

Job Satisfaction among Polytechnic Malaysia Employees: Cases Study at Politeknik Tuanku Syed Sirajuddin, Perlis

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Abstract: Job satisfaction is a crucial factor that determines the performance of the employees. However, plenty of researches has been studies on this topic, but very limited studies focus on Polytechnic employees. Therefore, this study aims to examine the influence of job satisfaction and employee performance in the context of Polytechnic employees. The quantitative and cross-sectional method was employed. Through stratified random sampling technique, a total of 366 respondents answered the survey. The Pearson correlation analysis result reveals that work environment significantly and positively on job satisfaction. This suggests that enhancing job satisfaction among Polytechnic employees is critically important to improving their performances. More details about its findings and implications are discussed.

Keywords : Working Environment ; Job Satisfaction; Malaysia; Polytechnic Employee

INTRODUCTION

The productivity and quality of an organization is highly dependent on human resources which are important assets in an organization. The workforce, talent and creativity in an organization are derived from human resources. Therefore, human resource management in an organization must be done effectively and systematically so that energy can be contributed for organizational development. However, job satisfaction is very important to ensure that the objectives of an organization are achieved. Therefore, it is the employer's priority in ensuring job satisfaction at the optimum level for the excellence of the organization.

Malaysian Polytechnic is one of the country's human capital development centers [1]. Its role has been removed and its establishment has been rebranded to ensure the nation's mission is achieved by providing human capital resources to the industrial sector in generating economic growth. Furthermore, Malaysian Polytechnic focuses on skills -based subjects especially those related to technical and vocational education and training (TVET) which have been improved to be in line with the national plan in achieving Vision 2020 [1]. Therefore, research on human capital needs to be implemented in understanding the challenges faced by polytechnic staff in mobilizing energy to institutional development. Some examples of common problems in

the workplace are job satisfaction levels, low commitment, low motivation and decreased job performance. Usually employees will share with each other about their problems in the workplace [2]

Therefore, satisfaction is the enjoyment, relief and pleasure by a person towards something desired such as work, study, sports and so on. In the context of work, a person's satisfaction is important because they will do their work sincerely and will not complain if they are satisfied with their work. An organization will excel when staff are satisfied with all the aspects that motivate them to work. In other words, job satisfaction is a measuring tool in determining the success of an organization. If the organization can provide satisfaction to its employees, it can not only improve the image of an organization but also can increase the motivation and productivity of all its employees [2]. Even if they are not satisfied with their work all the work done is not in earnest.

The objectives of the study include:

- i. Identify the level of job satisfaction among PTSS staff
- ii. To examine relationship between work environment and job satisfaction among Polytechnic staff

Hypothesis 1: Work environment influence the job satisfaction of the PTSS staff

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Literature Review

Job Satisfaction

Accordingly, job satisfaction is defined as an affective variable that results from the assessment of an individual's work experience [3]. Job satisfaction with feelings of how much an employee likes or dislikes his or her job. According to him, employees are satisfied when they have a positive attitude towards work and the next job prospect can feel that their work is in line with their living conditions. Job satisfaction is also counted as a feeling of pleasure or a positive feeling as a result of the evaluation of the position held in the work environment. It refers to feeling happy with his current work. There are differences in the level of satisfaction felt by each individual depending on the value system they belong to as well as other factors that influence the level of satisfaction in his or her career. stated that job satisfaction is the satisfaction felt by a person towards the job he does. It is closely related to the individual's attitude towards his job and it is this individual's attitude that influences the evaluation of the job in his position. Each individual will feel a varying level of satisfaction according to the value system that takes place within him or her. This is also agreed where the more aspects of the job that suit his desires, the higher the level of job satisfaction.

