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INSIGHT Journal focuses on social science and humanities research. The main aim of INSIGHT Journal is to provide an intellectual forum for the publication and dissemination of original work that contributes to the understanding of the main and related disciplines of the following areas: Accounting, Business Management, Law, Information Management, Administrative Science and Policy Studies, Language Studies, Islamic Studies and Education.

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FOREWORD BY DEPUTY RECTOR OF RESEARCH, INDUSTRIAL LINKAGES & ALUMNI

Since 2018, the INSIGHT JOURNAL (IJ) from Universiti Teknologi MARA Cawangan Johor has come up with several biennial publications. Volume 1 and 2 debuted in 2018, followed by Volume 3 this year as well as Volume 4 with 19 published papers due to the great response from authors both in and out of UiTM. Through Insight Journal, lecturers have the ability to publish their research articles and opportunity to share their academic findings. Insight Journal is indexed in MyJurnal MCC and is now an international refereed journal with many international reviewers from prestigious universities appointed as its editorial review board members.

This volume 5 as well as volume 6 (which will be published in 2020) are special issues for the 6th International Accounting and Business Conference (IABC) 2019 held at Indonesia Banking School, Jakarta. The conference was jointly organized by the Universiti Teknologi MARA Cawangan Johor and the Indonesia Banking School Jakarta. Hence, the volumes focus mainly on the accounting and business research papers compiled from this conference, which was considered a huge success as over 66 full papers were presented.

Lastly, I would like to thank the Rector of UiTM Johor, Associate Professor Dr. Ahmad Naqiyuddin Bakar for his distinctive support, IJ Managing Editor for this issue Dr. Noriah Ismail, IJ Assistant Managing Editor, Fazdillah Md Kassim well as all the reviewers and editors who have contributed in the publication of this special issue.

Thank you.

ASSOCIATE PROF. DR. SAUNAH ZAINON
Deputy Rector of Research, Industrial Linkages & Alumni
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Determinants of Job Satisfaction: How Satisfied Are Employees at Public Universities

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Abstract

The success of an organisation depends a lot on its employees' satisfaction in carrying out their roles and duties. Thus, job satisfaction is seen to be a significant predictor of employees' work-related well-being. The current paper aims to determine the employees' role within the organisation in relations to job satisfaction, as well as to determine whether working environment contributes to job satisfaction. The paper also aims to examine the employer-employee relationship in accomplishing job satisfaction. This study was conducted in a branch campus of a public university consisting of 17 lecturers. It uses quantitative method by means of a survey consisting of 18 items that are divided into three parts which include role within the organisation, working environment and relationship with superior. The results were tabulated using descriptive analysis. The findings show for the role of employees in the organisation, there were a small number of employees who did not feel valued by the organisation. This could be contributed by their not gaining permanent status of employment. The findings also showed that a small number of employees found that the workplace environment is stressful. These employees had less than three years of work experience which could cause them to have problems adapting fully to their work environment. Finally, it was found that the lecturers felt they were treated with respect by their superior and their relationship with their superior was generally good. It is recommended for future research to consider a more comprehensive study involving a larger scale of respondents from public and private universities.

Keywords: job satisfaction, employees' role, working environment, employer-employee relations

1. Introduction

Most employees seek to be employed in an organisation that is well-established and able to provide them with stability and career development. When an employee's needs are satisfied in the place of employment, the employee would be compelled to work harder and be motivated to contribute to the advancement of the organisation. Achieving job satisfaction would hence contribute to the success of the organisation. Employees are the backbone of the organisation, and therefore, should be provided with good working conditions to enhance their job satisfaction as job satisfaction is the key to retaining good employees in the

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workplace. Employee satisfaction is generally related to their commitment to work, dedication and performance. Unfavourable working conditions can influence employees negatively causing health problems and dissatisfaction at work (Hossen, Hossain, Rana and Ismail, 2019).

Sehgal (2012) states that the success or failure of any organisation lies within the employees' satisfaction level. Hardworking, satisfied and happy employee are the biggest asset of the organisation and it is thus very important to manage human resources effectively and to find out whether they are satisfied with their employment. Once the organisation is able to meet the expectations of the employees, job satisfaction can be attained.

