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MEASURING THE FACTORS OF EMPLOYEES' JOB SATISFACTION AMONG LECTURERS IN UiTM MELAKA

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ABSTRACT

This research is basically aimed to recognize and measure the factors of employees' job satisfaction among lecturers specifically in the organization of UiTM Melaka, Campus of Alor Gajah. In the world of development, this topic is prominent in its way as every organizations need to improve their employees' satisfaction to produced a decent job (Wan Ahmad & Abdurahman, 2015). There were many familiar present studies in this field that may be a strong stand to be referred. By using Maslow's Hierarchy of Needs Theory and Herzberg Motivator-Hygiene Theory which are related to job satisfaction field, there were four relevant factors of employees' job satisfaction; work relationships, job security, self efficiency and payment and reward. A survey is conducted based on Krejcie and Morgan Table, N=340, S=181. A total of 212 questionnaires were answered by the lecturers of UiTM Melaka, Campus of Alor Gajah as purposely sampling and produced the results. The findings of this research resulted Multiple Linear Regression Method that there were positive significant on three of the factors; work relationship, self-efficiency, payment and reward, while negative significant to the factor job security. To promote the satisfaction of the staffs, the organization must consider this variable in order to gain the best brain (Mustapha & Zakaria, 2013).

Keywords: factors, employees' job satisfaction, academic staffs.

INTRODUCTION

Employees' job satisfaction is the most important thing seek by every company. This is due to getting a title as a successful company, the company must have a really good job performance by the company's worker. It is not easy to have a group of the worker who can

perform enough in their work. That is how the highest council of the company doing their works, they make some researches about their employees and they find out what they want to satisfy them out. In order to get catch their satisfaction is fulfilled their wants and needs.

Employees' job satisfaction is non-monetary reward where an employee went for separated from his/her direct income as an outcome of his profitable action. According to Spector (1997). Satisfaction has been widely studied because of its relevance and related to physical and mental well being of a mankind. Job satisfaction also assumes a critical part of enhancing the financial standing of a company as well as the organization (Aronson et al., 2005).

That is how this study works as UiTM Melaka, Campus of Alor Gajah is an organization which needs to bring themselves into successful organizations. UiTM Melaka, Campus of Alor Gajah has its own staffs which divided into two; academic staffs (lecturers) and non-academic staffs (officers). This research needs the academic staffs to play their important role as it calculating their satisfaction to the organizations and their works which may affect their job performance.

According to a research by Mustapha (2013) universities nowadays are expected to cultivate new and latest knowledge, give the right kind of leadership and endeavor to promote uniformity and social justice. There are some main objectives in higher education which are giving the students an in-depth knowledge, analyzing the academic improvement, instructing the students, and to organize national improvement demands (Johnes and Taylor, 1990).

PROBLEM STATEMENT

In Malaysia, there were private and public higher education institutions that have been set up to follow up the development of the higher education. The Ministry of Higher Education was started in planning huge changes in higher education by building up the Malaysian Qualification Agency and the Malaysian Qualifications Framework. The objectives and the goals have been set up especially in giving the quality of teaching, conducting research and reaching the country's standard.

That is why it is significant for lecturers to be in the universities. They play the most important role especially in rising up the corporate image and producing superb graduates at the same time. They are the main reason an organization of UiTM could stand for a long period. Since the role of academicians is exceptionally important, exertion ought to be taken in advancing loyalty among them. That is the reason job satisfaction as a stand out amongst the most imperative component in promoting loyalty of lecturers ought to be genuinely considered by all advanced education institutions. Lecturers who constantly unpleasant and unsatisfied with the work will influence the execution and nature of their work.

According Shafiq and Naseem (2011), messed up tasks gave by the institution may result in employees' job satisfaction in work and low inspiration. Hence, the unsatisfied environment will bring to diminished which will then disturb the performance level and the employee's

confidence (Quible, 2005). In addition, the psychological factor of individuals may influence the employees' performance to finish the tasks. Subsequently, regardless of how great is the physical environment of the workstation given by an organization, the workers still cannot convey the best effort if there exists the feeling of unhappiness?

