered against accidents and sickness. This will reduce workers morale. Workers increase their productivity not due to working conditions but only want to save their job rather than being jobless.

Nielsen and Smyth (2008) found that the major factors that associated with employees' job satisfaction are age, education, occupation and personal income. Job satisfaction also has relationship with labor turnover and absenteeism. When employees dissatisfied with their work, they may frequently absent and may change their workplace to find the better one.

Liu and White (2011) study the key determinants towards job satisfaction may affect workers performance and retention. The intrinsic job factor plays an important role as job satisfaction's determinants. It is include recognition, desire to achieve and chance to get responsibility.

Danish and Usman (2010) studied on the effect of reward and recognition program on job satisfaction and motivation towards employees from numerous sectors in Pakistan. In their research they had found that there are close relationship between promotional opportunities, co-workers relationship, satisfaction with compensation, security and supervision towards employees' motivation and satisfaction. However, recognition, work itself and operating procedure had shown low mean value and weak relationship. Workers in Pakistan seem to experience less chances of appreciation from their manager



## CHAPTER 3

### METHODOLOGY

#### 3.1 Research design

A research design is a frame work for conducting the survey project. It is consists of the procedure necessary to obtain the information needed to solve the research objective and research questions.

#### 3.2 Sampling frame

Sampling frame is showing the selected organizations to be an area to distribute questionnaires in a list form. From the sampling frame, there was being a list of number of population for each organization. The sampling frame for this research was derived from the Administration Department of each selected organization that consist of list of their workers. This was represented as sampling frame of this study.

#### 3.3 Target population

Population refers to set of people upon which findings can be generalized. The plantation organizations selected for this study are (1) FELCRA Sungai Ara, Kota Tinggi, Johor, (2) Boustead Ulu Sedili, Johor, (3) FELDA Kahang Timur, Kluang, Johor and (4) FELDA Tenggaroh 3, Mersing Johor. This study was limited to workers in oil palm plantation sector and operation employees of chosen companies are selected as the subject matters for this study. Due to a large number of populations, the researcher cannot obtain the exact number of total population of this study. Therefore, researcher estimated total of sample

size were 200, which is 50 employees in each organization. This is because the appropriate sample size should be not less than 30 respondents and not more than 500 respondents (Salkind, 2006).

### **3.4 Sampling technique**

Sample is the subset of the population who the researcher intended to distribute the questionnaire and respond to the questionnaire. According to Sekaran and Bougie (2011) sampling technique means the process of selecting a sufficient number of elements for the population that directly studying the sample and understanding the characteristics of the sample subjects that would be possible to generalize the characteristic to the population elements.

There are many techniques that can be used to choose the sample. For this study, random sampling was used because from all the organization selected, sample was drawn in proportion to the original numbers in population. Random sampling is being chosen because the researcher wants to get higher response rate and want to avoid incomplete cases. This type of sampling technique is falls under probability sampling where population have a chance to be chosen as the sample.

### 3.5 Sample size

The sample is a subset of a population and it comprises some members selected from it. The sample size have to be sufficient enough to help answer the questions but be careful that it is not too large to avoid the process of sampling becomes inefficient. The appropriate sample size should be not less than 30 respondents and not more than 500 respondents (Salkind, 2006). In deciding the number of appropriate sample, researcher selected only 200 number of sample for easy in conducting the survey. The sample size for this study was determined by using Krejcie and Morgan (1970) in order to ensure a good decision model. According to the Kerjcie and Morgan's table,  $N = 420$  and  $S = 200$ . Thus, this study followed the suggestion by sampling 200 cases as the respondents. Therefore, 200 sets of questionnaires were distributed to the chosen organizations to ensure higher return rate and get more responses. The sample size is shown in the Table 3.1.

**Table 3.1** *Sample size*

Organizations	Estimated Total No. of Employees	Number of Sample
FELCRA Sungai Ara, Kota Tinggi, Johor	50	
Boustead Ulu Sedili, Johor	250	
FELDA Kahang Timur, Kluang, Johor	60	200
FELDA Tenggaroh 3, Mersing, Johor	60	
Total	420	

### **3.6 Unit of analysis**

The unit of analysis in this research was a person who works in operation level in oil palm plantation sector located in the state of Johor. Individual unit of analysis was selected because researcher intends to study the effect of work-related factors towards each employee in the organization.

### **3.7 Data collection**

Data collection was based on primary data only.

### **3.8 Instrument**

The instrument used in this study was through distribution of questionnaire. The respondents who answered the questionnaire are required to fill a set of questionnaire in order to identify the relationship between work-related factors to workers job satisfaction among oil palm plantation workers.

The questionnaire was adopted from the previous research and certain questions were modified to meet the context of the local study. The questionnaire was written in bi-language which is in Bahasa Malaysia and English for easy understanding.

The reason why a questionnaire being chose was because to save cost and time. The researcher will conduct self-administered questionnaires mode. The purposes of using this mode will make the respondents are feels free to answer the question and they believe that the questionnaire is confidential.

The questionnaire comprises three sections namely Section A, B and C respectively. Section A was about general information of respondents – items include the gender, age and education level; Section B was about work

dimensions – items to measure are pay, working condition, work itself, supervision, co-workers and recognition. Lastly, section C was about job satisfaction – items to measure is respondents overall job satisfaction towards their job.

There are two types of format used in the questionnaire which are closed question and Five-point Likert-scale. First, the closed question allows the workers to answer the question based on their choice and make them easy to understand. The design for Section A and first two question in Section B was used this kind of format. The respondent answered their general information. Meanwhile, the second format was Five-point Likert-scale. This format has five point scale, 1 (strongly disagree), 2 (disagree), 3 (uncertain), 4 (agree) and 5 (strongly agree). In Section B and Section C was used this type of format. The sections in the questionnaire are segregated as follows:

**Table 3.2** *Details about the questionnaire*

Section	Variable	Dimension	No. of Items	Design of Questionnaire	Source
A	-	General Information	3	Closed-ended	Liu and White (2011)
B	Independent	Work-Related Factors:			
		Pay	4	Closed-ended & Five-point Likert-scale	Hackman and Oldham (1975)
		Working Environment	3	Five-point Likert-scale	Hackman and Oldham (1975)
		Work Itself	4	Five-point Likert-scale	Chen (2008)
		Supervision	3	Five-point Likert-scale	Hackman and Oldham (1975)
		Co-workers	3	Five-point Likert-scale	Hackman and Oldham (1975)
		Recognition	4	Five-point Likert-scale	Hackman and Oldham (1975)
C	Dependent	Job Satisfaction	4	Five-point Likert-scale	Chen (2008)

### **3.9 Validity of instrument**

Validity was used to a test on how well an instrument that was developed in order to measures the particular concept it is intended to measures (Sekaran and Bougie, 2009). Before the actual data were collected, the researcher was conducted a pilot study. The content validity and face validity was carried out with the assistance of an expert in the area of the study. It is must be carried out to ensure the all questions are well constructed and developed. The instrument was validated by Miss Nordiana Ibrahim and face validity was conducted among the respondent while answered the questionnaire.

### **3.10 Reliability of instrument**

Reliability is an investigation of how reliably the measuring instrument measures any kind concept it is measuring (Sekaran and Bougie, 2009). Cronbach's Alpha test was carried out during the actual study to test the consistency of the instruments.

Cronbach's Alpha test was used to ensure all items in this study are standardized (Sekaran and Bougie, 2009). It is because Cronbach's Alpha test was use to interpreted the correlation coefficient between items. The range of value is from 0 to 1.0. Thus, each item in this study was tested for its reliability by referring the value of Cronbach's Alpha. The higher the value, more reliable the items is. Sekaran and Bougie (2009) stated that an Alpha value of .6 shows that acceptance of a reliability coefficient.

### **3.11 Data analysis**

The researcher was used Statistical Package for the Social Science (SPSS) software to analyse and interpret the data. The raw data that receive from questionnaires was undergoing preliminary screening first before use it in any statistical technique. Data screening and transformation was conducted to check any missing value and errors in entered the data. The researcher also conducted normality test using Skewness and Kurtosis. Next, to measure the central tendency and variability of variables, the descriptive statistic was used to obtain mean, mode, median, standard deviation, frequency and percentage. Based on Coakes (2013), the data collected was explored and summarized in the descriptive statistics.

The researcher also carried out one-way ANOVA to test the hypothesis which several means are equal, either the researcher able to reject or failed to reject the null hypothesis. In addition, to measure the relationship between work-related factors towards job satisfaction of workers in oil palm plantation, the correlation analysis was conducted to identify the relationship between the variables. Besides, to identify the most influential factor towards job satisfaction of workers in oil palm plantation, the researcher conducted multiple regression analysis.



### 3.12 One-way anova

One-way ANOVA was conducted to identify either the researcher can accept or reject the null hypothesis. Based on Coakes (2013), in order to identify the significant of F-ratio ( $p < .05$ ), the degree of freedom (df), the F-ratio and F-probability were being used. The F-probability value also being used to determine the significant of the variables and if the  $p < .05$ , the null hypothesis can be rejected.

### 3.13 Correlation

Correlation analysis was conducted to identify is there any relationship between two variables in a linear fashion (Coakes and Ong, 2011). Test it by using Pearson product-moment correlation. The r-value will be interpreted using a rule of thumb Cohen (1988) as follow:

Table 3.3 *r-value*

Degree of Correlation	Pearson's Value
Weak correlation	$r = +/- 0.10$ to $+/- 0.29$
Moderate correlation	$r = +/- 0.30$ to $+/- 0.49$
Strong correlation	$r = +/- 0.50$ to $+/- 1.00$

### 3.14 Multiple regression

The purpose of multiple regression was to determine the most dominant element under independent variables (pay, working environment, work itself, supervision, co-workers and recognition) which contribute to dependent variable (workers job satisfaction).

### 3.15 Research framework

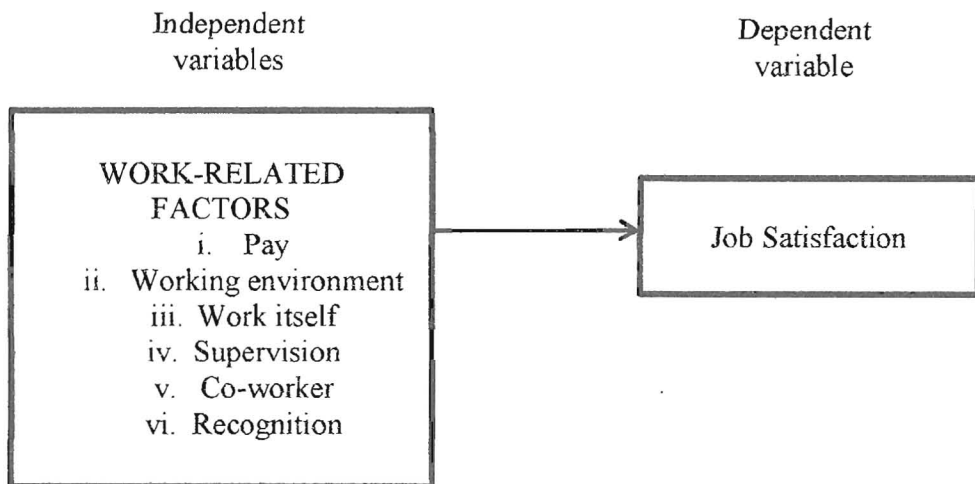


Figure 3.1 *Research framework*

### 3.16 Flow chart of work design

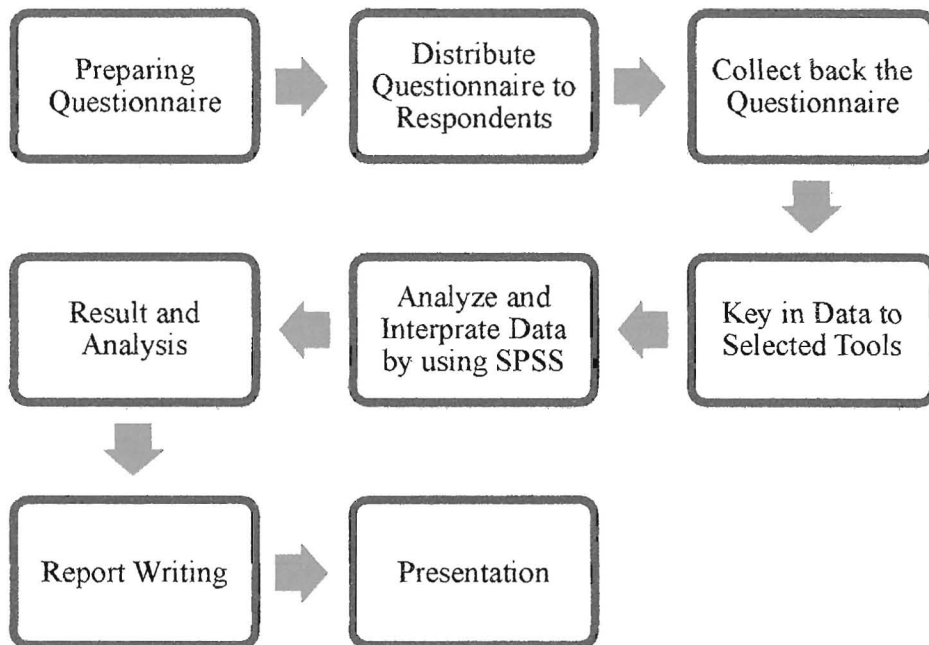


Figure 3.2 *Flow chart of the work design*

## CHAPTER 4

### RESULTS AND DISCUSSION

#### 4.1 Introduction

The findings are part and parcel in the research. This chapter shows the results and discussions of the study using the data analysis software. To identify the relationship between variables, the data were analysed. This chapter begins with the response rate of the questionnaires through the survey undertaken. There are also general information sections of the respondents that have participated in the study and followed by the normality and reliability analysis of the data. Finally, the findings of the study which later answer the research question.