It is however, not an easy task to satisfy the needs of every employee with different attitudes and characters in an organisation. How can employees fill their role within the organisation? Does the working environment contribute to doing one's job well? How does relationship between employers and employees play a role in accomplishing job satisfaction? In line with these queries, this paper intends to consider the following objectives:

i. To identify the employee's role within the organisation in relations to job satisfaction
ii. To determine whether working environment contributes to job satisfaction
iii. To examine the employer-employee relationship in attaining job satisfaction

2. Literature Review

The role of an employee for the functioning of the organisation is very important as it helps the organisation to achieve its targeted goals. Human capital in an organisation helps the organisation build a solid foundation for profitability and success (Sehgal, 2012). As such, keeping employees satisfied in the organisation is essential so that they can perform. Yang and Kim (2013) explained that salary, benefits and remuneration packages offered by the organisation can increase the job satisfaction of employees. Do Hai (2012, as cited in Daud, 2016) states that opportunity for growth and promotion are also important in achieving greater levels of job satisfaction. Daud (2016) asserts that there are several factors that contribute to job satisfaction which include maturity level of the employee, relationship status between the employees and their superiors, educational level, years of experience, managerial ranking, organisation size, salary and opportunities for growth. According to Goulet and Singh (2002), it was found that employees who feel valued understand their role in achieving the organisation's goals and have career commitment towards their job.

In a study conducted by Sharma and Jyoti (2009) on factors affecting teacher satisfaction, there were three main aspects that were pointed out for job satisfaction of university teachers and these were intrinsic, extrinsic and demographic factors. Besides the academic office, salary, relationship between colleagues, promotion and recognition, the aspect of physical environment was also highlighted as an important element towards achieving job satisfaction. Feng Bolin (2007) supported this, stating that the effects of examination stress, perceived occupational status and leadership evaluation had a correlation with self-fulfilment, salary and the relationship between leader-employee and collegial relations.

According to Crossman and Abou-Zaki (2003), one key factor towards determining job satisfaction is the relationship between managers and employees. Chegini, Isfahani, Mohseni, Khahian and Khosravizadeh (2014) in a case study, asserted that there was a significant relationship between job satisfaction and working conditions followed by employer's supervision, work nature, co-workers and salary and promotion opportunities. In another case study on the impact of working environment towards employee job satisfaction

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by Tio (2014), it was reported that work environment contributed significantly to job satisfaction and recommended that companies paid more attention to the work environment of their employees. Raziq and Maulabaksh (2015) also supported the argument that working environment can have positive impact on job satisfaction.

In relation to the objectives of the present paper, previous studies have shown that there are a number of factors that contribute to job satisfaction in various working environments. Particularly in the field of education at higher learning institutions, it would be interesting to find out the job satisfaction determinants among lecturers of a local public university. As such, the following section of this paper will concentrate on the methodology of the research, the results and findings as well as the conclusion and recommendations.

3. Methodology

This section of the study discusses methods applied to the research. The research focuses on job satisfaction among the lecturers from the Academy of Language Studies in the Rembau Campus of Universiti Teknologi MARA. The criteria of the respondents were based on their years of service, gender, job status, marital status and ethnic background. There were 17 lecturers from the Academy of Language Studies who attended a two-day Intensive Course for Lecturers on work ethics but only 13 participated in the survey.

This research uses the questionnaire as its tool for research measurement. The items for the questionnaire were adapted from Reynolds (2017) and Best Companies Group “Employee engagement and satisfaction survey”. The questionnaire is chosen as a measuring tool for this research because it is reliable for the purpose of collecting information from multiple respondents in an efficient and timely manner. They were distributed after the end of the intensive course. And consisted 18 questions which were divided into three parts. Part A “My role within the organisation” contained items about the type of work that the lecturers do, their values in the organisation, their feelings as part of a team working towards a shared goal, the reasonable balance to maintain work and personal life, the requirements of the job that makes good use of lecturers’ skills and abilities, the important role of the lecturers to the success of the organisation and adequate opportunities for career development. Part B “My work environment” contained items about whether the workplace has the tools and technologies that lecturers need to do their job well, whether the working environment is comfortable, whether the work culture is stressful, whether the lecturers feel connected with colleagues, and whether they are able to approach their superior to discuss matters. Part C “My relationship with my immediate superior” contained items about whether the superior treats the lecturers with respect, handles lecturers work-related issues satisfactorily, acknowledges when the lecturers do their job well, and tells lecturers when the work needs to be improved as well as helps the lecturers develop their fullest potential. The data collected from the questionnaire were then tabulated and analysed using descriptive analysis.