In these cases, this is the reason for the research on studying the factors of employees' job satisfaction among lecturers in UiTM Melaka, Campus of Alor Gajah. The lecturers have their rights to have a positive work environment, good payment, worth rewards, and such. Besides all of this, as an employee, they also need to produce satisfied and sincere tasks as a satisfaction to themselves as well as the company and the organization itself. In order to gain all these things, the company especially the authority must take an initiative to provide what is needed by their staffs. Are they need a good work relationship, high level of job security, their self-efficiency or the worth payments and the rewards?

JOB SATISFACTION

Job satisfaction speaks to a mix of positive or negative sentiments that employees have towards their work. It is a employees' feeling of accomplishment and how they can accomplish their work, and it is for the most part seen to be straightforwardly connected to efficiency and also to individual prosperity (Aziri, 2011). In any case, there is still no broad understanding in regards to what job satisfaction is, and in this manner, different philosopher have different understanding towards characterizing job satisfaction.

As stated by Graham (1982) job satisfaction is characterized as "the estimation of one's feeling and attitudes towards one's job." For example, if the lecturers are not happy with nature of the workplace but they know how to deal with the situation and do not let this influence their managing the students. Job satisfaction is specifically identified with the internal sentiments of employees. Furthermore, job satisfaction is specifically related with the employees' dedication towards their organization, their work performance as well as positive vibes that motivated them to do the works perfectly.

DIMENSIONS OF EMPLOYEES' JOB SATISFACTION

Job satisfaction is straightforwardly identified with the inward sentiments of employees. There is correlation analysed demonstrates that job satisfaction and its attributions have negative and noteworthy relationship on turnover intentions. Job satisfaction and job qualities of aptitude verity, task personality and criticism diminish if the lecturers experience abnormal state turn intentions (Samad, 2006). The staffs commitment to the company, execution and inspiration rely on job satisfaction (Noordin & Jusoff, 2009). Advancement opportunity positively affects job satisfaction (Mustapha & Zakaria, 2013).

According to Sundar (2012), age, expertise, pay and unit are needed in bringing the level of job satisfaction. While cleanliness factors, for example, job security, employer stability, post

retirement offers, recommendation system and condemnation system cause high job satisfaction.

Workers who are satisfied with their job will be more dedicated to associations and the other way around. Dongre & Nifadkar (2014) added that age is likewise decidedly identified with the commitment, implies that more seasoned staffs will be more dedicated to their association as contrast with youths representatives. Based on Pandey & Khare (2012) effect of job satisfaction and the employees' commitment is compelling on employee reliability in manufacturing and service industry yet the case will be different in service industry where the employees' commitment has no effect on the staffs loyalty however job satisfaction does.

Work Relationship

A strong workplace is portrayed by employee perceptions that co-workers are involved in their work and that managers support and encourage workers' work endeavours (Moos, 1981). Supportive work environment are related for the most part with enhanced work-place attitudes and more productive practices (Day and Bedeian, 1991).

Supervisor support is the degree that employees see that supervisors offer workers support, consolation and concern (Burke, Borucki and Hurley, 1992). The level of supervisor support may influence workers' performance, in any case, the impact might be intervened by role pressure. For instance, an essential way by which supervisors encourage worker execution is by giving key resources such as sufficient equipment and training (Guzzo and Gannett, 1988). Two-way communication is the most essential between the management and academic staff to create a conducive and friendly environment.

Various researchers opinion that having friendly and supportive friend add to expanded job satisfaction (Kreitner & Kinicki, 2001). As indicated by Madison (2000), members who needed help from kindred specialists, will probably experience the ill effects of employment disappointment. Another study found that positive relationships with kindred labourers upgrade work satisfaction (Berta, 2005).

Job Security

Job satisfaction and security has a clear relationship as the employees are much pleased with their jobs with better security. Many researchers have found that employees with permanent jobs are more pleased with their jobs as compare to the employees on contract basis.

