

## **The Factors Affecting Job Satisfaction: A Case Study among Bumitech Global Energy Sdn. Bhd. Employees**

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### **ABSTRACT**

*The purpose of this study is to highlight the factors affecting job satisfaction in Bumitech Global Energy Sdn. Bhd. Specifically, the study aimed to pursue the following objectives: to analyse the relationship between organizational safety and health, salary, relationship with co-workers and job satisfaction among employees in Bumitech Global Energy Sdn. Bhd. For the purposes of this study, the researcher selected Bumitech Global Energy Sdn. Bhd. as the population studied which includes 90 employees. A set of questionnaires was used as the main instrument for the purpose of data collection. A simple random sampling was selected from employees at Bumitech Global Energy Sdn. Bhd. for this study. The Pearson correlation coefficient and multiple regressions were used to classify factors that affect the satisfaction of employees at Bumitech Global Energy Sdn. Bhd. Statistical Package for Social Science (SPSS) was used for data analysis. The findings showed that relationship and cooperation with co-worker played an important role in job satisfaction. The hypothesis was accepted based on the findings. Management should pay full attention to paying the employees' contribution satisfactorily. They should also be concerned about the provision of additional benefits for employees, in particular financial benefits. The researcher hopes that the results will also benefit the organization.*

**Keywords:** *Job Satisfaction, Organizational Safety and Health, Salary, Relationship with Co-workers*

### **INTRODUCTION**

Job satisfaction can be defined as psychological state of how an individual feel towards work, in other words, it is people's feelings and attitudes about the variety of intrinsic and extrinsic elements towards jobs and the organizations they perform their jobs in. Job satisfaction can also be described as how content an individual is with his or her job to achieve the goal of success (Mosammad & Kabir, 2011).

The organization's job satisfaction is an essential part of it. The success of an organization always depends on the involvement and performance of its employees. They are responsible for achieving the organization's vision and goals. The positive characteristics of the employees and the feelings for the job they do lead to job satisfaction. Job satisfaction is influenced by many factors and job satisfaction of each employee is completely different. Some of the factors that influence employee satisfaction in organizations are safety and health, financial rewards, working environment, and relationship with co-workers.

According to Sinem (2011), job satisfaction is a summary assessment that people make of their work. It is important to note that the employment satisfaction rate varies and that these differences are the result of factors and factors related to jobs. Pay, which means wages and salaries, is one of the factors that is significant for job satisfaction. Money not only helps employees meet their basic needs, but also helps them meet their high level of satisfaction (Sinem, 2011).

Without their employees, not every organization could last. Employees are the main reason a long-standing organization could exist. According to Hussin (2011), the employees play the main roles and contribute significantly to the organisations. The organization should therefore pay attention to them, so that they can remain in the organization. This also influences the productivity of the organization, which will eventually achieve the vision and mission goals of the organization. Highly satisfied and committed staff delivers high work performance.

Previously, numbers of studies were conducted on job satisfaction in any sector. Job satisfaction is the most studied variable in the literature due to its importance in organizational behaviour. Different theories about job satisfaction can be found in literature such as Affect Theory, Dispositional Theory, two factor theory, which is also called (Motivator-Hygiene Theory) and Job Characteristics Model. According to Habib, Kursheed and Idris (2010), an employee's satisfaction is priceless. The frustrated or discouraged employees negatively influence their willingness to do the job. The unsatisfied employees are less committed to the organization which affects their performance and eventually the performance of the firm.

The research objectives of this study are as follows:

- a) To analyze the relationship among occupational safety and health and job satisfaction
- b) To evaluate the relationship among salary and job satisfaction
- c) To assess the relationship among relationship with co-workers and job satisfaction

## **LITERATURE REVIEW**

### **Job Satisfaction**

According to Ishfaq (2010), job satisfaction is a mindset towards working conditions, various aspects of work, rewards such as job earnings, reward payments, promotion, recognition and opportunities for success, which could lead to improved job satisfaction.