4. Results and Findings

4.1 Respondents’ Demographics

Out of 17 questionnaires that were handed out after the intensive course, only 13 responded to the survey which is 76.4% deemed usable as the final data for analysis. Table 1 gives the demographic profile of the respondents.

Table 1 Respondents' Demographics

		n	Percentage
Ethnic group	Muslim	9	69.2
	Non muslim	4	30.8
Marital status	Single	6	46.2
	Married	7	53.8
Job status	Full time	2	15.4
	Part time	9	69.2
	Contract	2	15.4
Gender	Male	1	7.7
	Female	12	92.3
Years of Service	>3 years	8	61.5
	3-5yrs	1	7.7
	< 5 years	4	30.8

From Table 1, it was found that majority of the respondents are Muslims (69.2%), with more than half being married (53.8%). Majority of the lecturers are part time lecturers (69.2%). Majority of the respondents are female (92.3%) and most of the respondents have less than 3 years of experience as a lecturer.

4.2 Role of Employee within the Organisation

Figure 1 shows the view of employees towards their role within the organisation. It is important for an employee to understand his or her role in the organisation in order for him or her to gain work satisfaction. Seghal (2012) pointed out that lack of comprehension in one's job function can contribute to dissatisfaction at work. The chart in figure 1 shows that all of the lecturers like the type of work they do (100%), are able to maintain a reasonable balance between work and personal life (100%), believe that their job makes good use of their skills and abilities (100%), their work is meaningful (100%) and their job provides adequate opportunities for career development (100%). Most of the lecturers feel that they are part of a team sharing a shared goal (92.3%) and that they understand the importance of their role to the success of the organisation (92.3%). 84.6% of the lecturers feel valued in the organisation.

4.3 Employment Environment

Figure 2 shows the view of the employees toward their place of employment. In previous literature, it was reported that the work environment can contribute to job satisfaction of employees (Tio, 2014). From the chart in figure 2, 100% of the lecturers agree that their workplace has the tools and technologies they need to do their job well. 92.3% feel comfortable in their work environment and feel connected to their colleagues. 84.6% of lecturers stated that they are able to approach their superior to discuss matters. 76.9% agreed that the work culture was not stressful.