#### 4.2 Response rate

The totals of 200 questionnaires were distributed at four selected organizations in Johor. The questionnaires were distributed to each organization. The researcher asks a staff from the selected organization for help to distribute it.

The response rate is 78.5 percent where the remaining questionnaires were not returned back. As a result, only 157 sets of questionnaires were collected.

**Table 4.1** *The percentage of returned questionnaires*

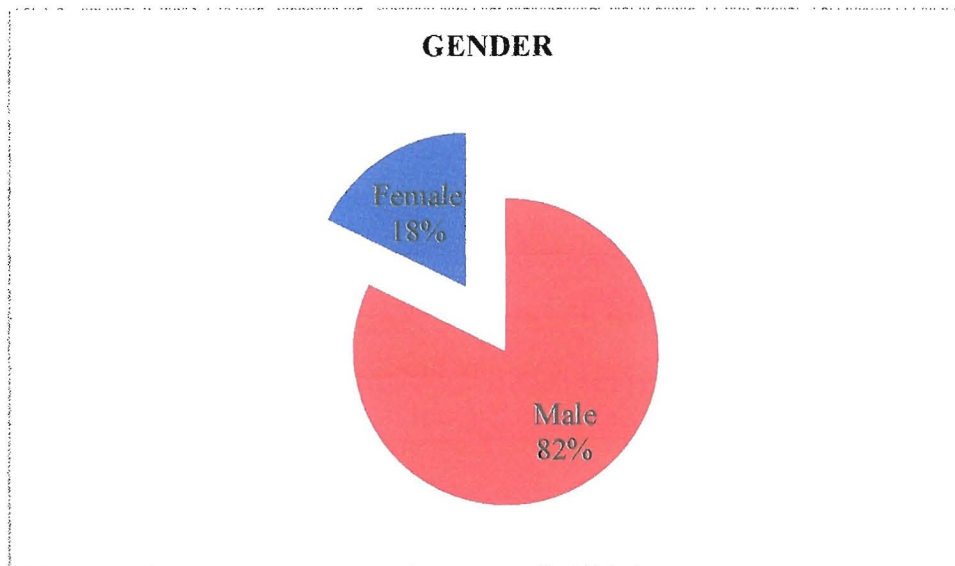
Numbers of Questionnaires Distributed	Number of Questionnaires Returned	Percentage (%)
200	157	78.5

Therefore, the remaining sets of questionnaires were rejected due to incomplete cases and some employees don't give commitment to answer and returned the questionnaires.

### 4.3 Demographic information

The general information of respondents was explained in this section. The general information of respondents is gender, age and education level. The followings are shows about the respondent's information.

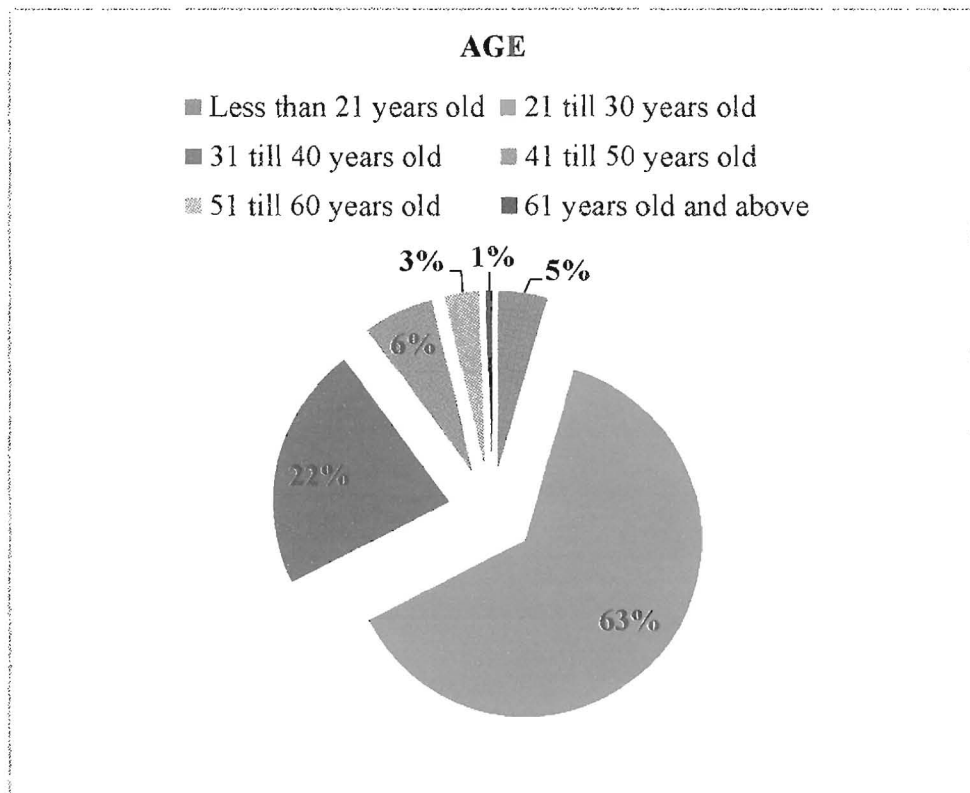
#### 4.3.1 Gender



**Figure 4.1** *Percentage of Respondent's Gender*

Figure 4.1 represents the general information about the respondents participates in this study. It shows that, the majority of answering the questionnaires was 129 male respondents (82.2 %) and followed by 28 female respondents (17.8%). The numbers of male respondents were higher as compare female respondents.

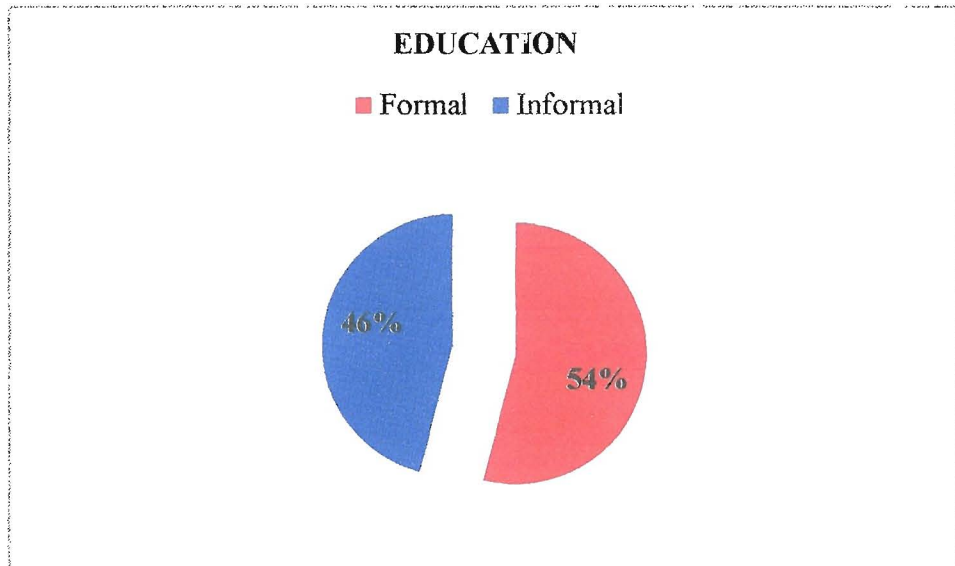
### 4.3.2 Age



**Figure 4.2** *Percentage of Respondent's Age*

Besides, respondents age less than 21 years old represent 5 percent of total population. Then, respondents age 21 till 30 years old contributed 63 percent and followed by respondents who age 31 till 40 years old (22%). The range of age of respondents from 41 till 50 years old represents 6 percent while respondents age between 51 to 60 years old shows 3 percent. Lastly, respondents age 61 years old and above is 1 percent.

### 4.3.3 Education level



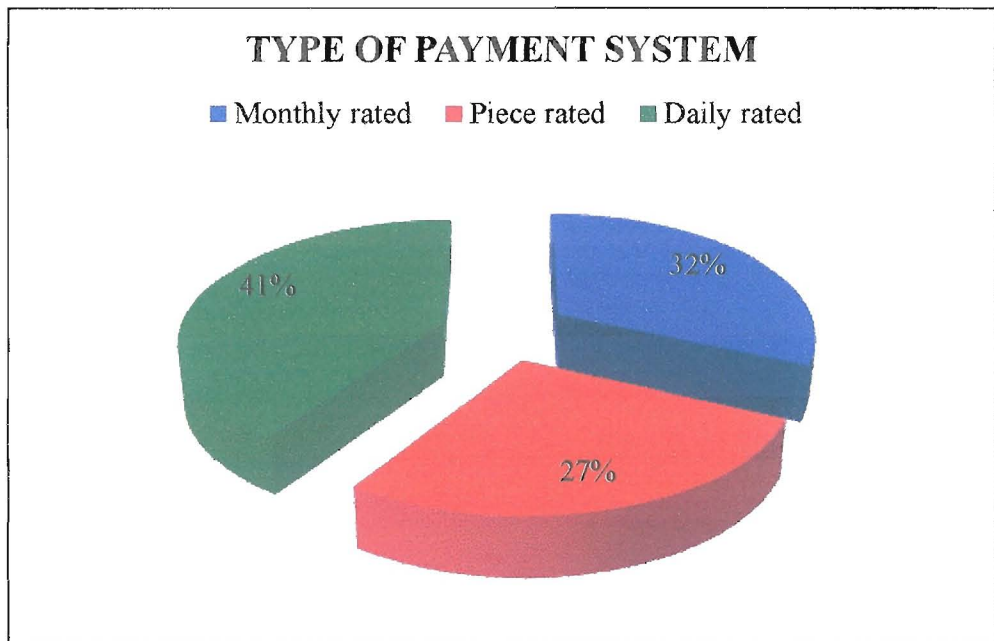
**Figure 4.3** *Percentage of respondent's education level*

Meanwhile, the majority of the respondents had a formal education which contributed 54 percent and the remaining respondents have informal education (46%).

**Table 4.2** *Summary of demographic information*

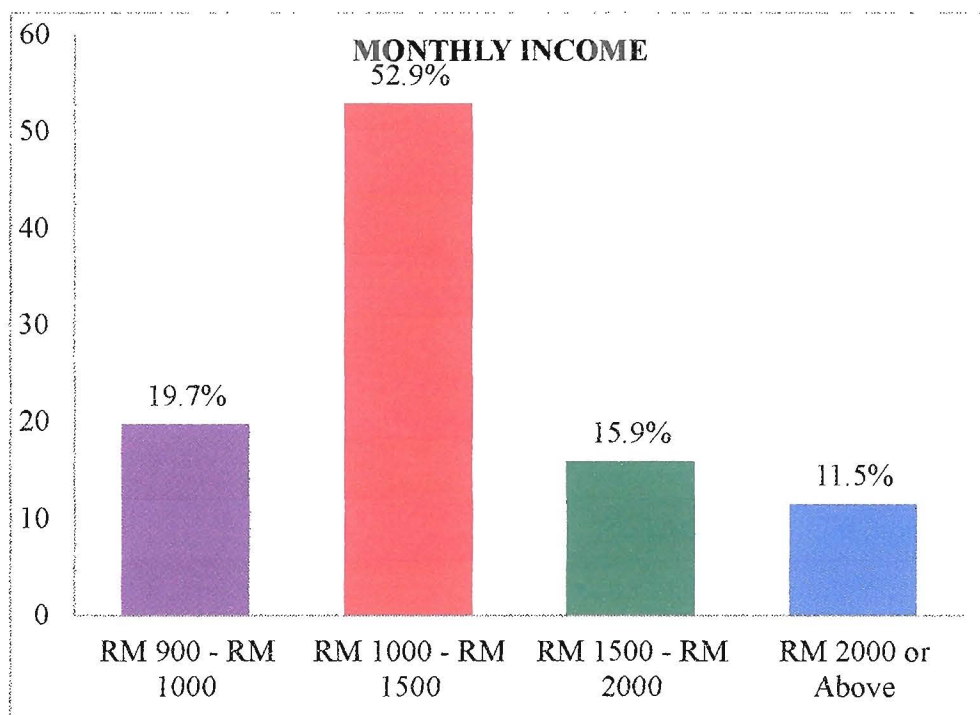
Demographic Variable	Category	Frequency (N=157)	Percent (%)
Gender	Male	129	82.2
	Female	28	17.8
Age	Less than 21 years old	7	4.5
	21 till 30 years old	99	63.1
	31 till 40 years old	35	22.3
	41 till 50 years old	10	6.4
	51 till 60 years old	5	3.2
	61 years old and above	1	0.6
Education	Formal	85	54.1
	Informal	72	45.9