The company considers job satisfaction to be the most important element. Ramasodi (2010) said that the organization needs to keep its employees satisfied in order to succeed. Job satisfaction is in fact a mix of job functions, job responsibilities, incentives and benefits. Jobs satisfaction is a combination of extrinsic and intrinsic job satisfaction (Parvin & Kabir, 2011). Extrinsic job satisfaction includes all environmental factors such as style of communication, inter-supervisor co-operation, salary and workplace condition, while intrinsic job satisfaction covers the type of work done by the employee and the task assumed by the employee. If the employee is satisfied, he or she does well in the workplace. The company offers different facilities for workers who like good working conditions, equality, promotion and bonuses because there are factors that contribute to the satisfaction of employees (Yaseen, 2013).

## **Occupational Safety and Health**

Occupational safety and health practices play an important role in any work environment. Good implementation of OHS management practices such as emergency, healthcare, and workplace environment can lead in job satisfaction for employees. This is because the activities promote a sense of safety, comfort and belonging in employees' minds (Sembe & Ayuo, 2017). According to Iverson (2013), safety is a major issue for employees and it is how management deals with this issue for academic and practical significance. Safety and health are also very important in the production of employees to provide a workplace with safety and comfort, which could lead to job satisfaction and improve their employee performance. A successful Occupational Safety and Health system encourages a sense of safety and comfort and increases job satisfaction (Ria, 2012). Moreover, Mamoria and Gankar (2011) stated that a comprehensive health programme not only guarantees good health for employees, but also reduces absenteeism and the cost of health insurance, leading to increased productivity and improved morality. A wellness programme, for example, increases employee morality and job satisfaction by promoting employee wellness by delivering health and lifestyle education.

## **Salary**

According to Mabaso and Dlamini (2017), salary plays an important role in determining an employee's level of job satisfaction. This practice is linked to job satisfaction that has been applied differently by public and private enterprises. Salaries for employees are when employers spend money on employees' rewards in order to influence them to focus favourably on achieving goals. Sarena and Kamruzzaman (2013) mentioned that they emphasize the importance of rewards to be exhausted in order to compete, which most employees typically experience at work. Individuals who experience burnout at work do not usually feel satisfied. They also tend to have negative perspectives, and they also approach the tasks less dedicatedly. According to Muhammad, Hazoor, Nosheen, and Masood (2011), salary or pay is a form of compensation from a company to the worker that is fully defined in the contract of employment. Pay may be good for most people because it provides them with a corresponding level of purchasing power (Muhammad et al., 2011). As mentioned by Muhammad et al. (2011), while running a business, salaries can also be regarded as the cost of gaining human resources for running systems, operations and are assigned to different positions and employers bear staff payments or wages. Wage, salary or pay is considered as a significant reward for motivating employees and their behaviour towards the employer's objectives.

## **Relationship with Co-workers**

In general, the relationship between employees in an organization is a type of interpersonal relationship based on two concepts, the relationship between leaders and employees and the interactions between colleagues. In the meantime, if the managers can gain support and trust from the subordinates and the employees, the manager's ability to influence will be much better than the unfunded. Lin and Lin (2011) proposed that the subordinates play a detrimental role in the relationship between leaders and subordinates. The behavior of employees also affects the relationship between employees. They also pointed out that trust in leaders and employees affects the job satisfaction rate, while the relationship between leaders and subordinates reveals the level of confidence, trust and respect subordinates have for leaders.

Today, relationship with co-workers is a much broader concept. It involves maintaining a working environment that meets the individual employees' and management needs. It is crucial to increase the morale of workers, create corporate culture and express expectations. An effective relationship between employees involves creating and cultivating an empowered and productive work force. The complexities of the employer-employee relationships must be kept in mind. It covers all the relationship between employers and employees in the industry. Employee relationship also includes providing opportunities for employee participation in management decisions, communications, creating policies to enhance collaboration and conflict resolution as well as dispute minimization (Sequeira & Dhriti, 2015).