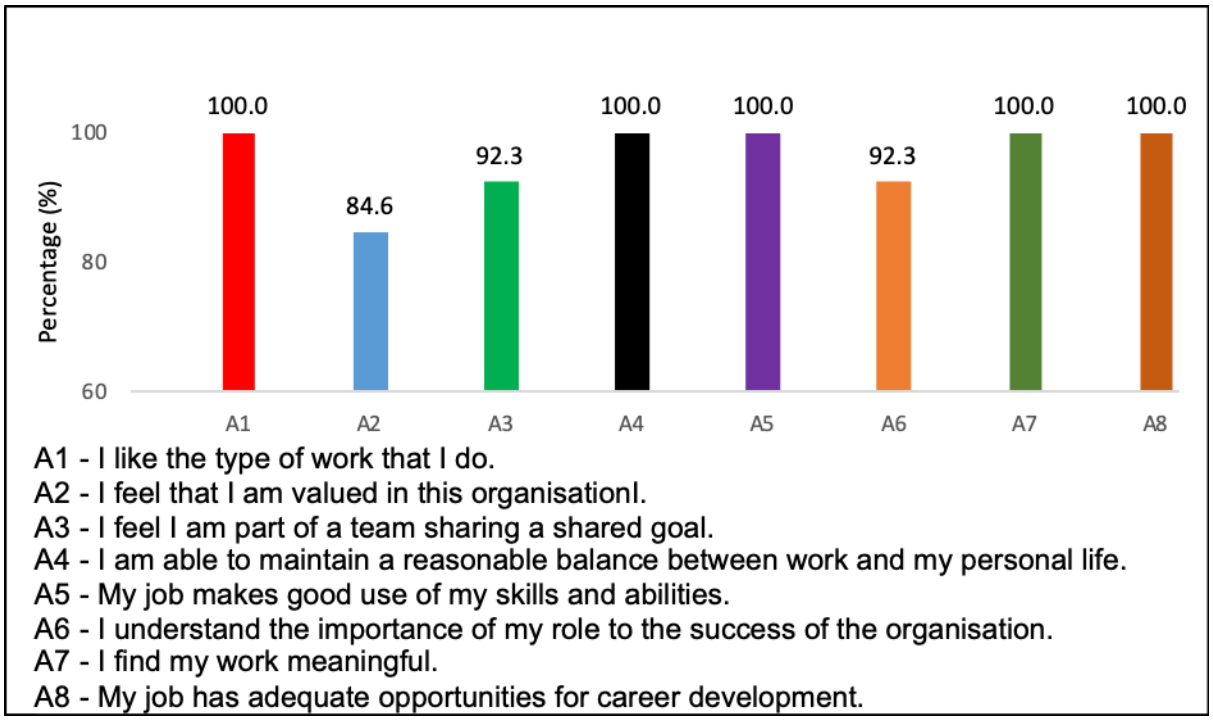

Figure 1 Employees View of their Role in the Organisation

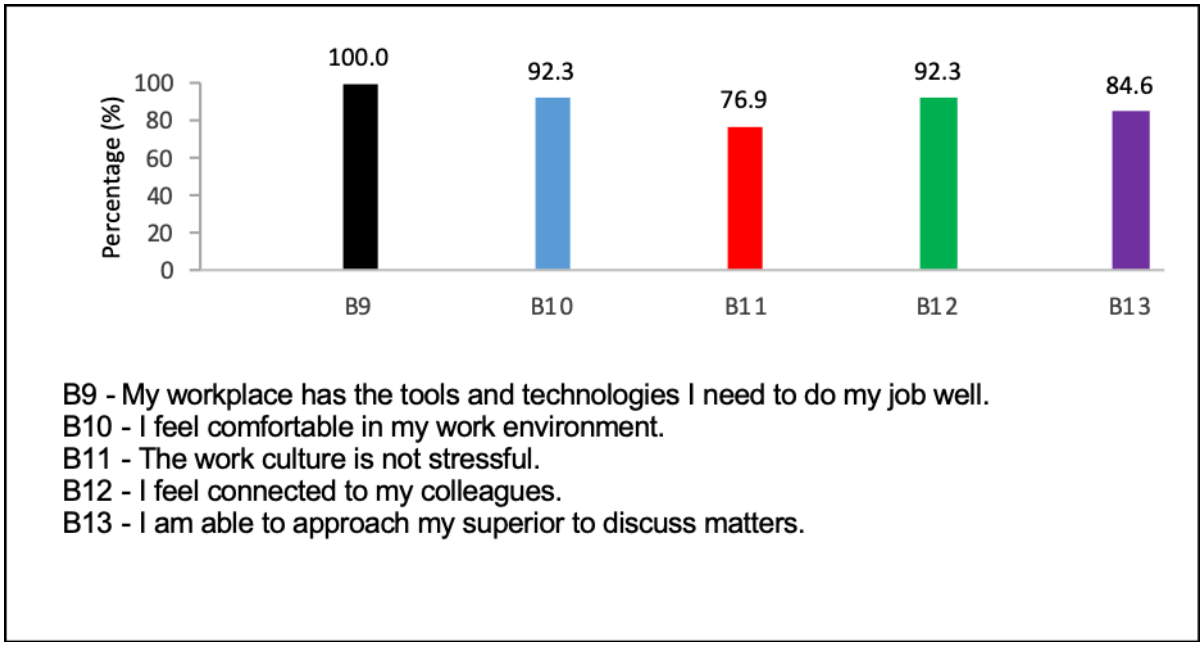

Figure 2 Employees view of their work environment

4.4 Relationship between Employees and their Superiors

Figure 3 shows the relationship between the employees and their superior and can affect the job satisfaction of the employee (Crossman & Abou-Zaki, 2003; Chegini et al., 2014). The

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chart in figure 3 shows that all the lecturers (100%) agreed that they were treated with respect by their superior, work-related issues were handled by the superior satisfactorily, their jobs were acknowledged, they were informed when their work needed improvement and they were helped to develop to their fullest potential.