Job satisfaction can come naturally by letting the employee to be self-direct. Usually, satisfied employees tend to be high-performing and highly committed to the organization. Hence, a successful organization must ensure there is a good relationship between employees and employment [3]. In addition, unfair assessment by employers in job assignments, promotions, salaries, evaluation reports, etc. compared to other colleagues will adversely affect employee job satisfaction [10]. Therefore, employers must ensure that all the assessments are evaluated fairly to prevent employees from feeling dissatisfied with the institution. This is because the employees usually evaluate their job either favorable or unfavorable in the organization and whether the job conditions meet his/her expectations or not [10].

Work Environment

In parallel, stated that the work atmosphere and environment play an important role in increasing the pleasure of work. A negative work environment will interfere with one's work effectiveness and performance. Although, work environment includes all forms of physical, psychological and social factors, atmosphere and events that occur in the workplace that affecting organizations and employees [5]. Physical environment refers to the employee's relationship with

the environment such as work equipment, workplace atmosphere and materials used in the job. A conducive and safe physical environment affects job satisfaction and enjoyment. In addition, colleagues who help each other, tolerant and willing to give and accept views as well as selflessness are also among the factors that influence job satisfaction [7]. Thus, effective leadership style is often seen as a contributor to high levels of job satisfaction and vice versa [4]. A good leader is a leader who does not place status and rank as barriers to closeness with subordinate employees, who suggested that institutional leadership should adopt a transformational leadership style because it is the elements that require a higher human relationship to ensure job satisfaction [8]. Previous study stated that technical and vocational teachers have very high job satisfaction in the dimension of principal supervision due to always giving appreciation for good work, updating, believing in the ability of teachers and always available when needed [3].

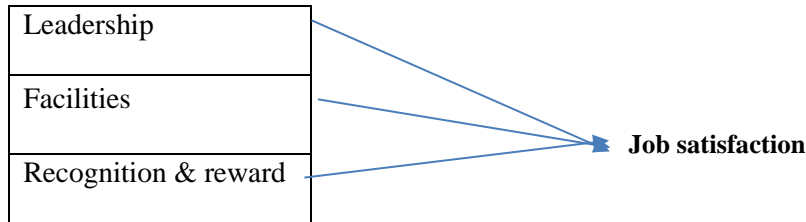
In this case too, rewards and recognition should be implemented fairly and equitably to ensure job satisfaction is achieved in the organization [4]. A successful organization depends on how high the performances of the employees can meet the objectives of the organization. Therefore, organizations must have strategies to ensure that employees always perform well. To ensure that employees always perform well, organizations need to understand that employees have their own personal needs and wants that need to be considered in order for them to do their best. This can be seen whether employees feel positively or negatively towards the organization and it needs to be evaluated individually [5].

In addition, stated that the communication practices of leader leadership whether open collaborative or authoritative constructive have a high influence on the attitude and involvement of staff in performing tasks effectively [5]. Although leadership style provides motivation and job satisfaction, the influence of open collaborative leadership style was found to be stronger. Otherwise, stated that effective leadership style is often seen as a contributor to high levels of job satisfaction and vice versa. A good leader is a leader who does not place status and rank as barriers to closeness with subordinate employees [7]. That institutional leadership should adopt a transformational leadership style because it is the elements that require a higher human relationship to ensure job satisfaction. Besides that, previous study stated that technical and vocational teachers have very high job satisfaction in the dimension of principal supervision due to always giving appreciation for good work, updates, believe in the

ability of teachers and always available when needed [3].

The independent variable of this study was job satisfaction, while the dependent variable was work environment. Figure 1 showed the conceptual framework of this study.

Work environment



METHODOLOGY

This quantitative study was used an individual as a unit of analysis. Data was collected from the population of students at 1 polytechnic at Malaysia such as Polytechnic Tuanku Syed Sirajuddin, Perlis using stratified sampling technique. Through this technique, the population of 366 staff was grouped into strata which includes diploma program. As derived from Krejcie and

Morgan [9], a total of 399 staff were made as sample size of the study which is 97.1 % answered.

