



# Measuring Academic Staff Job Satisfaction in TVET Institutions

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**Abstract.** Job satisfaction plays an important role in improving performance and quality of work. With high level of job satisfaction, employees will make a significant contribution and are committed towards their employment. Changes in the management of an organization that involve procedures and policies can affect administrative operations and in turn, cause job dissatisfaction. Moreover, issue of the transfer of personnel from Politeknik Mukah Sarawak (PMU) to their place of origin causes shortages in certain areas and skills in the workforce. Ultimately, this leads to an overburden towards other personnel (lecturers) assigned to take over the responsibilities of the transferring personnel, thus subsequently had to learn (anew) as well as to teach in the same field that is left vacant. Additionally, the replacement needs to cater their existing tasks and responsibilities. Therefore, this paper aims to identify the level of job satisfaction among academic's staffs at PMU. Several factors that contribute to job satisfaction to differ among employees. This study adopts Herzberg's Motivation Hygiene Theory Job Satisfaction includes Organizational Leadership Style and Supervision, Working Conditions, Organizational Communication, Promotion Opportunities, and Job Security, Remuneration, and Employee benefits. A total of 189 respondents were involved in the study from five main departments and two support departments. Data is collected using the questionnaire method, Google Form as a study instrument, and distributed to respondents. Data analysis is made using SPSS version 26.0 software and is expressed in the form of frequency, percentage, and mean for items related to the level of job satisfaction. The results of the study show that job satisfaction based on predetermined factors among PMU academic staffs is at a moderate level. The highest mean Organizational Leadership Style and Supervision, which (mean = 4.5026), and the lowest Remuneration and Employee Benefits (mean = 3.7778). The outcome of this research can help the decisions makers to increase the job satisfaction among PMU (Politeknik Mukah) staff.

**Keywords:** Job Satisfaction · Organizational Leadership Style and Supervision · Working Conditions · Organizational Communication

## 1 Introduction

The consistently growing field of education requires educators to always be sensitive to the latest developments. The rapid development of IR 4.0 technology and the emergence

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of Covid 19 pandemic indirectly put pressure on educators to adapt to the current needs of educations. The group of educators in Technical and Vocational Education and Training (TVET) institutions are no exception to the situation and this led to job dissatisfaction among the educators [1]. Job satisfaction is important to measure performance [2]. Satisfied employees are more productive and are more likely to stay with the company longer, while unhappy employees are less productive and more likely to leave [3]. Due to changes in organizational management such as procedures and rules, high rates of staff turnover cause work pressure among academic staffs at PMU. These are proven from the findings, [4], show job satisfaction among the university's academic staffs in Malaysia is at a moderate level. Adapted from Herzberg's Motivation Hygiene Theory, jobs at fac-tion will be measured based on the following elements such Organizational Leadership Style and Supervision, Working Conditions, Organizational Communication, Promotion Opportunities, Job Security, Remuneration, and Employee benefits. The importance of job satisfaction among educators leads to this study. Inconsistent findings and lack of research on this matter attract authors to do this research. Hence, this paper is an attempt to identify the level of job satisfaction among academic's staffs at PMU. The findings can help the institutions, and the government implement rewards or develop facilities to help educators facing the situations. The structure of this article is as follows. It starts off by giving a summary of pertinent literature. It also discusses the research methodology and design. The research findings are then presented, discussed, and a conclusion is offered.

## 2 Literature Review

The motivation-hygiene hypothesis is also known as Herzberg's dual-factor theory (1959). The distinction between motivational and hygienic variables is this theory's central idea. The two factors that affect job satisfaction can be divided into two groups. Motivating variables are seen to be more significant than hygienic factors in determining job satisfaction. The urge to avoid unpleasant events is connected to hygiene components. Because of an individual's goal for self-actualization and self-development, motivational factors influence job satisfaction [5]. The factors adopt from both elements which, the Organizational Communication, Promotion Opportunities, and Job Security under motivation a elements and Organizational Leadership Style and Supervision, Working Conditions, and Remunerations and Employee Benefits under hygienic elements.