### Theoretical Framework

This study follows the conceptual framework as indicated below:

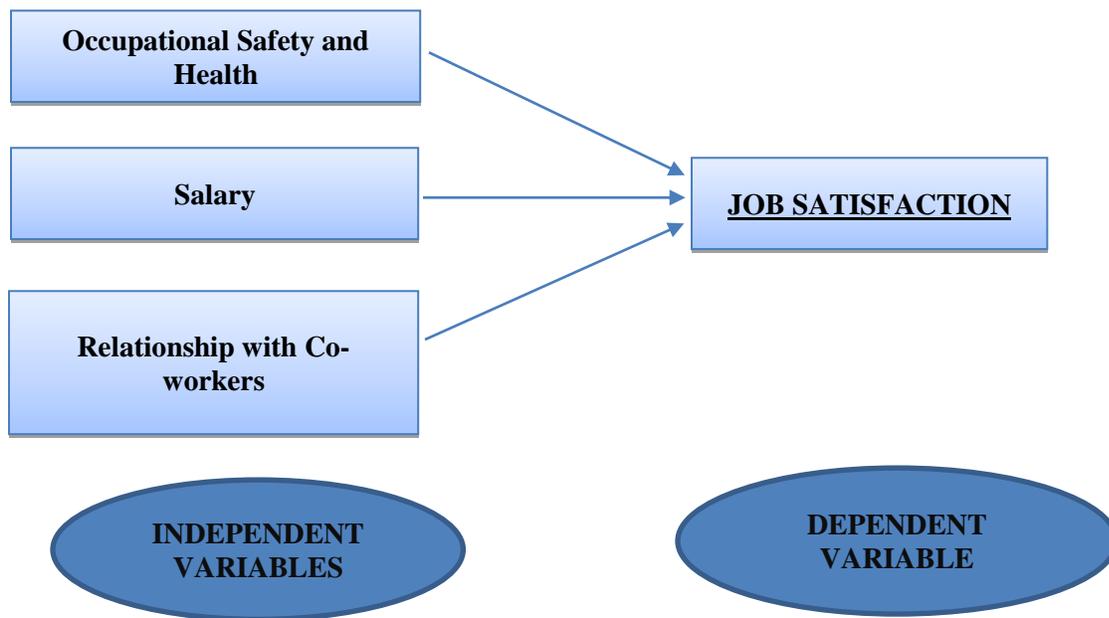


Figure 1: Theoretical Framework

## METHODOLOGY

### Research Design

This study can be non- experimental. Correlative research design helps researchers to determine the relationship between dependent and independent variables and to associate them. The design of correlation surveys helps the researcher to collect, summarize, present and interpret information for clarification purposes.

## **Sampling Frame and Population**

A comprehensive list of private sector employees from the Department of Human Resources serves as the sampling framework for the study. The population of this study includes the total number of employees employed at Bumitech Global Energy Sdn. Bhd. There are 56 employees in the private sector headquarters of Terengganu, 14 employees in the private sector at Subang Jaya branch and 20 employees in the private sector at Melaka branch. The target population of employees at all branches in this company, with the total population of 90.

## **Sample Size**

The researcher has provided the sample size of the population according to Krejcie and Morgan (1970) sample size table. The research population is 90 and the sample size of the respondents is 73. The sample from the population was selected because the researcher is able to maximize the probability of the sample used to represent the population.

## **Survey Instrument**

This study was conducted using quantitative research methodology in order to find out the satisfaction among staff at Bumitech Global Energy Sdn. Bhd. The researcher used survey questionnaire to get the basic data for this study. The data from the questionnaire was analysed using a computer programme which is the Statistical Package for Social Science (SPSS). A questionnaire was divided into 5 sections which are Section A, B, C, D, and E. In each specified section, the questionnaire focused on demographic data such as gender, age, marital status, position, level of income, level of education, working experiences and status in organization. In section B, the questionnaire focused on Occupational Health and Safety features. Meanwhile, section C is on Financial Reward, section D is on Relationship and Cooperation with Co-worker and the last section is section E which was focusing on Job Satisfaction as the dependent variable. In this questionnaire, sections B, C, D and E allocated 5 points. Face and content validity of the questionnaire have been tested. According to Colorado State University (2009), face validity is concerned with how a measure of procedure appears. It refers to items that have been built upon discussion with the supervisor who has knowledge in the related field of study. The main purpose of establishing the method of face validity is to check if there are any errors and ambiguity and to ensure that all the items have been aligned to the research objectives and research questions.