#### 4.4 Pay



**Figure 4.4** *Respondent's payment system*

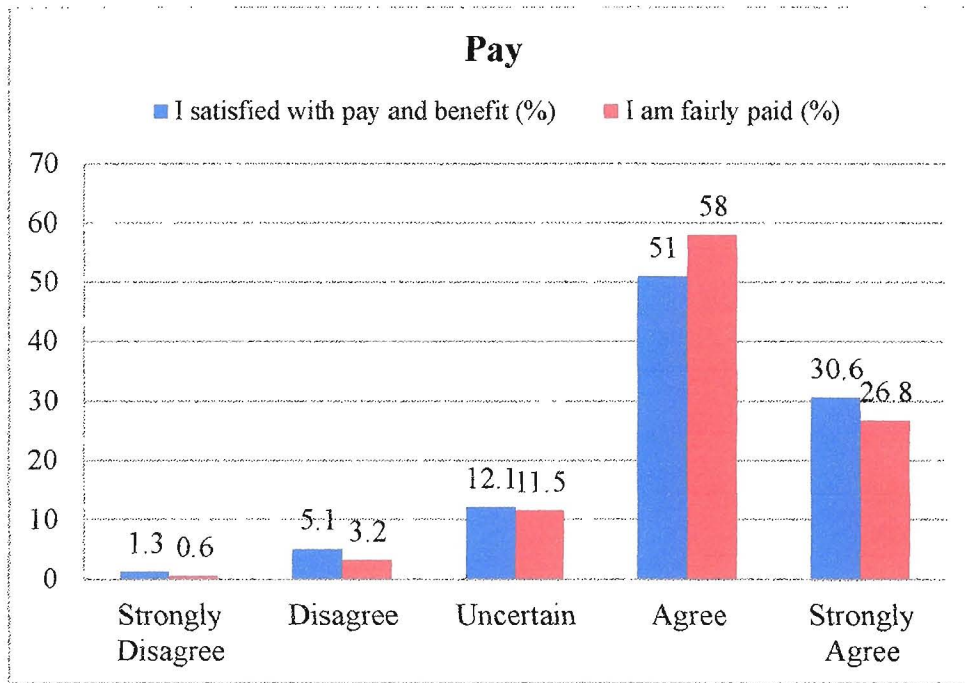
Figure 4.4 indicates the distribution of payment system received by workers in oil palm plantation sector. Mostly, payment type received by workers is daily rated system which is contributing 41 percent. It is followed by monthly rated (32%) and piece rated (27%).



**Figure 4.5** Respondent's monthly income

Figure 4.5 above shows the range of monthly income received by oil palm plantation workers. Majority of them received an income from RM 1,000 to RM 1,500 per month (52.9%). Next, the range of income received by workers from RM 900 to Rm 1,000 contributing 19.7 percent and followed by an income range RM 1,500 to RM 2,000 (15.9%). However, only 11.5 percent of workers received their monthly income from RM 2000 or Above.





**Figure 4.6** *Percentage for pay factor's questions*

Based on Figure 4.6 above, 51 percent of workers are agrees with pay and benefit they received. Other than that, they also agreed that they are fairly paid based on their workload (58%).

#### 4.4.1 One- way ANOVA

**Table 4.3** *Analysis of variance of pay*

Independent Variable	Dependent Variable	F value	Significant, $p < .05$
Pay	Job Satisfaction	$F(10,146) = 9.924$	.000

The ANOVA in Table 4.3 shows there is significant differences in job satisfaction due to pay factor ( $F = 9.924, p = .000$ ).

#### 4.4.2 Correlation

Before continued with the result, the table below presented the rule of thumb recommended by Cohen (1988) on how to interpret the  $r$  value of the Pearson correlation coefficient.

**Table 4.4** *Rule of thumb cohen (1988)*

Degree of Correlation	Pearson's Value
Weak correlation	$r = + / - 0.10$ to $+ / - 0.29$
Moderate correlation	$r = + / - 0.30$ to $+ / - 0.49$
Strong correlation	$r = + / - 0.50$ to $+ / - 1.00$

The objective of this study was to investigate the relationship between work-related factors and job satisfaction among oil palm workers. There are six dimensions was studied to get the overall mean scores. The relationship between two variables was investigated using Pearson-moment correlation coefficient. The researcher decided to follow the rule of thumb by Cohen (1988) stated on Table 4.4.

**Table 4.5** *Correlation coefficient between two variables*

		Job Satisfaction
Pay	Pearson Correlation	.567**
	Sig. (1-tailed)	.000
	N	157

\*\*Correlation is significant at the 0.01 level (1-tailed).

Refer to the result presented in Table 4.5 above, there is a significant relationship with a strong degree of correlation between pay and job satisfaction ( $r = .567$ ,  $p < 0.01$ ). The pay factor acts as main contributor in measuring worker's job satisfaction in oil palm plantation sector. This is supported by the previous research done by Malka and Chatman (2003) found that pay and job satisfaction is strongly correlated and it is supported by an individual's extrinsic value. Normally, the crucial determinants for a people working with other people want to gain high possible income to support their cost of living.

#### **4.4.3 Multiple regression analysis**

In this analysis, the enter method was used because it involve a small number of independent variable. As referring to Table 4.6, the independent variable: pay was included into regression equation and the value of significant at  $p < 0.001$ . The model then explains about 48.5 percent ( $R^2 = .485$ ,  $p = .000$ ) of the variability in job satisfaction.

**Table 4.6** *Result of multiple regression for an analysis of job satisfaction towards oil palm plantation workers*

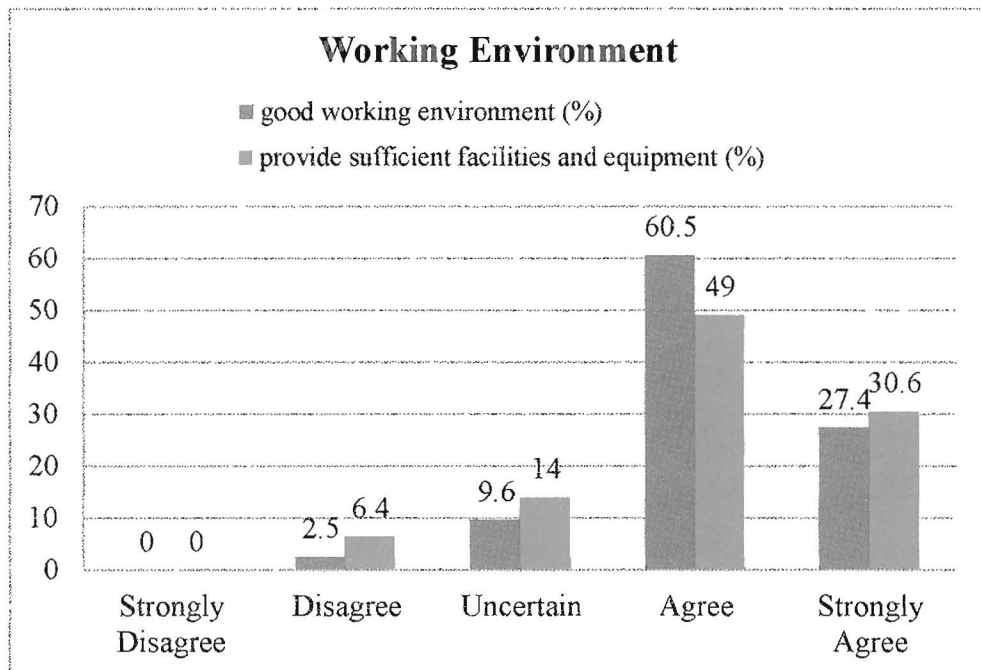
<b>Independent Variables</b>	<b>Dependent Variable</b>
	<b>Job Satisfaction</b>
	<b>Beta values (<math>\beta</math>)</b>
Pay	.273**
R	.696
R <sup>2</sup>	.485
Adjusted R <sup>2</sup>	.464
F values	23.497
Sig. F values	.000

Notes: \*\*Correlation is significant at the 0.01 level (2 tailed)

The objective of this research is to discover which elements in work-related factors is most dominant on workers job satisfaction in oil palm plantation. By using multiple regression analysis, the researcher can determine which element in work-related factors is most dominant on workers job satisfaction in oil palm plantation.

The result indicates that the highest of beta values ( $\beta = .273$ ) among all variables is pay and it is the main predictor for job satisfaction ( $p < .01$ ). Thus, in answering the research question, the researcher can say that pay factor does significantly contribute to the workers job satisfaction,  $F(6, 150) = 23.497$ ,  $p < .05$ . This result also similarly found by Timothy et al., (2010) where the pay was only the main predictor related to workers' job satisfaction.

## 4.5 Working environment



**Figure 4.7** Percentage for working environment's questions

Based on information in Figure 4.7, majority of workers agree that their work place provide good working environments which contribute to 60.5 percent. In addition, workers also satisfied with facilities and equipment provided by their top management (49%).

### 4.5.1 One- way ANOVA

**Table 4.7** Analysis of variance of working environment

Independent Variable	Dependent Variable	F value	Significant, $p < .05$
Working Environment	Job Satisfaction	$F(6,150) = 8.496$	.000

The ANOVA in Table 4.7 shows there is significant differences in job satisfaction because of proper working environment provided by employers ( $F = 8.496, p = .000$ )

#### 4.5.2 Correlation

**Table 4.8** *Correlation coefficient between two variables*

		Job Satisfaction
Working environment	Pearson Correlation	.478**
	Sig. (1-tailed)	.000
	N	157

\*\*Correlation is significant at the 0.01 level (1-tailed).

Based on the result presented in Table 4.8 above, it shows that there is a significant relationship with a moderate degree of correlation between working environment and job satisfaction ( $r = .478$ ,  $p < 0.01$ ). When the workers do their work in better working condition, it leads to increase the level of performance which in turn results to satisfaction.

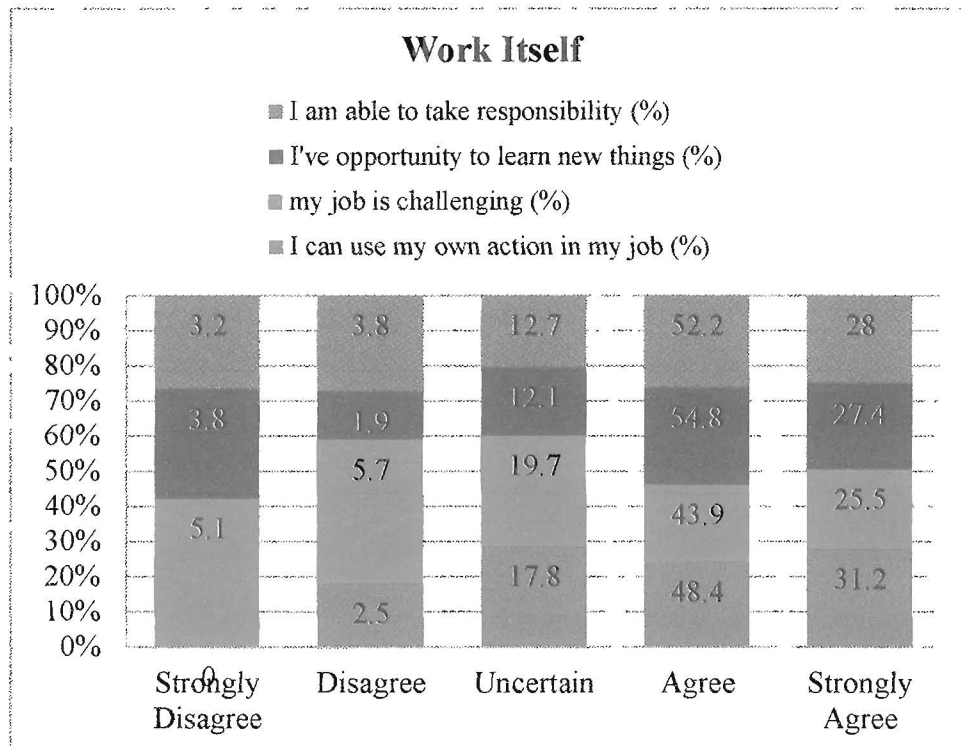
#### 4.5.3 Multiple regression analysis

**Table 4.9** *Result of multiple regression for an analysis of job satisfaction towards oil palm plantation workers*

		Dependent Variable
		Job Satisfaction
Independent Variables		Beta values ( $\beta$ )
Working Environment		.051

Table 4.9 indicates the working environment has beta values ( $\beta = .051$ ). Therefore, the researcher can say that working environment factor does not significantly contribute to the workers job satisfaction,  $\beta = .051$ ,  $p > .05$ .

## 4.6 Work itself



**Figure 4.8** Percentage for work itself's questions

Figure 4.8 shows the distribution of the work itself. The workers mostly satisfied with their job.in oil palm plantation. It is because, they can use their own independent thought and action in their job (48.4%) as well as the work they have done is challenging (43.9%). Besides, workers are given opportunities to learn new things from their work in order to expose them to the real working condition and getting more experiences (54.8%). In addition, the workers also agree to their work allows them to deal with and take responsibility for many work-related affairs (52.2%).