According to [6], motivators are factors that motivate people to work. These motiva-tors result in job satisfaction. The foundation of motivating factors is a person's desire for self-improvement. Motivation variables, when present, can aid in the active creation of job happiness. If they're effective, they can inspire someone to put up an above-average effort or performance [7]. Work that is hard or stimulating, receiving recognition, oppor-tunities for progress, responsibility, status a sense of personal accomplishment, and personal growth in the workplace are all motivating aspects. Motivational elements contribute to a higher level of job satisfaction [8]. Factors that minimized job dissatisfaction were identified as hygiene factors. The requirement for an organization to minimize unpleasantness in the workplace is the basis for hygiene factors. Employee dissatisfac-tion arises when these factors are deemed insufficient by the employee. Company policy

and administration, sentiments of job security, financial pay, supervisory quality, and the quality of human relations and working environment are all examples of typical hygiene variables [9].

Job satisfaction is described as an individual's conduct regarding their work duties and relationships with their motivation. Positive behavior will lead to a balanced level of job satisfaction, whilst poor behavior will lead to job discontent (Scott et al. 2005). Employees who are satisfied with their jobs are more likely to stay with the company in the long run, caring more about the quality of their work and being more loyal to the company [10, 11]. The importance of job satisfaction in terms of performance cannot be overstated. People who are satisfied with their jobs are more driven, put in more effort, and are more likely to perform better than those who are dissatisfied [12, 13]. Considering the importance of job satisfaction among academic staffs in PMU, and the existence of various factors and associations between variables according to previous research, becomes a reason to carry out this research.

### 3 Methodology

This study used a survey method to determine how satisfied academic staffs at Politeknik Mukah were with their jobs. From October 2021 to April 2022, Mukah Polytechnic's academic departments all participated in the data collection. All academics received self-administered questionnaires, and a total of 189 lecturers responded to the questionnaire. The sampling size indicated by [14] was employed in this research to find the targeted survey respondents. The questionnaire used for this study was adapted from the Herzberg Motivation Hygiene Theory (Employee Satisfaction Survey). It was then modified to suit the current study context. The questionnaire consisted of two sections; the first was related to lecturers' demographic profile and the second section focused on the lecturers' job satisfaction. Section two comprises of six factors that includes, consist of six factors including (1) Organizational Leadership Style and Supervision; (2) Working Conditions; (3) Organizational Communication; (4) Promotion Opportunities and Job Security; (5) Remuneration and Employee Benefits; and (6) Personal Job Satisfaction. The SPSS Version 26 software was used to analyze the data collected from this questionnaire. The demographic data was described using a frequency distribution, while mean scores and standard deviations for items linked to research perceptions were calculated. Since all of the variables' Cronbach's alpha values are greater than 0.60, the reliability tests on the variables specified for this study were judged to be acceptable and reliable. (1) Organizational Leadership Style and Supervision CR (Construct Reliability) = 0.8980, (2) Working Conditions CR = 0.9290, (3) Organizational Communication CR = 0.8420 (4) Promotion Opportunities and Job Security CR = 0.9192, (5) Remuneration and Employee Benefits CR = 0.9100 and (6) Personal Job Satisfaction CR = 0.9020.

Table 1 contains details on the demographic profiles of instructors. 52.9% of the poll participants who were lecturers were female, while 47.1% were male. Eighty one percent of the respondents (81%) were already married, with the majority of them residing far from their family (56.3%). Nearly half of the respondents were over 40, the majority of them were Muslims (83.6%) and of Malay ancestry (68.8%). 19.6% of the lecturers come from the Department of Commerce, and 57.1% have been employed for less than