A set of questionnaire were used with 4 –points Likert scale to measure all variables. The questionnaire was originally in English which was then translated into Bahasa Malaysia, and was finally translated once again into English to ensure accuracy. This process followed the Brislin methods [6].

Results

Respondent demographic

Table 1
Respondent Age

Age	Gender				Total	
	M	%	F	%	Frequency	%
25 years and below	1	0.3	1	0.3	2	0.5
26 – 30 years	4	1.1	8	2.2	12	3.3
31 – 40 years	65	17.8	122	33.3	187	51.1
41 – 50 years	63	17.2	69	18.9	132	36.1
51 years and above	21	5.7	12	3.3	33	9.6
Total	154	42.1	212	57.9	366	100.0

Table 1 shows that 96.2% of the respondents are aged 31 years and above which involves a total of 352 staff while only 3.8% are respondents aged 30

years and below. If we look at the gender of the respondents, 42.1% are male while 57.9% are female.

Table 2
Period of Service of Respondents by Gender

Period of services	Gender				Total	
	M	%	F	%	Frequency	%
Below 5 years	32	8.7	44	12.0	76	20.8
6 - 10 years	22	6.0	56	15.3	78	21.3
10 years above	100	27.3	112	30.6	212	57.9
Total	154	42.1	212	57.9	366	100

Table 2 shows the service period of respondents in PTSS where overall respondents who served more than 10 years was 57.9% (212 people) while staff who served 10 years and below was 42.1% (154 people). From this table also shows that male and

female respondents who have served in PTSS for more than 10 years are balanced, namely 100 people (27.3%) and 112 people (30.6%) respectively.

Table 3
Level of job satisfaction

Variable	Mean	Level
Job satisfaction	3.184	High
Leadership	3.194	High
Facilities	2.987	High
Recognition & reward	3.010	High

The result for all dimension of work environment showed averagely high level with job satisfaction in polytechnic studied. The dimension that showed a highest level value is the leadership . Nevertheless, the difference in value is not wide.

Thus, it can be claimed that each dimension has its own significance in transformational leadership among head of department.

Table 4 :
Correlation Analysis for Related Variables

Variable	R value	(sig)	Summary of Hypothesis
Work environment	0.727	0.00	Supported

Note ** Correlation is significant at the 0.01 level (2 tailed)

Table 4 shows the working environment dimension has positive significant relationship ($r = .727, p < .05$) with job satisfaction. Therefore, **H₀₁** is rejected and there

exist positive averagely significant relationship between work environment and job satisfaction among staff Polytechnic Tuanku Syed Sirajuddin, Perlis.

DISCUSSION & RECOMMENDATION

The main objective of this study was to examine the influence between job satisfaction and employee performance. Based on the empirical findings gathered, the result indicated that work environment was significantly and positively influenced staff job satisfaction. This finding is consistent with previous studies. For instance, Khan et al. [6] revealed that job satisfaction positively impacted employee performance. Badrianto and Ekhsan [2] found out that job satisfaction brings a positive and significant effect on employee performance partially and simultaneously meanwhile, established that work environment had a significant impact on job satisfaction [11]

As a conclusion, this study has achieved its objectives and the findings can be used as guidelines for future research. Apart from that, studies related to talent and succession plans to fill key positions such as Deputy Director, Head of Department, Head of Unit and senior officers whether substantial or ancillary should be implemented to ensure governance and leadership in the organization is constantly improved. Top management of public higher learning institution should focused on the practice leadership among their head department. It is important element in increasing the commitment of academia toward their institution. Thus, it is hoped that this study will be used as guidelines for the head of departments to practice proper leadership in their organizations so that they can be effective leader and increase commitment of their staff towards the organizations. Despite that using transformational leadership dimensions include idealized influence, individualized consideration, intellectual stimulation and inspirational motivation, future research should focused on the other instruments that may enlighten the understanding of this type leadership.

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