#### 4.5.1 One-way ANOVA

**Table 4.10** *Analysis of variance of work itself*

Independent Variable	Dependent Variable	F value	Significant, p < .05
Work Itself	Job Satisfaction	F(10,146) = 4.217	.000

The analysis of variance (ANOVA) in Table 4.10 shows there were significant differences in job satisfaction due to work itself (F = 4.217, p = .000).

#### 4.6.2 Correlation

**Table 4.11** *Correlation coefficient between two variables*

		Job Satisfaction
Work Itself	Pearson Correlation	.372**
	Sig. (1-tailed)	.000
	N	157

\*\*Correlation is significant at the 0.01 level (1-tailed).

Then, Table 4.11 indicates that there is a significant relationship with a moderate degree of correlation between work itself and job satisfaction (r = .372, p < 0.01). There are many factors that may affect workers' job satisfaction and it may vary for each worker. One of them may be the nature of work itself. Based on Porter and Lawler (1968), work itself factor was significantly affecting the job satisfaction. In addition, the study conducted by Chen (2008) was found that worker and the work itself are two important factors promoting the job satisfaction.



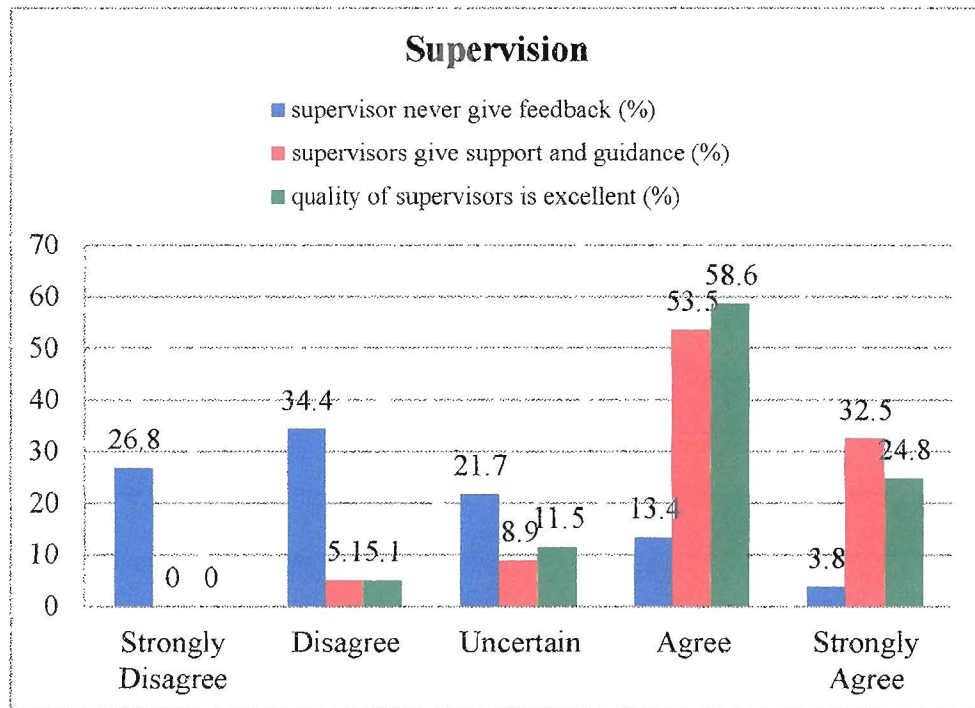
### 4.6.3 Multiple regression analysis

**Table 4.12** *Result of multiple regression for an analysis of job satisfaction towards oil palm plantation workers*

Dependent Variable	
Job Satisfaction	
Independent Variables	Beta values ( $\beta$ )
Work Itself	.141

The result indicates that the work itself has beta values ( $\beta = .141$ ). Then, the work itself does significantly contribute to the workers job satisfaction,  $\beta = .141$ ,  $p < .05$ . However, the  $\beta$  value shows lowest compare other factors. The researcher can't conclude that work itself is the most influenced element towards worker's job satisfaction. It shows that not all workers are satisfied doing their job. Thus, Human Resource (HR) manager should do something to improve the work contents more interesting and attractive so the workers don't consider their job meaningless and dull (Danish and Usman, 2010).

## 4.7 Supervision



**Figure 4.9** Percentage for supervision's questions

Figure 4.8 indicates that most of workers disagree to the statement 'My supervisors never give me any feedback about the quality of my job', which contribute 34.4 percent. In contrast, most of workers are agrees that their supervisors always give them support and guidance (53.5%) and the overall quality of supervision they had received was excellent shows 58.6 percent.

#### 4.7.1 One-way ANOVA

**Table 4.13** *Analysis of variance of supervision*

Independent Variable	Dependent Variable	F value	Significant, p < .05
Supervision	Job Satisfaction	F(8,148) = 7.930	.000

The ANOVA in Table 4.13 presented there is significant differences in job satisfaction towards supervision (F = 7.930, p = .000).

#### 4.7.2 Correlation

**Table 4.14** *Correlation coefficient between two variables*

Supervision		Job Satisfaction
	Pearson Correlation	.390**
	Sig. (1-tailed)	.000
	N	157

\*\*Correlation is significant at the 0.01 level (1-tailed).

On the other hand, there is a significant relationship with a moderate degree of correlation between supervision and job satisfaction (r = .390, p < 0.01). Supervisor is categorized as a main person in helping and monitoring labour in field while they perform the work and make sure the field works run smoothly.

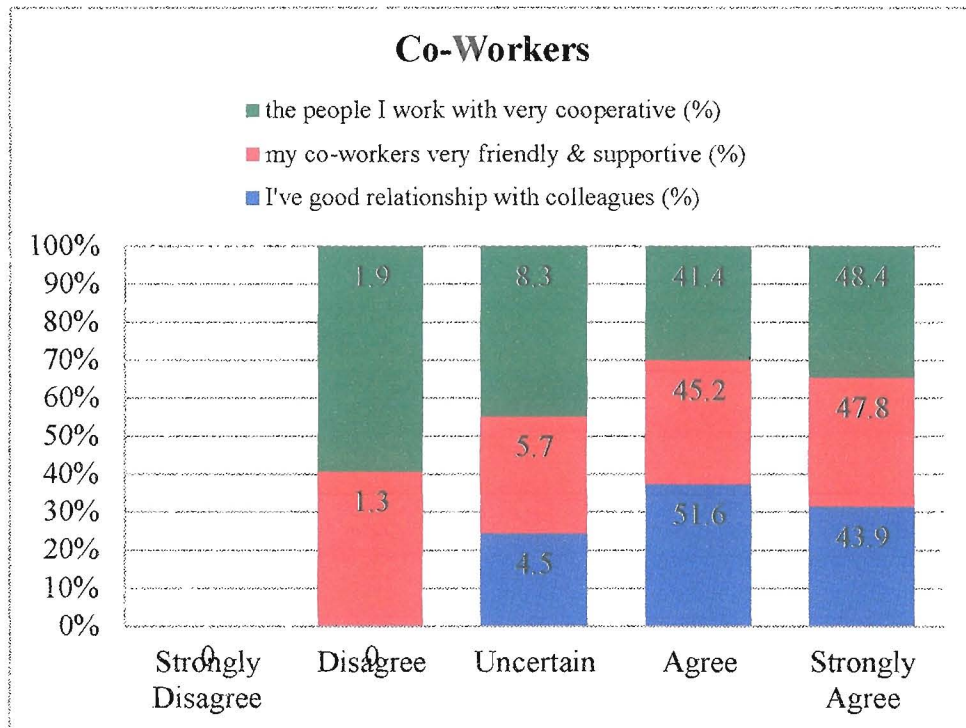
### 4.7.3 Multiple regression analysis

**Table 4.15** *Result of multiple regression for an analysis of job satisfaction towards oil palm plantation workers*

Independent Variables	Dependent Variable
	Job Satisfaction
	Beta values ( $\beta$ )
Supervision	.168

Based on the finding, supervision has beta values ( $\beta = .168$ ). It is shows that supervision factor has significant contributing to the workers job satisfaction,  $\beta = .168$ ,  $p < .05$ . Unfortunately, the  $\beta$  value of supervision is low as compare other factors in work-related factors. Thus, it can be conclude that the researcher can't use supervision as the most influenced factor contributing to worker's job satisfaction. Based on study conducted by Liu and White (2011), it was found that supervisor play in important role to support workers' satisfaction in performing their works. Thus, in this case, it can say that different work cultures and countries have different factors that contribute to worker's job satisfaction.

## 4.8 Co-workers



**Figure 4.10** *Percentage for co-workers' questions*

Refer to figure 4.10 above; 51.6 percent of workers agree that they have a good relationship with their colleagues in workplace. In contrast, majority of workers said strongly agree with regards to their co-workers are very friendly and supportive which contributing 47.8 percent. Besides, 48.4 percent workers are strongly agree with the statement 'The people I work with are very cooperative' which make it as the higher as compare other scales.

#### 4.8.1 One-way ANOVA

**Table 4.16** *Analysis of variance of co-workers*

Independent Variable	Dependent Variable	F value	Significant, p < .05
Co-Workers	Job Satisfaction	F(7,149) = 7.424	.000

The ANOVA in Table 4.16 shows there is significant differences between job satisfaction and co-workers ( $F = 7.424$ ,  $p = .000$ ).

#### 4.8.2 Correlation

**Table 4.17** *Correlation coefficient between two variables*

		Job Satisfaction
Co-workers	Pearson Correlation	.478**
	Sig. (1-tailed)	.000
	N	157

\*\* . Correlation is significant at the 0.01 level (1-tailed).

Based on Table 4.17 above, there is a significant relationship with a moderate degree of correlation between co-worker and job satisfaction ( $r = .478$ ,  $p < 0.01$ ). Liu and White (2011) were found that co-workers are important factor in influencing job satisfaction among workers. In work area, co-workers as our close friends in sharing ideas, give motivation and moral support to the employees other than their family members. Thus, co-workers also play an important role in influencing job satisfaction.

### 4.8.3 Multiple regression analysis

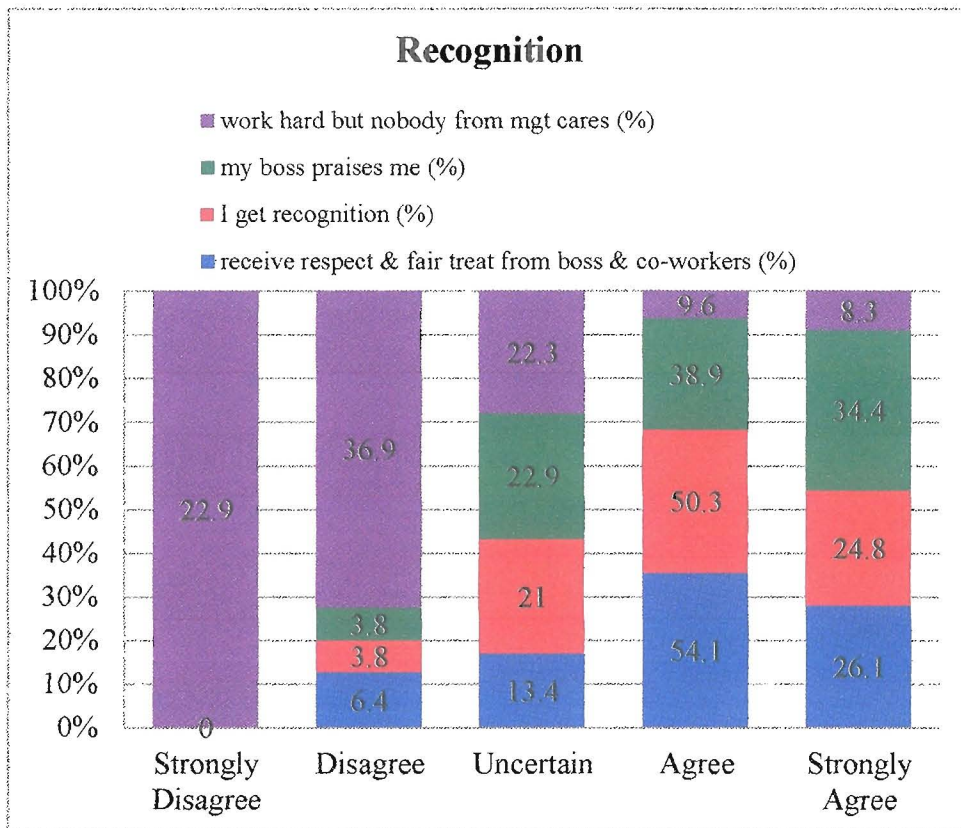
**Table 4.18** *Result of multiple regression for an analysis of job satisfaction towards oil palm plantation workers*

	Dependent Variable
	Job Satisfaction
Independent Variables	Beta values ( $\beta$ )
Co-workers	.065

Table 4.18 present the result of beta values ( $\beta$ ) for co-workers is .065.