## **Validity and Reliability of Instrument**

For content validity of the instrument, its content has been evaluated by using research validation by the expert from the Faculty of Business and Management, UiTM Kedah Branch, Ms. Azlyantiny Mohamad. The expert has asked the researcher to apply some necessary corrections to the questions prepared by the researcher. After the expert checked and was satisfied with the corrections made, the questions were then printed out. The next stage was ensuring face validity. Face-validity process is adhering to the guidelines from an expert from the English Language Department. Issues associated to grammar rules, sentence structures and vocabulary used have been checked, proofread and refined. As the process of face and content validity were completed, the questionnaires were distributed for the data-collection process to be carried out as the questionnaires have been considered reliable and valid. Face-

validity checking process has been done by Mr. Nur Syikri bin Harun, an English Lecturer at the Academy of Language Studies, UiTM Terengganu Branch.

## RESULT AND DISCUSSION

### Demographic Analysis

The demographic profile of the respondents are as follows:

**Table 4.1: Demographic Background (n = 56)**

No.	Demographic	Frequency	Percentage (%)
1.	<b>Gender</b>		
	Male	47	64.4
	Female	26	35.6
2.	<b>Marital Status</b>		
	Single	39	53.4
	Married	34	46.6
3.	<b>Age</b>		
	20-29 years	41	56.2
	30-39 years	26	35.6
	40-49 years	6	8.2
4.	<b>Job Position</b>		
	Top Management	2	2.7
	Manager	4	5.5
	Officer	2	2.7
	Executive	6	8.2
	Clerk	12	16.4
	Technician	36	49.3
Others	11	15.1	
5.	<b>Level of Income</b>		
	RM 1000-RM 1500	33	45.2
	RM 1600-RM 2500	32	43.8
	RM 2600-RM 3500	5	6.8
	RM 3600 and above	3	4.1
6.	<b>Level of Education</b>		
	SPM	27	37.0
	Diploma	36	49.3
	Degree	10	13.7
7.	<b>Working Experience</b>		
	Less than 1 Year	13	17.8
	1 – 3 Years	25	34.2
	4 – 6 Years	23	31.5
	7 – 10 Years	12	16.4

Table 1 above showed the demographic profile of the respondents for this study. 64.4% were males and 35.6% were females who were involved in the survey. Percentage of the single respondents is 53.4% while percentage of the married respondents is 46.6%. Considering the respondents' age distribution, 56.2% came from 20-29 years old, which is the highest percentage among the range. This is followed by the range 30-39 years old with 35.6% and 40-49 years old with 8.2%. The highest percentage is technician, which indicated 49.3 % with 36 frequency. Meanwhile, the lowest percentages from the above table are two type of positions that showed the lowest value which are from the Top Management

whereby the officers only indicated 2.7% with 2 frequency. Both positions showed the same results. The level of income staff, the lowest level range is RM3600-above only collected 4.1% with three frequency. Second lowest level range is RM 2600-RM 3500 that only collected 6.8% with 5 frequency. The highest-level range is RM 1000-RM1500 that had collected 45.2%, which indicated 33 of frequency

From the survey, the level of education of Bumitech Global Energy Sdn. Bhd. staff was also shown. SPM holders indicated 37.0% with 27 of frequency. Diploma holders indicated 49.3% with 36 of frequency. The lowest percentage is 13.7%, indicated by degree holders with 10 frequency. With regard to working experience of the respondents, the highest percentage indicated in this table is 34.2%, which are respondents who have been working for 1-3 years. Respondents who have working experience of 7-10 years just indicated 16.4 % with 12 frequency. Referring to the table above, staff who are working with Bumitech Global Energy for less than 1 year indicated only 17.8% with 13 of frequency.

## Reliability Analysis

Cronbach's alpha is referred to as an internal measure of consistency. It can be regarded as reliable on the basis of the results of each variable in the questionnaire. The results of the test for reliability for all sections of the questionnaire were shown in Table 2.