It was found to have a positive relationship with job satisfaction as indicated by various researchers (Baloch, 2009). Consequently, lecturers are allegedly satisfied when there are promotional opportunities and it was recommended by Kosteas (2009) that academic staffs are committed and persuaded when they accept or imagine that there are advancements in a brief time frame. Hence, this expanded their confidence, execution and job satisfaction, as detailed by Saba (2011) when she expressed that the respondents of her research were happy with the work itself, payment, working conditions, job security and co-workers. Nonetheless,

in her study, there were a significant number of educators who were disappointed with the procedure of promotion in their jobs. In a research done by Nabi (2003) found that job security and career progress can be related positively to career success.

Self-Efficiency

When women and men consider about their career decisions, the probability of picking a specific career is affected by desires for success in those occupations (Betz and Hackett, 1981). Women report more elevated amounts of self efficiency for job success for professions that are female dominated, and men report more elevated amounts of self efficiency for job success while considering careers that are male dominated.

With the end goal for one to build up an interest or preference for a specific occupation, one must think about critical results, named outcome valence, for example, high wage. Then, see that having such an occupation will be instrumental in giving the result. For instance, turning into an engineer will bring about a high salary. While thinking about a few results and instruments, higher esteems will bring about more interest. For really settling on a word related decision, another idea of significance is hope, the subjective likelihood that a given demonstration will prompt a result. For instance, if engineer is a conceivable decision, what is the subjective likelihood that one will effectively total educational requirements (Brooks and Betz, 1990).

Payment and Reward

According to Heathfield, S.M. (2012), salary is a settled measure of cash or remuneration paid to an employee by an employer in return for a profitable work performed. Compensation framework assumes an essential part in deciding a employee's level of job satisfaction. The developing needs of families with higher living costs force workers looking for higher salary that can ensure their future and life fulfillment. On the off chance that people trust they are not remunerated well, a condition of enthusiastic disappointment will create. This passionate error will develop and collect finished circumstances along these lines make representatives miserable and unsatisfied working for the association. Pouliakas (2010) found that there is a huge negative connection between „small“ extra installments and the fulfillment of laborers with the real occupation itself. Money related impetuses positively affect workers“ utility and execution as long as they are sufficiently extensive. As Millán, J. M. et al. (2011) revealed that for the two representatives and the independently employed, having higher work salaries improves the probability of being happy with the sort of work.

RESEARCH METHODOLOGY

The explanatory research is likewise referred as an analytical study. This type of research also known to identify any of the causal links between the variables or the factors that belong to the research problem that has been stated in the research questions.

This research design helps to provide the understanding of the relationship between the variables fixed in this study. For example, this design enables to fulfill the main purpose of

the research which is to identify the factors of employees' job satisfaction among lecturers in UiTM Melaka, Campus of Alor Gajah. As stated by Gay and Airaasia (2003), the basic structure of a research can be seen through its research design because the research design represents the research main ideology. It is also essential due to achieve the research objectives accurately.

As referred to the Krejcie & Morgan (1970) from the table of Krejcie & Morgan, from the population of 340(N), the sample group is focused to 181(S) staffs out of 340 lecturers in UiTM Campus of Alor Gajah. The 181 sample is picked randomly and generally without any biased in choosing the respondents.

The set of questionnaires that have been used as the instrument in this study consist of three sections which are Section A, Section B, and Section C. There are 44 questions altogether.

Section A: The first 9 questions are about the respondents' background or demographic questions. The items are included the variables of gender, age group, previous education, teaching experience, faculty, salary rate and the lecturers' teaching grade.

Section B: There are 20 questions in Section B which is about the Factors of Employees' Job Satisfaction. All of the four factors in this section are work relationship, job security, self-efficiency, as well as payment and reward.

Section C: Consists of 15 questions about the Level of Employee Self Satisfaction. This part consists of the elements that proved the satisfaction of the respondents to their job because the questions are general but randomly asking about how they work their job.

RESULTS AND DISCUSSIONS

a) Profile of the lecturers of UiTM Campus of Alor Gajah

The profile of the sample is discussed in terms of nine characteristics: gender, age and education level, experience, faculty, teaching grade, industry experience and happiness.