Therefore, the researcher can say that co-workers factor does not significantly contribute to the workers job satisfaction,  $\beta = .065$ ,  $p > .05$ . Thus, there are others factor that contributing more toward workers' job satisfaction.

## 4.9 Recognition



**Figure 4.11** Percentage for recognition's questions

Figure 4.11 indicates the distribution of recognition received by workers in their workplace. Most of workers said they receive appropriate respect and fair treat from their top management and also their co-workers (54.1%). In addition, 50.3 percent of workers get recognition from their manager for doing a good work and have a good performance in workplace. On the other hand, their manager always gives them praises when they do a good work (38.9%). However, all of workers strongly disagree when top management do not concerned to them if they work very hard.



#### 4.9.1 One- way ANOVA

**Table 4.19:** *Analysis of Variance of Recognition*

Independent Variable	Dependent Variable	F value	Significant, p < .05
Recognition	Job Satisfaction	F(10,146) = 9.705	.000

The ANOVA in Table 4.19 shows there is significant differences between job satisfaction recognition (F = 9.705, p = .000). Other than fully utilize the workforce potential effort, the employer must play their role in recognize their workers' effort in achieving the goals.

#### 4.9.2 Correlation

**Table 4.20** *Correlation coefficient between two variables*

		Job Satisfaction
Recognition	Pearson Correlation	.582**
	Sig. (1-tailed)	.000
	N	157

\*\*Correlation is significant at the 0.01 level (1-tailed).

Lastly, there is a significant relationship with a strong degree of correlation between recognition and job satisfaction ( $r = .582$ ,  $p < 0.01$ ). According to Danish and Usman (2010), recognition shows the highest need among employees in keeping their spirits at high level and boost up their performance and job satisfaction. To keep the organization prosperity and survival in long run, it is based on how they treat their human resources accordingly (Lawler, 2003).

Based on result provided, the researcher succeeds to reject null hypothesis. Thus, the alternative hypothesis is accepted. There is a significant relationship between the all elements in work-related factors which is pay, working environment, work itself, supervision, co-workers and recognition to job satisfaction among workers in oil palm plantation.

### 4.9.3 Multiple regression analysis

**Table 4.21** *Result of multiple regression for an analysis of job satisfaction towards oil palm plantation workers*

Independent Variables	Dependent Variable Job Satisfaction
Recognition	Beta values ( $\beta$ )
	.269**

Notes: \*\*Correlation is significant at the 0.01 level (2 tailed)

Table 4.21 indicate the recognition has beta values ( $\beta = .269$ ). This factor was followed closely the pay factor where  $p < .01$ . Hence, in answering the research question, the researcher can say that recognition factor also does significantly contribute to the workers job satisfaction where  $F(6, 150) = 23.497, p < .05$ . Recognition activity is an important activities need to be carried out by each organization. It is because recognition acts as the employers appreciate and recognize their employee's efforts. Recognition activity can help to increase employee's motivation and they will feel appreciated and their efforts worthwhile.

#### 4.10 Data cleaning analysis

Data cleaning analysis was conducted by researcher before continue with the statistical analysis. All data that had been collected was undergo an analysis using screening and cleaning analysis to ensure there is no missing values or incorrect data entry.

#### 4.11 Normality analysis

The researcher decided to use skewness and kurtosis analysis in order to proving the normality of the data in this study. The values for acceptable of skewness and kurtosis is between - / + 3 (Sekaran and Bougie, 2009). Table 4.22 showed the normality result for all variables on an analysis of job satisfaction towards oil palm plantation workers.

**Table 4.22** *Normality analysis*

Variable	Actual Study (N=157)	
	Skewness	Kurtosis
Pay	-.607	.505
Working Environment	-.581	.595
Work Itself	-.230	-.035
Supervision	.237	.518
Co-Workers	-.710	.665
Recognition	.280	.393
Job Satisfaction	-.510	1.56

The table presented is the result of normality analysis for this study where the value of skewness and kurtosis are in the range -.710 to 1.56. The data were distributed normally because the value of skewness and kurtosis are in the range + / - 3. Thus, this study can continue to factor analysis.

#### **4.12 Factor analysis**

The objective of conducting factor analysis is to group the items according to their relatedness and to refer the loadings of items. The varimax rotation was used because the factors were assumed to be interrelated.

To analyse the factor analysis result, the Kaiser-Meyer-Olkin (KMO) value should be higher than .6 to ensure the factorability. In addition, the Measure of Sampling Adequacy (MSA) for each item must higher than .5 and similar to Communalities must higher than .5. Then, Bartlett's Test of Sphericity was used to identify the significant correlations between each variable. Based on Hair, Black, Babin & Anderson (2006), when the significant value of the test is  $p < .05$  and the value of test is high, it is recommended to proceed with factor analysis.

##### **4.12.1 Factor analysis for independent variable**

The principle component analysis was examine the factor structure of the 20-item on the work-related factors. Table 4.23 shows that there are 20 items on the questionnaire were subjected to principal component analysis. Then, there are five components with Eigenvalues exceeding 1. The Eigenvalues determine 27.54%, 15.13%, 9.46%, 7.35% and 6.92% of the variance respectively. The total variance for independent variable is 66.401.

Besides, the KMO for all of six independent variables, which are pay, working condition, work itself, supervision, co-workers and recognition indicated sampling adequacy which the value higher than .6 which is .856. Hence, KMO for this study was good and the data were sufficiently for further the analysis.

**Table 4.23** *Factor analysis for independent variable*

Items	Components				
	1	2	3	4	5
B1_Type of payment system you receive					888
B2_Monthly Income	.319				
B3_I'm satisfied with the amount of pay and benefit i receive	.801				
B4_I am fairly paid for what I contribute to this org	.815				
B5_I work in a good working envnt	.565				
B6_My company provides sufficient facilities and equipment to do work	.737				
B7_I can use my independent thought and action in my job		.542			
B8_My job is challenging		.465			
B9_I have opportunities to learn new things from my work			.600		
B10_My job allows me to deal with and take responsibility for many affairs			.666		
B11_The supervisors never give me any feedback about the quality of my job	-.353				
B12_The supervisors always give support and guidance to me	.693				
B13_The overall quality of the supervisors I receive in my work is excellent	.619				
B14_I have a good relationship with colleagues		.815			
B15_My co-workers are very friendly and supportive		.757			
B16_The people I work with are very cooperative here		.665			
B17_I receive respect and fair treat from boss and co-workers	.682				

B18_ I get recognition from my good work	.699				
B19_ My boss always praises me when doing a good work	.598				
B20_ You work very hard, but nobody from the mgt cares					
Initial Eigenvalues	7.491	1.923	1.594	1.200	1.072
% of variance (after rotation)	27.540	15.135	9.445	7.353	6.927
Total Variance					66.401
Kaiser-Meyer-Olkin Measure of Sampling Adequacy					.85
Bartlett's Test of Sphericity	Approx. Chi-Square				1597.05
	df.				190
	Sig.				.000

#### 4.12.2 Factor analysis for dependent variable

The principle component analysis was conducted to examine the factor structure of the 4-item measure in job satisfaction. The table shows that there are 4-items on the questionnaire were subjected to principal component analysis. Then, there is one component with Eigenvalues exceeding 1. The Eigenvalues determine 49.39% of the variance and total variance for dependent variable is 49.395. Then, in Communalities of dependent variable, there are three items shows the value of extraction higher than .5 which are “I am satisfied with the kind of work I do in this job”, “I am satisfied with working condition here” and “I am satisfied with my earning”. But, “I am satisfied with the kind of work I do in this job” has the highest extraction value.

Besides, the KMO for dependent variables presented the result of sampling adequacy which the value greater than .6 which is .632. Moreover, Bartlett's Test of Sphericity also shows a significant value which are  $p < .05$  and Approx. Chi-Square = 91.784. Hence, KMO for this study was good and all data were sufficiently for further the analysis. In this study, there are three items to measure workers job satisfaction loads higher than .5 and the remaining will be removed.

**Table 4.24** *Factor analysis for dependent variable*

Items	Components			
				1
C1_I am satisfied with the kind of work I do in this job				.782
C2_I am satisfied with working condition here				.689
C3_I am satisfied with my earning				.715
B4_I am fairly paid for what I contribute to this org				-.616
Initial Eigenvalues				1.97
% of variance (after rotation)				49.39
Total Variance				49.39
Kaiser-Meyer-Olkin Measure of Sampling Adequacy				.63
Bartlett's Test of Sphericity	Approx. Chi-Square			91.78
	df.			6
	Sig.			.000

### 4.13 Reliability analysis

The purpose of reliability test was to ensure the items in questionnaires is measure what it is supposed to measure. Then, it will produce the Cronbach's alpha ( $\alpha$ ) value. The higher the score, more reliable the items is. According to Sekaran and Bougie (2009), reliability was used to measure the consistency and stability of the instrument which it measures the concept and evaluate the goodness of a measure.

Thus, this study used the rule of thumb by Sekaran and Bougie (2009) as shown in Table 4.25, the Cronbach's alpha coefficient can be indicated according to its category.

**Table 4.25** *Rule of thumb sekaran and bougie (2009)*

Cronbach's Alpha Coefficient	Indicator
0 – 0.59	Poor
0.6 – 0.69	Acceptable
0.7 – 0.79	Good
0.8 – 0.89	Very Good
0.9 – 0.99	Excellent
1.00	Perfect

The Cronbach's alpha for dependent variable for job satisfaction was .616. Meanwhile, for independent variables pay is .835, working environment is .666, work itself is .675, supervision is .833, co-worker is .830 and recognition is .851. Therefore, based on the finding of reliability analysis in this study, it was reliable and completely valid for further analysis.



**Table 4.26** *Cronbach's Alpha Results for all Variables (N = 157)*

Variable	Constructs	No. of Items	No. of Items deleted	Cronbach's Alpha Score (N = 157)
Dependent	Job Satisfaction	4	1	.616
Independent	Pay	4	2	.835
	Working Environment	2	-	.666
	Work Itself	4	1	.675
	Supervision	3	1	.833
	Co-workers	3	-	.830
	Recognition	4	1	.851

#### 4.14 Descriptive statistic

The descriptive statistic on Table 4.27 provides the score of all variables in this study namely pay, working environment, work itself, supervision, co-workers and recognition. Then, for dependent variable which is job satisfaction has a result of  $M = 3.5589$ ,  $SD = .40345$ .

**Table 4.27** *Descriptive statistics for an analysis of job satisfaction towards oil palm plantation workers (n = 157)*

Variables	No. of items	Mean (M)	Standard Deviation (SD)
Independent Variables			
Pay	4	3.0987	.52100
Working Environment	2	4.0828	.65985
Work Itself	4	3.9634	.64414
Supervision	3	3.4989	.48719
Co-workers	3	4.3843	.56383
Recognition	4	3.6083	.53205
Dependent Variable			
Job Satisfaction	4	3.5589	.40345

## CHAPTER 5

### CONCLUSIONS AND RECOMMENDATIONS

In this chapter consists of the summary about the results for each research question obtained from the data analysis conducted in the previous chapter. This last chapter also provides the conclusion and explained the recommendation to stimulate job satisfaction among workers in oil palm plantation. Therefore, this chapter was divided into two sections which are conclusion of the findings and recommendation.

#### 5.1 Conclusion

This study determined the influence of work-related factors on job satisfaction among workers in oil palm plantation. Based on the findings, it can be conclude that there is positive relationship between work-related factors on job satisfaction among workers in oil palm plantation.

In this study, the researcher was selected four established oil palm organization in Johor as the respondents and the response rate received was 78.5 percent. In the demographic section, it indicates about the respondent's general information like gender, age and education level. The majority in answering the questionnaires was male representing 129 people (82.2 %). In addition, the age category from 21 till 30 years old participate more in this study which represent 99 people or 63.1 percent. This result shows that more young people are working in oil palm plantation sector as compare others age category. Meanwhile, respondent who possessed formal education level becoming the majority in answering the questionnaires which is 85 people (54.1 %). This

indicates that majority of workers in oil palm plantation are educated ones not only workers who are not receiving proper education.

The following conclusions were driven from the result of this study. Most of workers were satisfied with the kind of work they do in their job which contribute 59.9 percent. Other than that, 66.9 percent of workers were satisfied with the environment where they work which provided by top management. Besides that, majority of workers were satisfied with their earning as they were equally paid based on their workload. The worker also satisfied with the overall quality of supervision they received in workplace. In addition, recognition program also give great impact toward overall workers' job satisfaction as well as co-workers factor.

Based on the findings presented in this study, it shows that there is a significant relationship between work-related factors and worker's job satisfaction in oil palm plantation. Each of elements in this study does have signification relationship with job satisfaction (dependent variable). There is a strong degree of correlation between pay and recognition towards job satisfaction. Meanwhile, there is a significant relationship with a moderate degree of correlation between working environment, work itself, supervision and co-worker towards job satisfaction. Therefore, this study achieved the research objective one.

