



**UNIVERSITI TEKNOLOGI MARA SARAWAK  
FACULTY OF ADMINISTRATIVE SCIENCE AND  
POLICY STUDIES**

**A STUDY OF JOB SATISFACTION AMONG CIVIL  
SERVANTS OF SARAWAK GOVERNMENT IN  
PETRAJAYA, KUCHING**

**CORNELIUS GILBERT YAMAN  
2008568889**

**SEPTEMBER 2011**

## **Abstract**

The purpose of this study is to measure the existing level of job satisfaction among civil servants of Sarawak Government in the area of Petra Jaya, Kuching and to identify relationship between overall job satisfaction and salary, supervisor and coworkers. Questionnaire was distributed to various Ministries and Department and 150 were returned but only 120 are answered completely. The questionnaires are consisting of Section A on demographic background and Section B on job satisfaction perception and Section C on comments and suggestion. The researcher has identified the level of satisfaction among civil servants in their salary, supervisor and coworkers. Based on the three factors, the researcher also has identified relationship between overall job satisfaction and salary, supervisor and coworkers and amount of units contribute toward overall job satisfaction. However, the results of the study should be used and referred properly since the scope of the study is Civil Servants of Sarawak Government in Petra Jaya, Kuching. Future study is recommended since the study was done according to the variable of salary, supervisors and coworkers only.

# Table of Contents

## Chapter I:

1.1	Introduction	10
1.2	Problem Statement	11
1.3	Research Objectives	12
1.4	Scope of the Study	12
1.5	Significance of the Study	12
1.6	Definition of Terms	13

## Chapter II: Literature Review & Conceptual

2.1	Literature Review	
2.1.1	Introduction	14
2.1.2	Job Satisfaction and Salary	16
2.1.3	Job Satisfaction and Supervision	17
2.1.4	Job Satisfaction and Co-workers	18
2.2	Conceptual Framework	19
2.2.1	Independent Variables: Job satisfaction	20
2.2.1.1	Salary	20
2.2.1.2	Supervisor	20
2.2.1.3	Co-Workers	20
2.2.2	Dependant Variables: Job Performance	20
2.2.2.1	Productivity Increase	21
2.2.2.2	Motivation	21
2.2.2.3	Enhance the Quality of Work	21

# CHAPTER 1

## INTRODUCTION

### 1.1 Introduction

Definition of Job satisfaction is “how people feel about their jobs and different aspects of their jobs. It is extent to which people like or dislike their jobs” (Spector, 1997, p.2). Many studies have been done in order to identify the factors that affect job satisfaction. Working environment and management styles are among the factors. Karim (2008) broadly categorized the factors into work and worker related variables. Due to its importance, many research have been done pertaining to job satisfaction in various professions such as library (Karim, 2008), construction (Jaafar et al, 2006) and education (Huda et al, 2004; Chimanikire et al, 2007; Santhapparaj and Alam, 2005).

Civil servants are one of the most important human capitals in the country to provide and to deliver public service to the people. As humans, civil servants are also subject to problems of dissatisfaction at workplace. They will not deliver the best if they are not satisfied. In addition, there is a possibility that their job performance may not achieve the target. Hence, there is a strong need to understand the factors that contribute toward job satisfaction among civil servants so that steps can be taken by the management to create conducive working environment that is in line with their expectations.

## CHAPTER 2

### LITERATURE REVIEW & CONCEPTUAL FRAMEWORK

#### 2.1 Literature Review

This chapter provides a review of the literature on job satisfaction on civil servants and also the conceptual framework of the study.

##### 2.1.1 Introduction

Job satisfaction is an important area to organizations. Employers and superiors also would like to know whether their employees or subordinates are satisfied with their jobs. The beginning of the analysis of job satisfaction was done dated on 1930s (Tasnim, 2006). The focus of the study was on employee attitudes towards their work and job satisfaction. One of the early studies was conducted by professors from Harvard Business School on employee working in a factory where telephone relays were assembled (Padilla-Velez, 1993). Based on their finding, environment does not contribute to higher productivity but it provides opportunities to socialize and to interact among employees. It brings positive impact on employees' performance and it decreased absenteeism. Due to the conclusions made by them, research into job satisfaction and dissatisfaction was encouraged (Dawis and Loftquist (1981) cited in (Padilla-Velez, 1993) and scholars start to analyze how to measure the level of satisfaction and dissatisfaction of workers.

Lots of studies have been conducted in the area of employee motivation and satisfaction, and scholars explained them as a means of attaining some needs. One of the earliest studies of these kinds was the theory of needs

## **CHAPTER 3**

### **RESEARCH METHOD**

#### **3.1 Research Design**

The research designed is a cross-sectional survey. The research information are collected from civil servants under various Ministries, Department, Section, Division of Sarawak Government and targets group within the organization. Types of approach are done through questionnaire survey.

#### **3.2 Sample Size**

The sample size for the purpose of this study is 200 respondents. The total population of Sarawak civil servants in Petra Jaya, Kuching is about 1000 persons.

#### **3.3 Sampling Technique**

Civil servants of Sarawak Government working in Petra Jaya, Kuching will be selected for closer analysis of job satisfaction among them. The type of sampling is purposive sampling. This means that only specific types of people who can provide the desired information.

#### **3.4 Unit of Analysis**

This study will address the issue of satisfaction, and influence on salary, supervision and co-workers among civil servants. Therefore the unit of analysis will be the civil servants.