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FACTOR AFFECTING JOB SATISFACTION AMONG PRIVATE SECTOR WORKERS

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Abstract:*Job satisfaction is an essentially one of the issues that are always addressed in every organization including the public and private sectors. Job satisfaction is seen as an important thing in which employees contribute to the organization to achieve their goals. Job satisfaction is an individual and is an issue that is often said and often a source of concern between employers and employees today. It will indirectly cause the organization's goals to be achieved. Job satisfaction issues are increasingly in demand by researchers to conduct research and subsequently contribute new ideas and formulate new strategies in reducing conflicts between employers and employees as well as between workers and employers. Therefore, this paper is proposing a conceptual model framework in exploring the relationship between the promotion, supervision and work conditions and job satisfaction among private sector workers in the Kedah State. This paper is proposing a conceptual model framework which is developed from an intensive literature review of the past studies. The independent variables suggested in this study is pay, supervision and work conditions, while the job satisfaction as the dependent variable. For the conclusion, the result and suggestions for future research are also presented.*

Keywords: *Job satisfaction, promotion, supervision, work conditions.*

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1. INTRODUCTION

The rapid research on job satisfaction shows how important aspects of job satisfaction are especially for countries that are experiencing economic or industrial growth such as Malaysia looking to achieve the vision of 2020 soon. Basically, job satisfaction is a trait that affects the emotional state in which a person evaluates his or her job and the desired values in that job are achieved. The degree of individual satisfaction varies according to one's attitude and behaviour and ability.

Mullins (2002) argues that some views express job satisfaction as important as it is a key aspect in shaping highly motivated and high performing employees. The higher the level of appraisal and acceptance that he or she possesses, the more the level of satisfaction is also high and vice versa. The higher the job satisfaction, the lower the employee turnover rate (Chin et al., 2017). According to Chen et al., (2006), it is noted that organizational management should emphasize employees or internal customers of an organization so that they are always interested and

Satisfaction with the tasks and responsibilities that are best entrusted. Efficient and transparent management is one of the steps used by the organization and top management to ensure that the goals, visions and mission of the organization are achieved successfully.

2. LITERATURE REVIEW

2.1 Job satisfaction

Job satisfaction is one of the most important factors in determining the success of an organization (Dhamija et al., 2018). According to Ali et al, (2017) job satisfaction is an effective response and emotion to several aspects of an individual's career. The Old Marihot King Efendi (2002) defines job satisfaction as a measure of whether an individual feels positive or negative about various factors and dimensions of his or her job tasks. Kotler (2003) points out that satisfaction can be classified as an individual's feelings of happiness or disappointment resulting from a hope. Mullins (2002) views job satisfaction as an attitude and internal condition while according to Ali and Mohammad (2006) job satisfaction includes feelings expressed by employees in terms of work elements that are intrinsic and extrinsic.

In addition, Mudor and Tooksoon (2011) see that job satisfaction is a factor that motivates employees to work longer. Without job satisfaction, organizations or firms will face the challenge of hiring due to high turnover rates. For this reason, organizations should pay close attention to the work satisfaction of employees in order to reduce employee turnover problems. According to Chin et al., (2017), job satisfaction is assessed as to how well an employee is satisfied with their work. Locke (1976) in his research on job satisfaction states that job satisfaction is a positive or positive emotion that results from an employee's job evaluation and work experience. Luthans (1989) states that job satisfaction is the result of employees' perceptions of their work in acquiring something that is considered important.

Therefore, it can be concluded from the opinions and opinions of some researchers on job satisfaction that the positive attitude exhibited by employees indirectly adapts to good relationships with colleagues, supervision and work situations including pay, healthy social relationships can enhance their job satisfaction level.

Hypothesis Development

Based on the literature review conducted, this study presents one of the main independent variables of the study namely promotion, supervision and working conditions. The dependent variables of the study were job satisfaction. Subsequently, this study presents the hypotheses of the study formulated and tested and the discussion of all the variables is based on previous research.

2.2 Promotion and Job Satisfaction

Every organization is important to provide a fair wage for every employee. If the employee considers themselves treated fairly and fairly by the employer. Indirectly will reduce employee frustration and tension. In addition, if the workload imposed by the organization exceeds the specified output and the workload increases and is not in line with the wage earned, job dissatisfaction will occur. In a study conducted by Hom and Kinicki (2001) on job satisfaction and job rotation, it was found that a sharp decline in job satisfaction can lead to job shifts among workers. According to Modor and Tookson (2011) states that the relationship between payroll

and job satisfaction can also influence workers' motivation to achieve higher productivity. In the study by Zheng et al., (2009), better and better promotion would contribute to job satisfaction and job turnover also decreased.

H0: There is no positive and significant relationship between promotion and job satisfaction.
H1: There is a positive and significant relationship between promotion and job satisfaction.

2.3 Supervision and Job Satisfaction

Dierendonck et al., (2001) state that poor social relations between employees and the unfriendly relationship between supervisors and employees can cause workers to leave the organization. The rate of decline in the cessation of employment will decrease if there is a good social connection and the transition to employment will increase if there is a poor social relationship between them (Omar et al., 2019). The conclusion is that if the relationship between the supervisor and his subordinates is unsatisfactory, it will lead to a decrease in job satisfaction and thus contribute to the shift in the workforce and if high supervisory attention is given to the employee, the supervisor's performance will be high.