As refer to multiple regression analysis, pay is the most dominant elements in work-related factors towards worker's job satisfaction in oil palm plantation. The basic element to satisfy workers in oil palm plantation is payment factor. The workloads they do must equal with the income they received at the end of month or in a day. When inequality occurs, workers have their right to do demonstration in showing their grievance to the employers or take legal action

via Trade Union. Once this problem occurs, the organization's reputation will be affected. The consequences may incur not only affecting the organization reputation, but the organization management system as a whole. As for conclusion, the research objective two is successfully achieved by founding pay factor as the most dominant element on worker's job satisfaction in oil palm plantation.

## **5.2 Recommendations**

The findings from this study provide useful information for employers for development of strategies in their organization in order to improve job satisfaction among their labour force. Employers in oil palm plantation organization can take into consideration to implement these factors (Pay, working environment, work itself, supervision, co-workers and recognition) in their workplace because all of factors were statistically proven has positive significant relationship to the job satisfaction. Even though work-related factors were identified as an essential factors effecting worker's job satisfaction, those factors can differ between cultures and counties. (Spector, 1997).

In addition, the researcher would like to highlights some point of view to facilitate improvement in future studies. As researcher suggested, the further studies should be conducted with large sample size to increase the accuracy and response rate of the finding. This study was carried out only in selected oil palm plantation in Johor as the population. Therefore, in future study should include the entire oil palm plantation around Malaysia as the population.

In this study is only focused to six work-related factors that influence to workers' job satisfaction in oil palm plantation. Thus, it is hope that in further study will include more factors that correlates to job satisfaction (Abdullah et al., 2009) especially among oil palm plantation workers.

Lastly, to reach large number of population, further study can consider the use of online survey to broaden the number of respondents. In contrast, in this study use the small number of population and use questionnaires as an instrument in collecting the data. It could be restricted to reach larger population due to cost and time constraints.

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FAKULTI PERLADANGAN DAN AGROTEKNOLOGI  
SARJANA MUDA SAINS (KEPUJIAN) PENGURUSAN DAN TEKNOLOGI  
PERLADANGAN (AT220)

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A STUDY ON ANALYSIS OF JOB SATISFACTION TOWARDS OIL PALM PLANTATION  
WORKERS

*KAJI SELIDIK TENTANG KEPUASAN TERHADAP KERJA DALAM KALANGAN PEKERJA DI LADANG  
KELAPA SAWIT*

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Tuan/Puan yang dihormati,

## **KAJI SELIDIK TENTANG KEPUASAN TERHADAP KERJA DALAM KALANGAN PEKERJA DI LADANG KELAPA SAWIT**

Nama saya Maazaitil Aisyah binti Bahruni, pelajar Sarjana Muda Sains (Kepujian) Pengurusan dan Teknologi Perladangan (AT220) dari Universiti Teknologi MARA. Sebagai pelajar tahun akhir, saya dikehendaki untuk menjalankan satu kaji selidik tentang kepuasan terhadap kerja dalam kalangan pekerja di ladang kelapa sawit.

### **Objektif Kajian**

Kajian yang dijalankan adalah bertujuan untuk menilai tahap kepuasan terhadap kerja dalam kalangan pekerja di ladang kelapa sawit. Maklumat yang dikumpul daripada kajian ini adalah digunakan untuk tujuan penyelidikan dan sebagai tugas akhir bagi menyempurnakan pembelajaran dalam kursus Sarjana Muda Sains (Kepujian) Pengurusan dan Teknologi Perladangan (AT220).

### **Sulit**

Kerahsiaan jawapan anda untuk kaji selidik ini adalah dijamin dan saya menghargai segala maklumbalas yang diberikan. Sila baca arahan dan pernyataan-pernyataan yang diberikan dengan teliti dan anda dikehendaki memberi respon yang berkaitan. Terima kasih kerana meluangkan masa untuk menjawab kaji selidik ini.

**SECTION A: GENERAL INFORMATION**

**BAHAGIAN A: MAKLUMAT UMUM**

Please tick (✓) the appropriate response below. Tick only (✓) **ONE** answer for each question:  
Sila tandakan (✓) pada respon yang berkaitan di bawah. Tanda **SATU** jawapan sahaja:

A1 Gender / Jantina

Male / Lelaki

Female / Perempuan

A2 Age / Umur

Less than 21 years old /  
Kurang daripada 21 tahun

21 till 30 years old /  
21 hingga 30 tahun

31 till 40 years old /  
31 hingga 40 tahun

41 till 50 years old /  
41 hingga 50 tahun

51 till 60 years old /  
51 hingga 60 tahun

61 years old and above /  
61 tahun dan ke atas

A3 Educational level / Tahap pendidikan

Formal / Formal

Informal / Tidak formal

**SECTION B: WORK-RELATED FACTORS**

**BAHAGIAN B: FAKTOR-FAKTOR BERKAITAN PEKERJAAN**

Please tick ( ✓ ) the appropriate response below. Tick only ( ✓ ) **ONE** answer for each question:  
 Sila tandakan ( ✓ ) pada respon yang berkaitan di bawah. Tanda **SATU** jawapan sahaja untuk setiap soalan:

**i. Pay / Bayaran**

B1 Type of payment system you receive?  
 Jenis sistem pembayaran gaji anda terima disini?

- Fixed wages / Gaji tetap
- Piece rate contract / Gaji kontrak
- Daily rated / Gaji harian
- Others, please specify: \_\_\_\_\_  
 Lain-lain, sila nyatakan

B2 Monthly income / Pendapatan bulanan

- RM 900 – RM 1,000
- RM 1,000 – RM 1,500
- RM 1,500 – RM 2,000
- RM 2,000 or Above / RM 2,000 atau keatas

Please choose your preference with the following statements by ticking ( ✓ ) the appropriate response. Tick only ( ✓ ) **ONE** answer for each question:  
 Sila tandakan ( ✓ ) pada respon yang berkaitan di bawah. Tanda **SATU** jawapan sahaja untuk setiap soalan:

Code / Kod	Construct / Konstruk	Strongly Disagree / Sangat Tidak Bersetuju	Disagree / Tidak Setuju	Uncertain / Tidak Pasti	Agree / Setuju	Strongly Agree / Sangat Bersetuju
B3	I'm satisfied with the amount of pay and benefits I receive.  Saya berpuas hati dengan bayaran dan faedah/kebijakan yang diperolehi.	1	2	3	4	5
B4	I am fairly paid for what I contribute to this organization.	1	2	3	4	5

	<i>Saya dibayar dengan adil berdasarkan sumbangan saya kepada organisasi.</i>					
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ii. Working condition / Persekitaran kerja

Code / Kod	Construct / Konstruk	Strongly Disagree / Sangat Tidak Bersetuju	Disagree / Tidak Setuju	Uncertain / Tidak Pasti	Agree / Setuju	Strongly Agree / Sangat Bersetuju
B5	I work in a good working environment (location, security, sanitation).  <i>Persekitaran tempat kerja saya sangat baik (lokasi, keselamatan, kebersihan).</i>	1	2	3	4	5
B6	My company provides sufficient facilities and equipment to do work.  <i>Syarikat saya menyediakan fasiliti dan peralatan kerja yang mencukupi.</i>	1	2	3	4	5

iii. The work itself / Pekerjaan itu sendiri

Code / Kod	Construct / Konstruk	Strongly Disagree / Sangat Tidak Bersetuju	Disagree / Tidak Setuju	Uncertain / Tidak Pasti	Agree / Setuju	Strongly Agree / Sangat Bersetuju
B7	I can use my independent thought and action in my job.  <i>Saya boleh menggunakan kebebasan berfikir/idea dalam melaksanakan tugas.</i>	1	2	3	4	5
B8	My job is challenging.  <i>Kerja yang saya lalukan sangat mencabar.</i>	1	2	3	4	5
B9	I have opportunities to learn new things from my work.  <i>Saya diberi peluang untuk belajar perkara baru semasa melaksanakan tugas.</i>	1	2	3	4	5
B10	My job allows me to deal with and take responsibility for many affairs.	1	2	3	4	5

	<i>Pekerjaan saya memerlukan saya berurusan dan bertanggungjawab dalam banyak perkara.</i>					
--	--	--	--	--	--	--

**iv. Supervision / Penyeliaan**

<b>Code / Kod</b>	<b>Construct / Konstruk</b>	<b>Strongly Disagree / Sangat Tidak Bersetuju</b>	<b>Disagree / Tidak Setuju</b>	<b>Uncertain / Tidak Pasti</b>	<b>Agree / Setuju</b>	<b>Strongly Agree / Sangat Bersetuju</b>
B11	The supervisors never give me any feedback about the quality of my job.  <i>Penyelia tidak pernah memberikan sebarang ulasan terhadap kualiti kerja saya.</i>	1	2	3	4	5
B12	The supervisors always give support and guidance to me.  <i>Penyelia selalu memberikan sokongan dan tunjuk ajar kepada saya.</i>	1	2	3	4	5
B13	The overall quality of the supervisors I receive in my work is excellent.  <i>Keseluruhan kualiti penyeliaan yang saya terima sangat bagus.</i>	1	2	3	4	5

**v. Co-workers / Rakan sekerja**

<b>Code / Kod</b>	<b>Construct / Konstruk</b>	<b>Strongly Disagree / Sangat Tidak Bersetuju</b>	<b>Disagree / Tidak Setuju</b>	<b>Uncertain / Tidak Pasti</b>	<b>Agree / Setuju</b>	<b>Strongly Agree / Sangat Bersetuju</b>
B14	I have a good relationship with colleagues.  <i>Hubungan saya dan rakan sekerja sangat bagus.</i>	1	2	3	4	5
B15	My co-workers are very friendly and supportive.  <i>Rakan sekerja saya sangat mesra dan selalu menyokong.</i>	1	2	3	4	5
B16	The people I work with are very cooperative here.	1	2	3	4	5

	Semua pekerja disini sangat bekerjasama.					
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vi. Recognition / Pengiktirafan

Code / Kod	Construct / Konstruk	Strongly Disagree / Sangat Tidak Bersetuju	Disagree / Tidak Setuju	Uncertain / Tidak Pasti	Agree / Setuju	Strongly Agree / Sangat Bersetuju
B17	I receive respect and fair treat from my boss and co-workers.  Saya menerima menerima penghormatan dan layanan yang sama-rata daripada ketua dan rakan sekerja saya.	1	2	3	4	5
B18	I get recognition from my good work.  Saya menerima pengiktirafan untuk kerja yang bagus.	1	2	3	4	5
B19	My boss always praises me when doing a good work.  Ketua saya akan memberikan pujian apabila saya melakukan kerja dengan baik.	1	2	3	4	5
B20	You work very hard, but nobody from the management cares.  Saya bekerja dengan bersungguh-sungguh, tetapi pihak pengurusan tidak ambil peduli.	1	2	3	4	5

**SECTION C: RESPONDENT'S OVERALL JOB SATISFACTION****BAHAGIAN C: KESELURUHAN KEPUASAN TERHADAP KERJA RESPONDEN**

Please choose your preference with the following statements by ticking (✓) the appropriate response. Tick only (✓) **ONE** answer for each question:

Sila nyatakan pendapat anda berkenaan dengan pernyataan-pernyataan dibawah dengan menandakan (✓) pada jawapan yang bersesuaian. Tanda **SATU** jawapan sahaja untuk setiap soalan:

Code / Kod	Construct / Konstruksi	Strongly Disagree / Sangat Tidak Bersetuju	Disagree / Tidak Setuju	Uncertain / Tidak Pasti	Agree / Setuju	Strongly Agree / Sangat Bersetuju
C1	I am satisfied with the kind of work I do in this job. <i>Saya berpuas hati dengan semua tugas yang saya lakukan sekarang.</i>	1	2	3	4	5
C2	I am satisfied with working condition here. <i>Saya berpuas hati dengan persekitaran kerja disini.</i>	1	2	3	4	5
C3	I am satisfied with my earning. <i>Saya berpuas hati dengan bayaran yang saya terima.</i>	1	2	3	4	5
C4	I frequently think of quitting this job. <i>Saya selalu terfikir untuk berhenti bekerja dari sini.</i>	1	2	3	4	5

---

Thank you for your cooperation.  
*Terima kasih di atas kerjasama anda.*

**APPENDIX B DATA ANALYSIS**

**Demographic frequency**

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	129	82.2	82.2	82.2
Female	28	17.8	17.8	100.0
Total	157	100.0	100.0	

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 21 years old	7	4.5	4.5	4.5
21 till 30 years old	99	63.1	63.1	67.5
31 till 40 years old	35	22.3	22.3	89.8
41 till 50 years old	10	6.4	6.4	96.2
51 till 60 years old	5	3.2	3.2	99.4
61 years old and above	1	.6	.6	100.0
Total	157	100.0	100.0	

Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Formal	85	54.1	54.1	54.1
Informal	72	45.9	45.9	100.0
Total	157	100.0	100.0	



## Data cleaning analysis – all items

### B1 Type of payment system you receive

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Fixed wages	50	31.8	31.8	31.8
Piece rate contract	43	27.4	27.4	59.2
Daily rated	64	40.8	40.8	100.0
Total	157	100.0	100.0	

### B2 Monthly Income

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid RM 900 - RM 1000	31	19.7	19.7	19.7
RM 1000 - RM 1500	83	52.9	52.9	72.6
RM 1500 - RM 2000	25	15.9	15.9	88.5
RM 2000 or Above	18	11.5	11.5	100.0
Total	157	100.0	100.0	