ITEM	FREQUENCY	PERCENTAGE %
GENDER		
• Male	71	33.5
• Female	141	66.5
AGE GROUP		
• 20 - 29 years old	19	9.0
• 30 - 39 years old	125	59.0
• 40 - 49 years old	48	22.6
• 50 years old & above	20	9.4

HIGHEST EDUCATION

• Bachelor Local	5	2.4
• Bachelor Oversea	3	1.4
• Master Local	170	80.2
• Master Overseas	15	7.1
• PhD Local	16	7.5
• PhD Oversea	3	1.4

TEACHING EXPERIENCE

• ≤ 5 years	34	16.0
• 5 - 9 years	77	36.3
• 10 - 14 years	58	27.4
• 15 - 19 years	18	8.5
• $20 \geq$ years	25	11.8

FACULTY

• Faculty of Business and Management	55	25.9
• Faculty of Accounting	34	16.0
• Faculty of Hotel Management and Tourism	11	5.2
• Faculty of Art and Design		
• Faculty of Communication and Media Studies	52	24.5
• ACIS		
• APB	13	6.1
• Law	15	7.1
	26	12.3
	6	2.8

SALARY

• \leq RM2000	2	0.9
• RM2001 - RM3000	21	9.9
• RM3001 - RM4000	13	6.1
• RM4001 - RM5000	36	17.0
• RM5001 \geq	140	66.0

TEACHING GRADE

• PTFT	22	10.4
• DM 41/42	10	4.2
• DM 45/46	71	33.5
• DM 51/52	97	45.8
• DM 53/54	12	5.7

EXPERIENCE IN INDUSTRY

• Yes	158	74.5
• No	54	25.5

WORKING HAPPINESS

• Yes	169	79.7
• No	43	20.3

Table 1: Frequency Analysis

The table above shows a clear summary of the research frequency analysis of the respondents. These are the respondents background personal data which were related to the research topic and each of them would be useful information. Based on the table, the frequency of the gender distribution was preceded by female respondents which 66.5% while male respondents amount are only half of female. Next, the highest distribution for the age group is the group of 30 to 39 years old which 59% from the respondent are dominated by this group. From the frequency distribution table, the majority circle of the highest education part is Master Local which are 80.2% of them from the whole group of respondents.

The teaching experience shows moderate amount but the highest is 5 to 9 years where 36.3% of the lecturers included. In addition, another useful part of the research is the faculty where the highest value are came from Faculty Business and Management which 25.9% of lecturers are from this faculty. Next, the highest salary rate is RM5000 and above where dominated until 66.0%. Then, the frequency distribution of the lecturer's teaching grade shows the highest at DM51/52 which 45.8% mostly. Most of the lecturers have their experience in industry which 74.5% of them ticked Yes for this item and 79.7% of the respondents were happy working in this institution (UiTM).

b) Cross-Tabulation Analysis

Gender * Working Happiness Crosstabulation

		Working Happiness		Total
		Yes	No	
Gender	Male	58 (81.6%)	13 (18.3%)	71 (33.4%)
	Female	111 (78.7%)	30 (21.2%)	141 (66.5%)
Total		169 (79.7%)	43 (20.2%)	212

Table 2 Cross-Tabulation Analysis Between Gender and Working Happiness

Based on the table above, the cross-tabulation data analysis between gender and working happiness is measured as to analyse on the value of male or female that are happy and satisfied working in UiTM institution. The table shows that 78.7% of female are satisfied with their job and happy working in the institution while the value of male working happiness are 81.6% out of 71 of them. Only 18.3% of the male respondents are disagreed and not feeling happy working in the institution which is lower than female unhappiness, 21.2%. According to the researches done by Hodson (1989) and Clark (1997), women might achieve a higher level of job satisfaction than men while men usually willing to verbalize their dissatisfaction with their job due to different socialization. This results agreed by a research from Tnash (1990) which stated that job satisfaction among females was higher than males.