Okpara (2004) in his research on personal characteristics of job satisfaction among IT managers in the Nigerian context and found that managers are satisfied with their work, colleagues and supervisors while they are dissatisfied with the factors of promotion. According to Zheng et al., (2009) workers leave the organization if they are dissatisfied with the supervisor. The transition to work depends on management who can provide a good level of motivation for the employee (Bakar et al., 2018; Siti, 2017). The key to employee motivation is to rely on the skills and knowledge of the employer in creating a conducive environment and a good working environment for the employee to achieve their goals and objectives. In order to maintain motivation among employees in terms of supervision and guidance, organizations must understand workers' behaviours and be aware of the working environment or climate to ensure the level of motivation among the employees.

H0: There is no positive and significant relationship between supervision and job satisfaction.
H1: There is a positive and significant relationship between supervision and job satisfaction.

2.4 Work Environment and Job Satisfaction

Workplace conditions are also an important factor in furthering the workforce. High job satisfaction reduces work stress and creates a positive work environment (Fairbrother and Warn 2003). Organizations that create a good, comfortable and safe working environment can satisfy employees and high levels of job satisfaction. According to Ramlall (2003), it is important to establish good working environment requirements to ensure that employees are committed to performing their tasks. This can lead to high levels of job satisfaction. Workers fail to perform well if the job involves mental and physical conditions when the environment is unsatisfactory (Siti, 2013). Poor working environment can cause employees to feel overwhelmed and this can affect their quality of work.

According to Robbins et al., (2009), employees feel that their efforts and work are not appreciated by management if the organization does not provide a satisfactory workplace. This will cause their quality of work to decline and contribute to lower levels of job satisfaction. Employees will be happy if the work environment provided is conducive and they are happy with the environment. The comfort provided by the organization will keep them engaged in the

organization and their level of satisfaction is also high and they will work together to move the organization together.

H0: There is no positive and significant relationship between work environment and job satisfaction.
H1: There is a positive and significant relationship between work environment and job satisfaction.

3. CONCEPTUAL FRAMEWORK

According to the performance model by Campbell, there are two major determinants of performance, namely motivation and ability. These factors are also known also the 'person factors' in which performance are determined solely by the criteria of an individual (as cited in Williams, 2002). Later, Cardy and Dobbins and Waldman improved the theory by adding in the 'system factors' as the antecedents of individual performance (as cited in Williams, 2002). International Journal of Business and Management March, 2009 151 In specific, 'system factors' deals with factors within organizational environment and job design. Both factors may affect individual performance at different levels (Williams, 2002). This study examines the organizational characteristics as the 'system factors' that may influence task performance and OCB. Weber's Theory of Bureaucracy provides distinct features of formal organizations wherein tasks are distributed among various positions to enhance specialization and expertness among staff. This encourages effective hiring process, which is done by matching job requirements to candidates' qualifications. Another aspect discussed in this theory is that hierarchy of authority, which takes on the pyramid shape whereby each official is responsible for his or her subordinates' actions and each official has clear-cut authority over officials under his or her supervision. In other words, authority is clearly-circumscribed in such structure.

Therefore, based on the literatures reviewed, the theoretical framework shown in Figure 1 is proposed.

Based on the development of the hypotheses presented, the study model is illustrated in Figure 1. Once identified, the independent variables that shape the study model are promotion, supervision and work environment, and dependent variable is job satisfaction.

Independent Variables (IV) Variable Variables (DV)

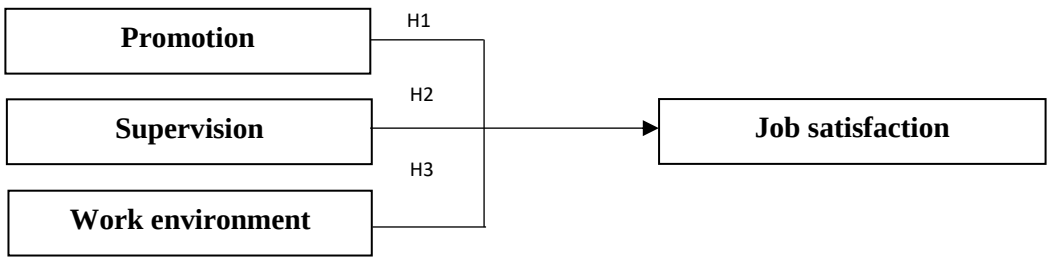

Figure 1: Proposed Theoretical Framework

Figure 1 shows the proposed theoretical framework in this study. Three hypotheses were developed to answer the objectives of the study. The first objective is to identify the relationship between promotion and job satisfaction among private sector workers (H1). Second objective is to determine the relationship between supervision and job satisfaction among private sector workers (H2), while the third objective is to determine the relationship between work environment and job satisfaction among private sector workers (H3). Theoretically this research describes and offer insight on the importance of promotion, supervision and work environment on job satisfaction.

4. CONCLUSION

Job satisfaction is the goal and a key factor for organizations in achieving organizational objectives. Employees are also important customers in every organization and they need to be well managed. If employees are dissatisfied with the management system provided by the organization, then there are various negative consequences such as laziness, fraud, laziness, dismissal of work, emotional stress, abuse of power, corruption and more. Indirectly, it will have a negative impact on the entire organization. Human resource management also plays an important role in the development of an organization. Job satisfaction is a very important factor in determining the success of any business. Therefore, in order to keep employees engaged in the organization, job satisfaction should be a priority. There are many reasons workers are frustrated with their work such as lack of recognition or limited opportunities for self-improvement, high job pressures, lack of communication in the organization, poor supervision and others that may result in them resigning and leaving the organization. Management should take a closer look at factors of job satisfaction in order to reduce job turnover and improve job satisfaction.

This paper is a concept paper. Therefore, no empirical evidence is provided. The article of the forthcoming study will validate the study model with evidence from the findings of the empirical study in relation to the stated relationship.

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