### B3 I'm satisfied with the amount of pay and benefit i receive

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	1.3	1.3	1.3
Disagree	8	5.1	5.1	6.4
Uncertain	19	12.1	12.1	18.5
Agree	80	51.0	51.0	69.4
Strongly Agree	48	30.6	30.6	100.0
Total	157	100.0	100.0	

### B4 I am fairly paid for what I contribute to this org

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	.6	.6	.6
Disagree	5	3.2	3.2	3.8
Uncertain	18	11.5	11.5	15.3
Agree	91	58.0	58.0	73.2
Strongly Agree	42	26.8	26.8	100.0
Total	157	100.0	100.0	

**B5 I work in a good working envnt**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	4	2.5	2.5	2.5
Valid Uncertain	15	9.6	9.6	12.1
Valid Agree	95	60.5	60.5	72.6
Valid Strongly Agree	43	27.4	27.4	100.0
Total	157	100.0	100.0	

**B6 My company provides sufficient facilities and equipment to do work**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	10	6.4	6.4	6.4
Valid Uncertain	22	14.0	14.0	20.4
Valid Agree	77	49.0	49.0	69.4
Valid Strongly Agree	48	30.6	30.6	100.0
Total	157	100.0	100.0	

**B7 I can use my independent thought and action in my job**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	4	2.5	2.5	2.5
Valid Uncertain	28	17.8	17.8	20.4
Valid Agree	76	48.4	48.4	68.8
Valid Strongly Agree	49	31.2	31.2	100.0
Total	157	100.0	100.0	

**B8 My job is challenging**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	8	5.1	5.1	5.1
Valid Disagree	9	5.7	5.7	10.8
Valid Uncertain	31	19.7	19.7	30.6
Valid Agree	69	43.9	43.9	74.5
Valid Strongly Agree	40	25.5	25.5	100.0
Total	157	100.0	100.0	

**B9 I have opportunities to learn new things from my work**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	6	3.8	3.8	3.8
Disagree	3	1.9	1.9	5.7
Uncertain	19	12.1	12.1	17.8
Agree	86	54.8	54.8	72.6
Strongly Agree	43	27.4	27.4	100.0
Total	157	100.0	100.0	

**B10 My job allows me to deal with and take responsibility for many affairs**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	5	3.2	3.2	3.2
Disagree	6	3.8	3.8	7.0
Uncertain	20	12.7	12.7	19.7
Agree	82	52.2	52.2	72.0
Strongly Agree	44	28.0	28.0	100.0
Total	157	100.0	100.0	

**B11 The supervisors never give me any feedback about the quality of my job**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	42	26.8	26.8	26.8
Disagree	54	34.4	34.4	61.1
Uncertain	34	21.7	21.7	82.8
Agree	21	13.4	13.4	96.2
Strongly Agree	6	3.8	3.8	100.0
Total	157	100.0	100.0	

**B12 The supervisors always give support and guidance to me**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	8	5.1	5.1	5.1
Uncertain	14	8.9	8.9	14.0
Agree	84	53.5	53.5	67.5
Strongly Agree	51	32.5	32.5	100.0
Total	157	100.0	100.0	

**B13 The overall quality of the supervisors I receive in my work is excellent**

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	8	5.1	5.1	5.1
Uncertain	18	11.5	11.5	16.6
Valid Agree	92	58.6	58.6	75.2
Strongly Agree	39	24.8	24.8	100.0
Total	157	100.0	100.0	

**B14 I have a good relationship with colleagues**

	Frequency	Percent	Valid Percent	Cumulative Percent
Uncertain	7	4.5	4.5	4.5
Valid Agree	81	51.6	51.6	56.1
Strongly Agree	69	43.9	43.9	100.0
Total	157	100.0	100.0	

**B15 My co-workers are very friendly and supportive**

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	2	1.3	1.3	1.3
Uncertain	9	5.7	5.7	7.0
Valid Agree	71	45.2	45.2	52.2
Strongly Agree	75	47.8	47.8	100.0
Total	157	100.0	100.0	

**B16 The people I work with are very cooperative here**

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	3	1.9	1.9	1.9
Uncertain	13	8.3	8.3	10.2
Valid Agree	65	41.4	41.4	51.6
Strongly Agree	76	48.4	48.4	100.0
Total	157	100.0	100.0	

**B17 I receive respect and fair treat from boss and co-workers**

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	10	6.4	6.4	6.4
Uncertain	21	13.4	13.4	19.7
Valid Agree	85	54.1	54.1	73.9
Strongly Agree	41	26.1	26.1	100.0
Total	157	100.0	100.0	

**B18 I get recognition from my good work**

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	6	3.8	3.8	3.8
Uncertain	33	21.0	21.0	24.8
Valid Agree	79	50.3	50.3	75.2
Strongly Agree	39	24.8	24.8	100.0
Total	157	100.0	100.0	

**B19 My boss always praises me when doing a good work**

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	6	3.8	3.8	3.8
Uncertain	36	22.9	22.9	26.8
Valid Agree	61	38.9	38.9	65.6
Strongly Agree	54	34.4	34.4	100.0
Total	157	100.0	100.0	

**B20 You work very hard, but nobody from the mgt cares**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	36	22.9	22.9	22.9
Disagree	58	36.9	36.9	59.9
Valid Uncertain	35	22.3	22.3	82.2
Agree	15	9.6	9.6	91.7
Strongly Agree	13	8.3	8.3	100.0
Total	157	100.0	100.0	

**C1 I am satisfied with the kind of work I do in this job**

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	4	2.5	2.5	2.5
Uncertain	15	9.6	9.6	12.1
Valid Agree	94	59.9	59.9	72.0
Strongly Agree	44	28.0	28.0	100.0
Total	157	100.0	100.0	

**C2 I am satisfied with working condition here**

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	3	1.9	1.9	1.9
Uncertain	19	12.1	12.1	14.0
Valid Agree	105	66.9	66.9	80.9
Strongly Agree	30	19.1	19.1	100.0
Total	157	100.0	100.0	

**C3 I am satisfied with my earning**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	2	1.3	1.3	1.3
Disagree	11	7.0	7.0	8.3
Valid Uncertain	24	15.3	15.3	23.6
Agree	70	44.6	44.6	68.2
Strongly Agree	50	31.8	31.8	100.0
Total	157	100.0	100.0	

**C4 I frequently think of quitting this job**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	43	27.4	27.4	27.4
Disagree	69	43.9	43.9	71.3
Valid Uncertain	36	22.9	22.9	94.3
Agree	7	4.5	4.5	98.7
Strongly Agree	2	1.3	1.3	100.0
Total	157	100.0	100.0	

B16_ The people I work with are very cooperative here	1.000	.722
B17_ I receive respect and fair treat from boss and co-workers	1.000	.622
B18_ I get recognition from my good work	1.000	.705
B19_ My boss always praises me when doing a good work	1.000	.697
B20_ You work very hard, but nobody from the mgt cares	1.000	.817

Extraction Method: Principal Component Analysis.

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.491	37.456	37.456	7.491	37.456	37.456	5.508	27.540	27.540
2	1.923	9.613	47.069	1.923	9.613	47.069	3.027	15.135	42.675
3	1.594	7.972	55.041	1.594	7.972	55.041	1.889	9.445	52.120
4	1.200	6.000	61.040	1.200	6.000	61.040	1.471	7.353	59.473
5	1.072	5.360	66.401	1.072	5.360	66.401	1.385	6.927	66.401
6	.964	4.822	71.222						
7	.822	4.112	75.335						
8	.680	3.401	78.735						
9	.581	2.907	81.642						
10	.564	2.818	84.460						
11	.525	2.623	87.083						
12	.463	2.314	89.397						
13	.404	2.022	91.418						
14	.357	1.785	93.204						
15	.297	1.487	94.691						
16	.263	1.316	96.007						
17	.233	1.163	97.170						
18	.223	1.115	98.285						
19	.198	.988	99.273						
20	.145	.727	100.000						

Extraction Method. Principal Component Analysis.



Component Matrix<sup>a</sup>

	Component				
	1	2	3	4	5
B1_Type of payment system you receive			.502	-.521	.486
B2_Monthly Income	.318	-.577		.340	
B3_I'm satisfied with the amount of pay and benefit i receive	.678		-.345		
B4_I am fairly paid for what I contribute to this org	.754				
B5_I work in a good working envnt	.561				
B6_My company provides sufficient facilities and equipment to do work	.766				
B7_I can use my independent thought and action in my job	.549			.359	
B8_My job is challenging		.654			-.343
B9_I have opportunities to learn new things from my work	.465	.507			
B10_My job allows me to deal with and take responsibility for many affairs	.430	.651			
B11_The supervisors never give me any feedback about the quality of my job	-.526	.363		.387	
B12_The supervisors always give support and guidance to me	.790				
B13_The overall quality of the supervisors I receive in my work is excellent	.773				
B14_I have a good relationship with colleagues	.536		.585		
B15_My co-workers are very friendly and supportive	.715		.458		
B16_The people I work with are very cooperative here	.745		.379		
B17_I receive respect and fair treat from boss and co-workers	.780				
B18_I get recognition from my good work	.759				
B19_My boss always praises me when doing a good work	.751	-.335			

B20_ You work very hard, but nobody from the mgt cares			.370	.523	.571
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Extraction Method: Principal Component Analysis.

a. 5 components extracted.

Rotated Component Matrix<sup>a</sup>

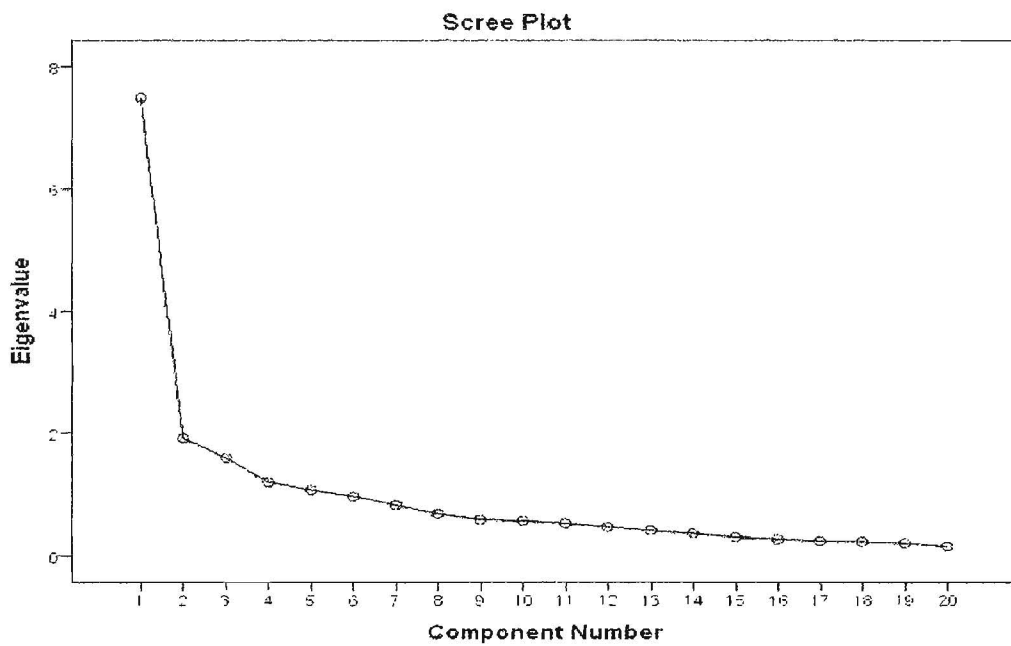
	Component				
	1	2	3	4	5
B1_ Type of payment system you receive					.888
B2_ Monthly Income	.319		-.638		
B3_ I'm satisfied with the amount of pay and benefit i receive	.801				
B4_ I am fairly paid for what I contribute to this org	.815				
B5_ I work in a good working envnt	.565				
B6_ My company provides sufficient facilities and equipment to do work	.737				
B7_ I can use my independent thought and action in my job	.389	.542			
B8_ My job is challenging		.465	.643		
B9_ I have opportunities to learn new things from my work	.450		.600		
B10_ My job allows me to deal with and take responsibility for many affairs	.423		.666		
B11_ The supervisors never give me any feedback about the quality of my job	-.353			-.395	-.448
B12_ The supervisors always give support and guidance to me	.693	.393			
B13_ The overall quality of the supervisors I receive in my work is excellent	.619	.433			
B14_ I have a good relationship with colleagues		.815			
B15_ My co-workers are very friendly and supportive	.366	.757			
B16_ The people I work with are very cooperative here	.479	.665			

B17_ I receive respect and fair treat from boss and co-workers	.682	.348		
B18_ I get recognition from my good work	.699			.303
B19_ My boss always praises me when doing a good work	.598	.351		.332
B20_ You work very hard, but nobody from the mgt cares				-.884

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.