Experience in Industry * Working Happiness Crosstabulation

		Working Happiness		Total
		Yes	No	
Experience in Industry	Yes	123 (77.8%)	35 (22.1%)	158 (74%)
	No	46 (85.1%)	8 (14.8%)	54 (25.9%)
Total		169 (79.7%)	43 (20.2%)	212

Table 3 Cross-Tabulation Analysis Between Experience in Industry and Working Happiness

The table above shows a cross-tabulation of the data between the experience working in industry and their working happiness. The data shows that 77.8% of the experienced lecturers

who are ever working in industry stated that they are happy and satisfy working in this institution (UiTM) and only 22.1% of them were not happy for their job. In other context where inexperienced lecturers for the industry, there are 85.1% agrees and 14.8% disagrees. This can be assumed that even though the lecturers ever worked In the industry before, they are satisfied and happy working in this institution. According to Berg (1999), those who are able to use their skills and knowledge on the job, applying positive employee-management relations and believe the company might helps in balancing work and family responsibilities will have high probabilities of being satisfied with their work.

Faculty * Working Happiness Crosstabulation

	Working Happiness		Total
	Yes	No	
Faculty of Business and Management	46 (83.6%)	9 (16.3%)	55 (25.9%)
Faculty of Accounting	25 (73.5%)	9 (26.4%)	34 (16.0%)
Faculty of Hotel Management and Tourism	10 (90.9%)	1 (9%)	11 (5.1%)
Faculty Faculty of Art and Design	38 (73.0%)	14 (26.9%)	52 (24.5%)
Faculty of Communication and Media Studies	11 (84.6%)	2 (15.3%)	13 (6.13%)
ACIS	14 (93.4%)	1 (6.6%)	15 (7.0%)
APB	18 (69.2%)	7 (26.9%)	26 (12.2%)
Law	6 (100%)	0	6 (2.8%)
Total	168 (79.2%)	44 (20.7%)	212

Table 4 Cross-Tabulation Analysis Between Faculty and Working Happiness

The table above is the third cross-tabulation table which the data is about the relationship between the faculties in UiTM Melaka, Campus of Alor Gajah and the lecturers' working happiness. Based on the table, the most happy and satisfy faculty is Law Faculty as 100% of them were agreeing the statement that they were happy working in the institution. Secondly, ACIS Department as their working happiness reached 93.4% while Faculty of Business and Management, as 83.6% of the lecturers agreed while only 16.3% dissatisfied and not happy. On the other hand, the highest percentage for unhappy lecturers is in the faculty of Faculty of Art and Design which 26.9% out of 52 were ticking 'no' in the survey. There were only 73.0% satisfied from that faculty. There is an assumption falls due to this results where the workload of the faculties itself might relates to the lecturers self satisfaction. According to Mustapha (2013) having a heavy workload in a given targeted deadline will bring the employees getting to be stressed out from their work and their organization. Teaching is an exciting tasks but it can be a stressor when the workload cannot be handled.

c) Level of Work Relationship among Lecturers in UiTM Campus of Alor Gajah

Descriptive Statistics

Work Relationship	N	Mean	Std. Deviation
I can produce a really good job when I socialize well	212	3.34	.71393
My colleagues are very supportive, friendly and helpful when I need them at certain times	212	3.32	.73077
There are satisfaction in my work relationship	212	3.25	.70122
I can feel the positive vibes in my office	212	3.18	.71506
I can complete my tasks perfectly by the guidance of my supervisor	212	3.16	.73880
Overall		3.25	

Table 5 Individual Mean Test (Work Relationship)

The table above shows the mean of the first factors which is work relationship among the lecturers at the workplace. Based on the table, the highest mean that drives the work relationship factors in the survey shows on the item that stated the lecturers can produce a good job when they went socialize themselves with other lecturers which is $M=3.34$. The second item that might be a cause for this factor to be essential is the lecturers admit that their colleagues are supportive and they tend to help when the lecturers are in need. This item achieved its mean for $M=3.32$. This might influenced by the working condition at the workplace as well. As indicated by Friedlander and Margulies (1969), it was found that management and friendly staff relationships add to the level of job satisfaction. This proves that a good relationship in the workplace might help the employees to achieve to the level of job satisfaction. The overall mean of this factor is $M=3.25$ as the average of all items in this factor.