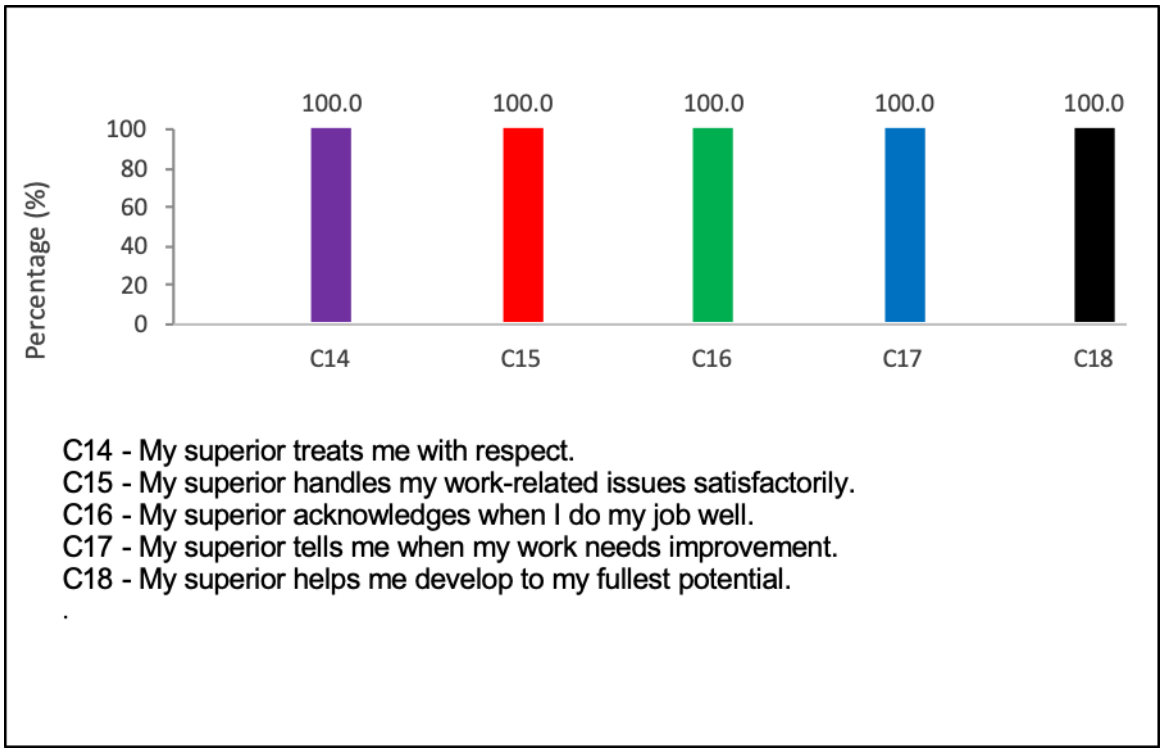

Figure 3 Employees view of their relationship with their superior

5. Conclusion and Recommendation

Thus far, this paper has tried to determine the job satisfaction of lecturers at public universities by means of three major aspects. First, the role of employees in the organisation showed that there was a small number of employees who felt they were not valued by the organisation. The demographic profile indicated that most of the employees were not permanent lecturers, but had worked for the organisation for more than 5 years. This may have contributed to their feelings of being less appreciated by the university. The findings also showed that there were a small number of employees who felt that they were not part of the team, sharing the same goal as the organisation. Further, there were also a few who did not understand their role to the success of the organisation. This could be due to their status in the university as part time lecturers who are employed based on the intake of students and number of classes each semester. If their services were not needed for any particular semester, they would not be employed. The situation actually puts these lecturers in a spot with lack of career development or employment benefits.

Second, job satisfaction in relation to the workplace environment showed that a small number of employees found the workplace environment stressful. There were also a few employees who found it hard to approach their superior to discuss their problems. A few employees also mentioned that they were not comfortable with the environment and not connected to their colleagues. The reason for this could be due to the fact that most of the respondents were employees with less than 3 years of working experience. Normally, it takes time to adapt to a new working environment and therefore, being new could post some

stress. This could also be the reason why these few were not comfortable to the new environment and their colleagues.

The third aspect discussed in this paper is the relationship between the employee and their superior. It was found that all the lecturers felt that they were treated with respect by their superior, work-related issues were handled by the superior satisfactorily, their jobs were acknowledged, they were informed when their work needed improvement and they were helped to develop to their fullest potential.

In conclusion therefore, the findings in general indicated that majority of the lecturers are satisfied with the role they play in the university as lecturers. Majority of the lecturers also felt satisfied with their working environment. All of the lecturers were satisfied with their relationship with their superior. However, the study was only based on a small number of lecturers employed in a local public university and therefore cannot be generalised to reflect all public universities. Hence, for future research, it is recommended that a more comprehensive study on a larger scale be conducted involving both public and private universities.

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