**Component Transformation Matrix**

Component	1	2	3	4	5
1	.821	.510	.079	.208	.127
2	-.060	.080	.948	-.170	-.248
3	-.441	.726	-.028	-.295	.437
4	.150	.227	-.297	-.626	-.668
5	.325	-.394	.074	-.670	.534

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

## Factor analysis – dependent variable

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.632
Approx. Chi-Square	91.784
Bartlett's Test of Sphericity	df
	6
	Sig.
	.000

### Communalities

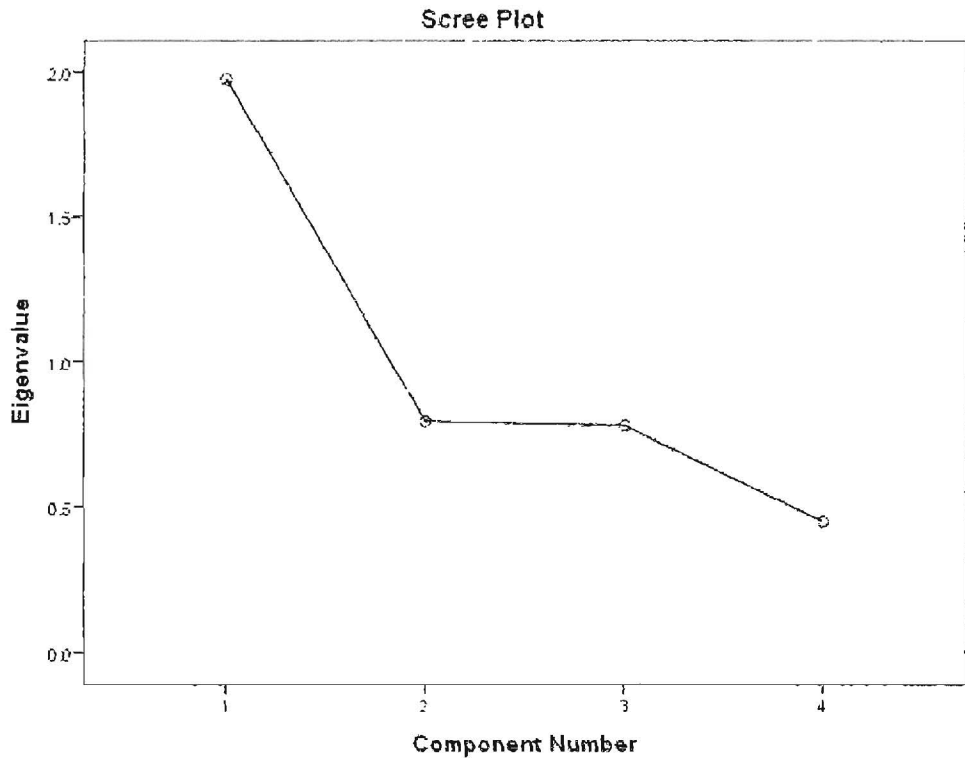
	Initial	Extraction
C1_I am satisfied with the kind of work I do in this job	1.000	.611
C2_I am satisfied with working condition here	1.000	.474
C3_I am satisfied with my eaming	1.000	.512
C4_I frequently think of quitting this job	1.000	.379

Extraction Method: Principal Component Analysis.

### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.976	49.395	49.395	1.976	49.395	49.395
2	.794	19.862	69.257			
3	.780	19.498	88.756			
4	.450	11.244	100.000			

Extraction Method: Principal Component Analysis.



**Component Matrix<sup>a</sup>**

	Component
	1
C1_I am satisfied with the kind of work I do in this job	.782
C2_I am satisfied with working condition here	.689
C3_I am satisfied with my earning	.715
C4_I frequently think of quitting this job	-.616

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

## Reliability analysis

### Pay

#### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.835	.840	2

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
B3_ I'm satisfied with the amount of pay and benefit i receive	4.0701	.566	.724	.525	
B4_ I am fairly paid for what I contribute to this org	4.0446	.748	.724	.525	

## Working environment

#### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.666	.676	2

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
B5_ I work in a good working envnt	4.0382	.704	.511	.261	
B6_ My company provides sufficient facilities and equipment to do work	4.1274	.458	.511	.261	

### Work itself

#### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.675	.669	3

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
B7_I can use my independent thought and action in my job	7.9809	2.634	.356	.129	.730
B9_I have opportunities to learn new things from my work	8.0637	1.919	.547	.342	.498
B10_My job allows me to deal with and take responsibility for many affairs	8.0828	1.820	.578	.361	.451

### Supervision

#### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.833	.833	2

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
B12_The supervisors always give support and guidance to me	4.0318	.569	.714	.510	
B13_The overall quality of the supervisors I receive in my work is excellent	4.1338	.604	.714	.510	

## Co-workers

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.830	.833	3

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
B14_ I have a good relationship with colleagues	8.7580	1.608	.633	.452	.821
B15_ My co-workers are very friendly and supportive	8.7580	1.262	.790	.624	.660
B16_ The people I work with are very cooperative here	8.7898	1.270	.666	.491	.798

## Recognition

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.851	.852	3

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
B17_ I receive respect and fair treat from boss and co-workers	8.0000	2.295	.680	.464	.829
B18_ I get recognition from my good work	8.0382	2.242	.750	.568	.766
B19_ My boss always praises me when doing a good work	7.9618	2.075	.736	.554	.778



## Job satisfaction

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.616	.636	3

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
C1_ I am satisfied with the kind of work I do in this job	8.0191	1.519	.563	.321	.339
C2_ I am satisfied with working condition here	8.1210	1.915	.359	.184	.606
C3_ I am satisfied with my earning	8.1656	1.216	.407	.210	.597

### One-way anova

#### ANOVA of Pay and Job Satisfaction

ANOVA

MEAN JobSatisfaction

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	10.275	10	1.028	9.924	.000
Within Groups	15.117	146	.104		
Total	25.393	156			

#### ANOVA of Working Environment and Job Satisfaction

ANOVA

MEAN JobSatisfaction

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.440	6	1.073	8.496	.000
Within Groups	18.952	150	.126		
Total	25.393	156			

#### ANOVA of Work Itself and Job Satisfaction

ANOVA

MEAN JobSatisfaction

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5.691	10	.569	4.217	.000
Within Groups	19.702	146	.135		
Total	25.393	156			

#### ANOVA of Supervision and Job Satisfaction

ANOVA

MEAN JobSatisfaction

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	7.618	8	.952	7.930	.000
Within Groups	17.774	148	.120		
Total	25.393	156			

### ANOVA of Co-Workers and Job Satisfaction

ANOVA

MEAN JobSatisfaction

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.566	7	.938	7.424	.000
Within Groups	18.826	149	.126		
Total	25.393	156			

### ANOVA of Recognition and Job Satisfaction

ANOVA

MEAN JobSatisfaction

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	10.139	10	1.014	9.705	.000
Within Groups	15.254	146	.104		
Total	25.393	156			

## Correlation analysis

		Correlations						
		MEAN_ Pay	MEAN_Working Environment	MEAN_Work ItSelf	MEAN_ Supervision	MEAN_Co Worker	MEAN_ Recognition	MEAN_Job Satisfaction
MEAN_Pay	Pearson Correlation	1	.552**	.236**	.198**	.514**	.617**	.567**
	Sig. (1-tailed)		.000	.001	.006	.000	.000	.000
	N	157	157	157	157	157	157	157
MEAN_WorkingEnvironment	Pearson Correlation	.552**	1	.441**	.319**	.500**	.479**	.478**
	Sig. (1-tailed)	.000		.000	.000	.000	.000	.000
	N	157	157	157	157	157	157	157
MEAN_WorkItSelf	Pearson Correlation	.236**	.441**	1	.353**	.414**	.217**	.372**
	Sig. (1-tailed)	.001	.000		.000	.000	.003	.000
	N	157	157	157	157	157	157	157
MEAN_Supervision	Pearson Correlation	.198**	.319**	.353**	1	.239**	.322**	.390**
	Sig. (1-tailed)	.006	.000	.000		.001	.000	.000
	N	157	157	157	157	157	157	157
MEAN_CoWorker	Pearson Correlation	.514**	.500**	.414**	.239**	1	.553**	.478**
	Sig. (1-tailed)	.000	.000	.000	.001		.000	.000
	N	157	157	157	157	157	157	157
MEAN_Recognition	Pearson Correlation	.617**	.479**	.217**	.322**	.553**	1	.582**
	Sig. (1-tailed)	.000	.000	.003	.000	.000		.000
	N	157	157	157	157	157	157	157
MEAN_JobSatisfaction	Pearson Correlation	.567**	.478**	.372**	.390**	.478**	.582**	1
	Sig. (1-tailed)	.000	.000	.000	.000	.000	.000	
	N	157	157	157	157	157	157	157

\*\* Correlation is significant at the 0.01 level (1-tailed).

## Multiple regression analysis

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	MEAN_Recognition, MEAN_WorkItSelf, MEAN_Supervision, MEAN_WorkingEnvironment, MEAN_CoWorker, MEAN_Pay <sup>b</sup>		Enter

a. Dependent Variable: MEAN\_JobSatisfaction

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.696 <sup>a</sup>	.485	.464	.29541	.485	23.497	6	150	.000	1.859

a. Predictors: (Constant), MEAN\_Recognition, MEAN\_WorkItSelf, MEAN\_Supervision, MEAN\_WorkingCondition, MEAN\_CoWorker, MEAN\_Pay

b. Dependent Variable: MEAN\_JobSatisfaction

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.303	6	2.050	23.497	.000 <sup>b</sup>
	Residual	13.090	150	.087		
	Total	25.393	156			

a. Dependent Variable: MEAN\_JobSatisfaction

b. Predictors: (Constant), MEAN\_Recognition, MEAN\_WorkItSelf, MEAN\_Supervision,  
MEAN\_WorkingEnvironment, MEAN\_CoWorker, MEAN\_Pay

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.002	.236		4.253	.000		
	MEAN_Pay	.211	.063	.273	3.340	.001	.515	1.943
	MEAN_WorkingEnvironment	.031	.048	.051	.645	.520	.553	1.808
	MEAN_WorkItSelf	.088	.044	.141	1.999	.047	.696	1.438
	MEAN_Supervision	.139	.054	.168	2.566	.011	.799	1.252
	MEAN_CoWorker	.046	.056	.065	.826	.410	.558	1.791
	MEAN_Recognition	.204	.062	.269	3.264	.001	.506	1.975

a. Dependent Variable: MEAN\_JobSatisfaction

## APPENDIX C CURRICULUM VITAE

### MAAZAITIL AISYAH BINTI BAHRUNI

#### PERSONAL INFORMATION

Age : 24  
Gender : Female  
Marital Status : Single  
Date of Birth : 23/12/1991  
Nationality : Malaysia  
NRIC No. : 911223-01-6518  
Transportation : Valid driving license (D)



#### CONTACT INFORMATION

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Email : maazaitilaisyah@gmail.com  
Phone No. : 014-5333285 / 07-8824721

#### QUALIFICATIONS

- 1. Qualification** : **Bachelor of Science (Hons.) Plantation Technology and Management, 2015**  
Institution / College : Universiti Teknologi MARA (UiTM)  
Grade : CGPA : 3.75
- 2. Qualification** : **Diploma in Planting Industry Management, 2009**  
Institution / College : Universiti Teknologi MARA (UiTM)  
Grade : CGPA : 3.74
- 3. Qualification** : **SPM, 2008**  
Institution / College : Sekolah Menengah Kebangsaan Bandar, Kota Tinggi, Johor  
Grade : 4A, 1B, 4C, 1D

### **INDUSTRIAL TRAINING EXPERIENCES**

1. Company : FELCRA Sungai Ara / Dusun Pantí  
Position : Practical Trainee  
Duration : July – September 2013
2. Company : Ladang UiTM Pahang  
Position : Practical Trainee  
Duration : October 2011 – November 2011
3. Company : Mushroom Biotech Enterprise, Kg. Sinaran Baru, Skudai, Johor  
Position : Practical Trainee  
Duration : November 2010 – December 2010\
4. Company : MARDI Kuala Linggi, Kuala Sungai Baru, Melaka  
Position : Practical Trainee  
Duration : May 2010 – June 2010
5. Company : Nursery UiTM Pahang  
Position : Practical Trainee  
Duration : November 2009 – December 2009

### **EXTRACURRICULAR ACTIVITIES**

<b>LEVEL</b>	<b>ACTIVITIES</b>
University (UiTM)	<ul style="list-style-type: none"><li>• Technical Bureau in “Kem Jati Diri dan Nadwah Kepimpinan” at Port Dickson, Negeri Sembilan, 2013.</li><li>• Participant, “Seminar Bersama Mahasiswa UiTM dan UPM” held by Federal Agriculture Marketing Authority (FAMA), 2012.</li><li>• Participant, “Seminar Rahsia Keusahawanan” organized by Faculty of Plantation and Agrotechnology, 2012.</li></ul>
School	<ul style="list-style-type: none"><li>• Program Latihan Khidmat Negara (PLKN), 2009</li><li>• Committee member of Kelab Rukun Negara, 2008.</li><li>• Participate in Puteri Islam Marching Competition, Sekolah Menengah Kebangsaan Bandar, 2008.</li><li>• Participate in “Perkhemahan Perdana Unit-Unit Beruniform”, 2008.</li></ul>

### **REFERENCES**

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