d) Level of Job Security among Lecturers in UiTM Campus of Alor Gajah

Descriptive Statistics

Job Security	N	Mean	Std. Deviation
I feel comfortable and safe while at the workplace	212	3.33	.72426
The organization provides panel clinic if there anything happen to me	212	3.21	.96593
I feel totally secured working here	212	3.10	.77060
The operational environment is excellent	212	2.83	.82767
The facilities and equipment provided in the office works properly	212	2.61	.87217

Overall**3.02****Table 6 Individual Mean Test (Job Security)**

The data analysed on the table above shows about the job security of the lecturers in UiTM Melaka, Campus of Alor Gajah. The highest mean is $M=3.33$ which most of the lecturers agreed that they feel comfortable and safe while they were working. This also could be a factors on how the lecturers of UiTM Melaka, Campus of Alor Gajah satisfied to their job. Stephen P. Robbins (2001) advocates that working conditions will impact job satisfaction of an employee, as they care about a comfortable physical workplace. Thus this will render a more positive level of job satisfaction. Secondly, $M=3.21$ of the mean would be the second highest which most of the lecturers agreed that UiTM provides panel clinic for them to make sure their health needs are fulfilled. The overall mean of this factor is $M=3.02$ which quite high.

e) Level of Self Efficiency among Lecturers in UiTM Campus of Alor Gajah

Descriptive Statistics

Self Efficiency	N	Mean	Std. Deviation
I am aware of my work quality instead of quantity	212	3.51	.57168
I have my own sufficient skill and professionalism at doing this work	212	3.50	.66307
I am ready to put extra efforts to finish my work	212	3.45	.63646
I can share my ideas and thoughts to make a variation to the organization	212	2.99	.76279
I have freedom of decision when I need to accomplish the tasks	212	2.92	.77420
Overall		3.27	

Table 7 Individual Mean Test (Self Efficiency)

The table above shows about the self-efficiency which is one of the factors of employees' job satisfaction among lecturers in UiTM Melaka, Campus of Alor Gajah. Self-efficiency usually depend on one's soft skill and personal skill as well. Based on the table above, the highest mean appointed at $M=3.51$ which the item is about a sufficient skill and professionalism of a lecturers. According to a research by Day (1999) there is presently a struggle for the professionalism skill, in pre-service and in-service stages which reflects the 'expanding complexities and inconsistencies of lecturers' work'. There are levels of data were included into lecturers level which concerning issues, for example, motivation, self-efficacy, commitment, job satisfaction, sense of professionalism, lecturer's change (Day et al, 2007).

The second highest mean shows the item about work quality contributed by the lecturers instead of their work quantity which agreed by the mean of $M=3.50$. The overall mean of this factor is considered as the highest mean among the other factors which is $M=3.27$. The significance of self-efficiency as a factor of job satisfaction is agreed by most of lecturers.

f) Level of Payment and Reward among Lecturers in UiTM Campus of Alor Gajah

Descriptive Statistics

Payment and Reward	N	Mean	Std. Deviation
My salary is fair and sufficient	212	2.96	.82416
The organization has clear policies regarding the salaries and allowances	212	2.89	.72873
The payment and rewards given match with the work I have been done and achieved my level of satisfaction	212	2.79	.76839
Compared to other universities, my reward system is more worth in this university	212	2.35	.87285
I received extra payment and reward when I give extra effort in settling the job	212	2.10	.94121
Overall		2.61	

Table 8 Individual Mean Test (Payment and Reward)

Based on the table above, it shows the analysed mean value for the factor of payment and reward. Payment and reward is one of the factor that have the lowest mean value which the overall of mean is $M=2.61$. The highest mean is $M=2.96$ in the item about sufficient and fair salary. This means most of the lecturers agreed that they will satisfied to their job when they gained a fair and enough amount of salary. The second highest value is $M=2.89$ which the item is about a clear policies regarding the salaries and allowances of UiTM. It is logical to expect that activity rewards such as high pay ought to be notable to employee even during the beginning periods of a job, while the expenses related with a given employment such as varieties workload, deadlines and lacking resources most likely turn out to be more detectable after some time (Rusbult and Farrell, 1983).