**Table 1.** Demographic respondent profiles

Categories	Items	Frequency	%
<b>Gender</b>	Male	100	52.9
	Female	89	47.1
<b>Marital Status</b>	Single	36	19.1
	Married	153	80.9
	Widowed	–	–
	Divorced	–	–
<b>Do You Live Far from your family?</b>	Yes	111	58.7
	No	78	41.3
<b>Age</b>	<20	–	–
	21–25	–	–
	26–30	24	12.7
	31–35	35	18.5
	36–40	50	26.5
	>40	80	42.3
<b>Religion</b>	Islam	158	83.6
	Christianity	26	13.8
	Buddhism	3	1.6
	Hinduism	–	–
	Others	2	1.0
<b>Ethnicity</b>	Malay	130	68.8
	Chinese	6	3.2
	Indian	–	–
	Bumiputera Sarawak	50	26.5
	Bumiputera Sabah	1	0.5
	Others	2	1.1
<b>Department</b>	JKA	26	13.8
	JKE	29	15.3
	JKM	32	16.9
	JP	37	19.6
	JTMK	26	13.8
	JMSK	18	9.5
	JPA	21	11.1

12 years. Last but not least, it's significant to remember that 75% of the lecturer work 15–19 h per week.

As shown in Table 2, the level of Organisational Leadership Style and Supervision among the lecturers at Politeknik Mukah is high, with mean values are ranged between 4.50–5.00. For this category, the highest (mean = is 4.5026) is related to my head of department professionally treating me and the lowest (mean of 4.0794) which is organizational leadership style promotes fairness, courtesy, and honesty.

According to Table 3, the working conditions for lecturers at Politeknik Mukah are moderate to high, with mean values ranging from 3.50 to 4.49. The item with the highest

**Table 2.** Mean and Standard Deviation (SD) for Organisational Leadership Style and Supervision; among lecturers in Politeknik Mukah

Item	Mean	SD
<b>Organizational Leadership Style and Supervision</b>		
Transparency is encouraged by the democratic leadership style of the organisation.	4.1376	.69352
The organizational leadership style promotes fairness, courtesy, and honesty.	4.0794	.75021
My head of department professionally treats me.	4.5026	.63266
During and after evaluation, my head department offers helpful, dependable, and legitimate input.	4.3598	.70535
I am consulted in any decision-making that is related to my work.	4.2593	.71569

**Table 3.** Mean and Standard Deviation (SD) for Working Conditions among lecturers in Politeknik Mukah

Item	Mean	SD
<b>Working Conditions</b>		
The actual workspace is secure, tidy, and clean (venues, ablution facilities, parking areas, grounds).	4.2275	.79632
I have access to sufficient and suitable tools and equipment to carry out my duties.	3.8519	.89280
The company is accommodating when it comes to me taking care of my personal and family obligations.	4.2804	.72250
In the workplace, diversity in terms of colour and gender is acknowledged.	4.2804	.75137
All forms of harassment and discrimination are prohibited in the workplace.	4.2540	.83733

mean score (mean = 4.2804) for this category is “I am given adequate and sufficient tools and equipment to execute my work tasks and the organisation is flexible regarding my attending to my personal and family concerns.” and the least (mean 3.8519), where I am given sufficient and appropriate tools and equipment to carry out my work tasks.

According to Table 4, the lecturers at Politeknik Mukah have a moderate to high level of organisational communication, with mean values falling between 3.50 and 4.49. The maximum score in this area (mean = 4.2169) is achieved by peer communication that is professional, efficient, and mutually beneficial, while the lowest score (mean 4.1005) is achieved by employees who are informed of issues that directly impact them.

As can be seen in Table 5, there are moderate to high opportunities for promotion and job security for academics at Politeknik Mukah, with mean values falling between 3.50 and 4.49. The maximum score (mean = 4.3175) in which I feel certain that my employment is secure and the lowest score (mean = -4.3175) (mean 3.9524). The

**Table 4.** Mean and Standard Deviation (SD) for Organisational Communication among lecturers in Politeknik Mukah

Item	Mean	SD
<b>Organisational Communication</b>		
Employees are advised about issues that may affect them.	4.1005	.73329
Senior management and staff communicate effectively, professionally, and for both parties' mutual benefit.	4.1587	.79640
All staff members are informed of the organization's strategic goals.	4.1217	.76562
At staff meetings, I get enough chances to interact formally with other workers.	4.1958	.74290
Peer communication is professional, efficient, and advantageous to both parties.	4.2169	.70750