**Table 2: Questionnaire reliability**

VARIABLES	ITEMS	CRONBACH'S ALPHA	SOURCE
Occupational Health and Safety	10	0.638	Sembe & Ayuo, 2017
Salary	10	0.631	Mabaso and Dlamini, 2017
Relationship with Co-workers	10	0.675	Sequeira & Dhriti, 2015
Job Satisfaction	10	0.658	Malik, Haider, & Hussain. 2019

## Relationship Analysis (Correlation Analysis)

Table 3 shows the relationships between occupational safety and health, salary and relationship with co-workers. In Table 1, the values of the correlation coefficients(rho) show the strength of the relationship between variables. The results showed that the positive correlation between job satisfaction and Relationship with Co-Workers was strong ( $r= 0.473$ ,  $p < 0.05$ ). The correlation between Salary and Job Satisfaction is  $r= 0.350$  and  $p < 0.05$ . In addition, the correlation between Occupational Safety and Health and Job Satisfaction is  $r= 0.327$  and  $p < 0.05$ .

**Table 2: Analysis of Correlation**

ITEMS	Variables	IV 1	IV 2	IV 3
IV1)	Occupational Health and Safety	1		
IV2)	Salary	0.538**	1	
IV3)	Relationship with Co-workers	0.317**	0.305**	1
DV	Job Satisfaction	0.327**	0.350**	0.473**

\*. Correlation is significant at the 0.05 level (2-tailed)

The results showed that one of the variables has been accepted and two of the variables have been refused. The correlation coefficient of Pearson was intended to answer research questions 1, 2 and 3.

## Multiple Regression Analysis

Further investigations were conducted using multiple regression analyses. Table 3 shows a summary of the multiple regression analysis for all dependent variable factors. In the testing of hypotheses 1, 2 and 3, a regression analysis (multiple regression) was conducted with occupational safety and health, salary and relationship with co-workers, to be used as a independent variable and job satisfaction as dependent variable.

In order to strengthen the evidence, the researcher analyzed the value of R, R- square, where the relation between independent variables and dependent variable is indicated. The Variable R- value is 0.528. It also showed that the R- square value is 0.279. The results showed that the three elements, namely Occupational Health and Safety, Salary, Relationship with Co-workers, explained 27.9 percent of job satisfaction variations. H<sub>1</sub>, H<sub>2</sub> and H<sub>3</sub> are therefore supported

To determine which variable contributes more in the relationship of occupational safety and health, salary, and relationship with co-workers with the dependent variable that is job satisfaction, the researchers compared the value of Beta ( $\beta$ ). Based on Table 3, the stronger predictor for job satisfaction is Relationship with Co-workers with  $\beta = 0.369$ , while Salary comes in second with  $\beta = 0.148$  and Organizational Safety and Health with  $\beta = 0.094$ . Therefore, Relationship with Co-workers is the more important factor that contributes to job satisfaction of Bumitech employees.

**Table 3: Analysis of Regression (Multiple Regression) (N = 90)**

Model	R	R-Square	F Value	Sig Val
1	.528	.279	.642	.000

Independent Variable	Beta	t-value
i. Organizational Safety and Health	0.094	0.916
ii. Salary	0.148	1.397
iii. Relationship with Co-workers	0.369	3.517
R		0.528
R <sup>2</sup>		0.279
F Value		8.903
Sig. Value		0.000

## CONCLUSION

In this study, the research focuses on three objectives. The first objective is to determine the relationship between occupational safety and health and job satisfaction at Bumitech Global Energy Sdn. Bhd. Secondly, the relationship between salary and job satisfaction at Bumitech Global Energy Sdn. Bhd. Thirdly, to determine the relationship between relationships with employees and job satisfaction at Bumitech Global Energy Sdn. Bhd. It is proven that independent variables influence job satisfaction.

The researcher has made a number of recommendations through this study, the literature review and the findings. The findings of this study showed that job satisfaction of employees at Bumitech Global Energy Sdn. Bhd. has been affected by the occupational safety and health, salary and relationship with co-worker factors.

Sometimes, these factors have been affected by the satisfaction of employees at the non- management level. A number of measures should be taken as a private company to ensure that their job performance is not affected by job satisfaction. There are several recommendations to avoid this problem. The Management should pay full attention to paying the employees' contribution satisfactorily. They should

also be concerned about the provision of additional benefits for employees, in particular financial benefits.

The Management at Bumitech Global Energy Sdn. Bhd. should also focus on providing their employees with health and safety, job security, work responsibilities and a good working environment. Furthermore, since employees want to cooperate well with colleagues, the management should ensure that they have a working environment in which there is good cooperation and mutual respect among workers.

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