g) Level of Employee Self Satisfaction among Lecturers in UiTM Campus of Alor Gajah

Table 9 Individual Mean Test (Level of Employee Self Satisfaction)

The table above shows the data about the dependent variable of this research which is the

Descriptive Statistics

Level of Employee Self Satisfaction	N	Mean	Std. Deviation
I always feel grateful to be hired in this university	212	3.45	.61551
I can really survive with the workplace, working system, and the environment here	212	3.37	2.89083
I feel that I have a number of good qualities in doing this work	212	3.32	.55307
Since I am working here my life is full of learning a new experiences	212	3.32	.70820
My job makes good use of my skills and abilities	212	3.32	.64516
I enjoy a lot of things I have done for my work	212	3.26	.69257
All in all, I am very satisfied with my work and myself	212	3.23	.68038
I feel that I am a person of worth which at least on an equal basis with others	212	3.22	.66240
I am really satisfied with the involvement in making the decision to accomplish my work	212	3.20	2.18534
I can find beauty in being a lecturers in this university	212	3.18	.72800
My confident level moves higher since I am working here	212	3.18	.81220
I know how to change dissatisfaction to a satisfaction	212	3.15	.70600
I am very satisfied with my work now	212	3.13	.64691
My achievement in this organizations are much enough to be proud	212	3.02	.74122
I find most things are amazing while working here	212	2.95	.81581
Overall		3.22	

level of employee self satisfaction. The mean of this variable is measured and resulted that

the highest mean is $M=3.43$. The item is about the lecturers' gratefulness of their job when they are hired to work in UiTM. Cameron's (2012) research can be utilized to propose that work environments which empower prudent practices, such as gratitude, will encourage employee well-being. He also defined standardized gratitude as "gratitude that is socially implanted inside the organization, through its people, policies and practices, to such an extent that gratefulness and thankfulness are standard highlights of daily work life". Secondly, $M=3.37$ of the lecturers' mean agreed about the item that stated they could survive and adapt the environment of their workplace. This proves that the environment of UiTM can fulfil the employee self satisfaction. The overall mean value of this variable is $M=3.22$ which is quite high so it might be significant in this research.

h) Summary of Overall Independent and Dependent Variables Mean

VARIABLE	ITEMS	MEAN
Independent Variable (Factors of Employees' Job Satisfaction)	Self Efficiency	3.27
	work relationship	3.25
	Job Security	3.02
	Payment and Reward	2.61
	Overall	3.03
Dependent Variable (Level of Employee Self Satisfaction)	Level of Employee Self Satisfaction	3.22

Table 10 Summary of Overall Independent and Dependent Variables Mean

The summary table compiles all of the mean values of the factors of employees' job satisfaction and the level of employee self satisfaction. Based on the table above, the highest mean value falls to the factors of self efficiency which is $M=3.27$. According to a research hypothesis of Klassen and Chiu (2010), It is estimated that lecturer's self efficiency would be influenced by lecturer's' pressure (Skaalvik and Skaalvik, 2007) and that lecturer's job satisfaction would be affected by lecturers characteristics and lecturers stress. The overall mean of the independent variable is $M=3.03$. It also can be seen that the dependent variable or the level of employee self satisfaction mean value of this research is $M=3.22$ and all of the mean value is quite which shows that the significance of each elements to this research.

i) Testing Relationship – Multiple Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.782a	.612	.605	.34787

a. Predictors: (Constant), PaymentReward, WorkRelations, SelfEfficiency, JobSecurity

b. Dependent Variable: LevelSatisfaction

Table 11 Model Summary for Multiple Linear Regression Analysis

Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.116	.177		.655	.513
1 Work Relationship	.210	.056	.219	3.737	.000
Job Security	.055	.059	.062	.928	.355
Self-Efficiency	.545	.066	.466	8.259	.000
Payment and Reward	.186	.048	.210	3.858	.000

a. Dependent Variable: LvlSatisfaction

Table 12 Coefficient for Multiple Regression AnalysisReferences

H1 The more the work relationship the higher the level of employee self satisfaction

The hypothesis which refers to the work relationship indicated the second highest Beta value which is ($\beta=0.219$) at significant level ($p=0.000$). Thus, the null hypothesis is accepted because the significant level is ($p<0.05$). As indicated by Friedlander and Margulies (1969), it was found that management and friendly staff relationships add to the level of job satisfaction. This proves that a good relationship in the workplace might help the employees to achieve to the level of job satisfaction.