**Table 5.** Mean and Standard Deviation (SD) for Promotion Opportunities and Job Security among lecturers in Politeknik Mukah

Item	Mean	SD
<b>Promotion Opportunities and Job Security</b>		
I am certain that I will keep my job.	4.1905	.74070
I have faith that my job is safe.	4.3175	.74001
Equal possibilities for both professional and personal growth are offered by the university.	4.1799	.74335
Equal possibilities for promotion and career progress are offered by the institution.	4.2275	.72646
The organization offers workers financial aid so they can continue their education and training.	3.9524	.86471

institution offers workers financial aid so they can pursue additional education and training.

The level of remuneration and employee benefits among lecturers at Politeknik Mukah is moderate to high, as illustrated in Table 6, with mean values falling between 3.50 and 4.49. For this category, the greatest rating (mean = 3.9365) is for how happy I am with the benefits that are currently provided to employees, and the lowest rating (mean 3.7778) is for how happy I am with the present performance bonus system.

The level of personal job satisfaction among instructors at Politeknik Mukah is moderate to high, as indicated in Table 7, with mean values ranging from 3.50 to 4.49. The greatest rating (mean = 4.3757) and lowest rating (mean 3.9683) for this category are, respectively, how fully committed I am to my task.

**Table 6.** Mean and Standard Deviation (SD) for Remuneration and Employee Benefits among lecturers in Politeknik Mukah

Item	Mean	SD
<b>Remuneration and Employee Benefits</b>		
With my current pay, I'm really happy.	3.8730	1.00253
The present employment advantages offered have my full satisfaction.	3.9365	.91453
With the way performance bonuses are now given out, I'm happy.	3.7778	.93589
Workers receive the appropriate praise from management for their efficient work.	3.9365	.89097
I'm appreciated for what I bring to this organisation.	3.8995	.84138

**Table 7.** Mean and Standard Deviation (SD) for Personal Job Satisfaction among lecturers in Politeknik Mukah

Item	Mean	SD
<b>Personal Job Satisfaction</b>		
I am fully committed to my work.	4.3757	.70834
I always have a good time at work.	3.9683	.89267
With my coworkers, I get along well at work.	4.3333	.71459
My confidence and morale are strong at work.	4.1376	.78015
I would heartily suggest that a friend apply for a job at this organization.	4.2804	.88767

## 4 Discussion and Conclusion

The primary goal of this study is to find the level of job satisfaction factors (Organizational Leadership Style and Supervision, Working Conditions, Organizational Communication, Promotion Opportunities, and Job Security, Remuneration and Employee Benefit. Among academic staffs in PMU. Their overall job satisfaction scores, which range between 3.50 and 4.49, are moderately high. These results, which are corroborated by [15], showed that work satisfaction among university faculty members in Malaysia is at a moderate level due to the collectivist ethos of Malaysians (Hofstede, 1980; 1984).

However, the top management needs to improve to factor under Remuneration and Employee Benefit where some academic staffs are not satisfied with the current system used to award performance bonuses. Remuneration and Employee Benefits also known as reward for employee and that reward practices will enhance their Increased job engagement, discretionary behavior development, and motivation. The motivation process is a strategy that encourages workers to set goals, act, and achieve those goals in order to receive a worthwhile reward that meets their needs. Achievable performance, both financially and non-financially, such as a growth in profit and product quality, can be referred to as the organization's aim.

It is important to note that, this study is limited to the academic staffs of Politeknik Mukah, and the findings does not reflect the over all results of Politeknik Malaysia academic staffs. The respondents of this study are also bound by Malaysian government circular and policies that cannot be enacted at the institutional level itself Limitations and setbacks observed from this study found out that some of the questionnaires were not return to theresearcher due to time constrains and costs.

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