H2 The more the job security the higher the level of employee self satisfaction.

The hypothesis which refers to the job security indicated the lowest Beta value which is ($\beta=0.062$) at significant level ($p=0.355$). Thus, null hypothesis is rejected and alternate hypothesis is accepted because the significant level is ($p<0.05$). This results opposite to a research by Robbins (2001) who advocates that working conditions will impact job satisfaction of an employee, as they care about a comfortable physical workplace. Thus this will render a more positive level of job satisfaction.

H3 The more the self efficiency the higher the level of employee self satisfaction.

The hypothesis which refers to the self-efficiency indicated the highest Beta value which is ($\beta=0.466$) at significant level ($p=0.000$). Thus, the null hypothesis is accepted because the significant level is ($p<0.05$). According to a research by Day (1999) there is presently a struggle for the professionalism skill, in pre-service and in-service stages which reflects the 'expanding complexities and inconsistencies of lecturers' work'.

H4 The more the payment and reward the higher the level of employee self satisfaction.

The hypothesis which refers to the payment and reward indicated the second highest Beta value which is ($\beta=0.210$) at significant level ($p=0.000$). Thus, the null hypothesis is accepted because the significant level is ($p<0.05$). It is logical to expect that activity rewards such as high pay ought to be notable to employee even during the beginning periods of a job, while the expenses related with a given employment such as varieties workload, deadlines and lacking resources most likely turn out to be more detectable after some time (Rusbult and Farrell, 1983).

HYPOTHESIS	Sig .	ACCEPTED / REJECTED
H1 The more the work relationship the higher the level of employee self satisfaction	.000	H0 ACCEPTED
H2 The more the job security the higher the level of employee self satisfaction.	.355	H0 REJECTED Ha ACCEPTED
H3 The more the self efficiency the higher the level of employee self satisfaction.	.000	H0 ACCEPTED
H4 The more the payment and reward the higher the level of employee self satisfaction..	.000	H0 ACCEPTED

Table 13 Summary of Hypothesis Testing – Multiple Linear Regression Analysis

The summary of hypothesis testing based on Multiple Linear Regression analysis above shows different result as compared to the Pearson Correlation testing. To decide whether the null hypothesis (H_0) can be accepted or to accept the alternate hypothesis (H_a), it is compulsory to read the significant value in the Coefficient for Multiple Regression Analysis must be below than (< 0.05) at significant level of 2-tailed.

Thus, the null hypothesis (H_0) that are accepted H1 (0.000), H3 (0.000) and H4 (0.000) . The remaining null hypothesis which is H2 is rejected due to significant value is more than 0.355 but accepted the alternate hypothesis (H_a).

Based on the Beta (β) value reading indicated the significant towards the interaction between the independent and dependent variable. The highest Beta (β) value indicated the strongest significant reaction of independent variable directly towards the dependent variable. Thus, the most significant or the strongest relations of independent variable is the factors of work relationship ($\beta = 0.640$). Hence, 74.0% of variance in dependent variable can be explained by independent variables (work relationship, job security, self efficiency as well as payment and reward). To be conclude, there are still another 26% is explained by other factors which are not covered in this study.

CONCLUSION

As overall conclusion, the figure above shows the validated research framework which is accepted and approved as all the data collected has been analysed. Based on the table above, the factors which represents the independent variables of this research (work relationship, self efficiency as well as payment and reward) are accepted and useful for this and next research. Unfortunately, the factors of job security is not valid as the lecturers of UiTM Melaka, Campus of Alor Gajah do not including this factors for their self satisfaction while working. Thus, null hypothesis (H_0) of work relationship, self efficiency and payment and reward are accepted while job security null hypothesis (H_0) is rejected and alternate hypothesis (H_a) is accepted.

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