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**THE INFLUENCE OF WORKLOAD, SALARY AND
COWORKER TOWARD JOB SATISFACTION AMONG
EMPLOYEES**

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UUM
Universiti Utara Malaysia

MASTER OF HUMAN RESOURCE MANAGEMENT

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**THE INFLUENCE OF WORKLOAD, SALARY AND COWORKER TOWARD
JOB SATISFACTION AMONG EMPLOYEES**

BY

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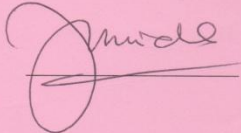
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ABSTRACT

Job Satisfaction is an important aspect for every organization so the main aim of this study is to examine the influence of workload, salary and coworker on job satisfaction toward employees. The objective of this study is to examine the influence of every independent variable on job satisfaction. The study involved 123 numbers of employees. This is a quantitative research so in order to analyze the data that been collected Statistical Package for Social Science (SPSS) has to be used in order to see the relationship between independent variables which is workload, salary and coworker on dependent variable which is job satisfaction. This study had recognized workload, salary and coworker as a factor that may influence job satisfaction. According to the multiple regression analysis every independent variables got positive relationship with dependent variables but what make it differences was workload do not have significant positive relationship with job satisfaction compare to salary and coworker. More importantly, based to findings salary and coworker will positively influence job satisfaction but for the workload case this variables will not positively influence job satisfaction. Finally from the researcher point of view the organization should play a significant role in order to keep their employee satisfy because it may bring so many benefits to the organization and researcher also will provides a recommendation to the organization in this study.

Keyword: Job satisfaction, workload, salary, and coworker

ABSTRAK

Kepuasan kerja merupakan perkara penting kepada organisasi jadi tujuan utama kajian ini adalah untuk mengkaji pengaruh beban kerja, gaji dan rakan sekerja terhadap kepuasan kerja dikalangan pekerja. Objektif kajian ini adalah untuk mengkaji pengaruh setiap pemboleh ubah bebas terhadap kepuasan kerja. Kajian ini melibatkan 123 responden di kalangan pekerja. Kajian ini merupakan penyelidikan kuantitatif jadi untuk menganalisis data yang telah dikumpulkan Pakej Statistik untuk Sains Sosial (SPSS) perlu digunakan untuk melihat hubungan antara pemboleh ubah bebas iaitu beban kerja, gaji dan rakan kerja pada pemboleh ubah bergantung iaitu kepuasan kerja . Kajian mendapati beban kerja, gaji dan rakan sekerja sebagai faktor yang mungkin mempengaruhi kepuasan kerja. Menurut analisis regresi , setiap pemboleh ubah bebas mempunyai hubungan positif dengan pemboleh ubah bergantung tetapi yang membuat perbezaannya adalah dari segi beban kerja tidak mempunyai hubungan positif signifikan dengan kepuasan kerja berbanding dengan gaji dan rakan sekerja. Lebih penting lagi, berdasarkan hasil penemuan kajian pemboleh ubah bebas iaitu gaji dan rakan sekerja mempunyai pengaruh positif terhadap kepuasan kerja tetapi untuk bagi beban kerja pemboleh ubah bebas ini tidak akan mempengaruhi kepuasan kerja secara positif. Akhirnya dari sudut pandang penyelidik, organisasi perlu memainkan peranan yang penting untuk memastikan pekerja mereka memuaskan kerana ia membawa begitu banyak manfaat kepada organisasi dan penyelidik juga akan memberi cadangan kepada organisasi dalam kajian ini.

Kata Kunci : Kepuasan kerja , beban kerja , gaji dan rakan sekerja

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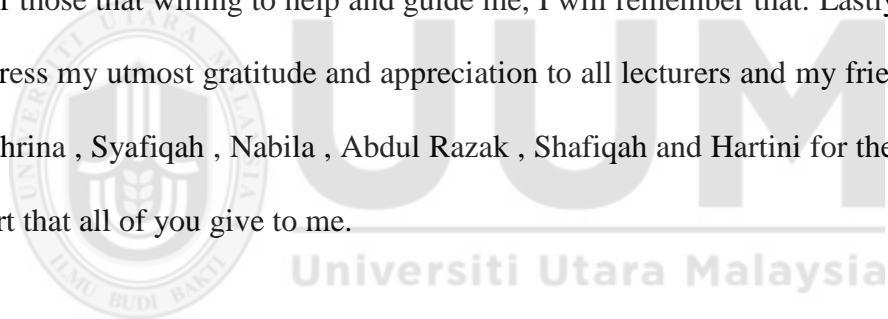


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LIST OF ABBREVIATIONS

JS	Job Satisfaction
DV	Dependent Variable
IV	Independent Variable



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CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter discusses the preliminary aspect of the study, particularly focusing on the factors that influence job satisfaction among employees. Moreover, the background of the study, problem statement, research questions, research objectives, the significance of this study, and the definition of key terms are all the aspects that are stated in this chapter.

1.2 Background of the Study

This study focuses on the influence of workload, salary and co-worker toward employees' job satisfaction. Individual or employees who accomplish job satisfaction will be able to motivate themselves in term of improving their working quality and productivity, hence has positive affect towards their organization.

Mustapha (2013) defines job satisfaction as a compensation that is being targeted by an employee as employee's satisfaction will be a pathway that will lead toward greater managerial productiveness in term of increasing employees' performance in positive ways. According to Kuria (2011) employees will be productive if the job they do is able to satisfy themselves in the first place.

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Appendix A : Questionnaire

Questionnaire

I am Mohamad FaridthulAzhar Bin Mohd Noor , Student in Master of Human Resource Management from the University Utara Malaysia are conducting a research Workload, Salary , and Co- Worker influence on Job Satisfaction among employees at this organization. I would appreciate if you would complete this questionnaire. I hope you can spare some times and help me in answering several question that I have prepared in order to help my studies. All your information is confidential. Your cooperation is kindly appreciated. Thank You.

Part A– Demographic Information

INSTRUCTION : Please circle or ticks your answer

1. Gender (Jantina)

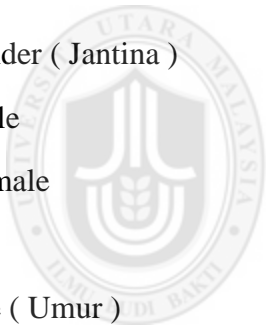
- a. Male
- b. Female

2. Age (Umur)

- a. 20-29
- b. 30-39
- c. 40-49
- d. 49 and above

3. Race (Kaum)

- a. Malay
- b. Chinese
- c. Indian
- d. Other



4. Education level (Taraf Pendidikan)

- a. SPM
- b. STPM
- c. Diploma
- d. Degree
- e. Postgraduate

5. Marital status (Status)

- a. Single
- b. Married

6. Level of position (Jawatan)

- a. Executive
- b. Non Executive

7. Years of tenure (Tempoh perkerjaan)

- a. < 1 years
- b. 1-5 years
- c. 6-10 years
- d. 11-15 years
- e. 16-20 years
- f. > 20 years



Please use the following scale of answers, or choose the response on the answer form that best describes your answer:
 Sila gunakan skala di bawah jawapan, atau memilih jawapan pada borang jawapan yang terbaik menerangkan jawapan anda

1	2	3	4	5
Strongly disagree Sangat tidak bersetuju	Disagree Tidak Bersetuju	Unsure Tidak Pasti	Agree Bersetuju	Strongly agree Sangat Bersetuju

Part B

1. Workload

No	Questions	Strongly disagree	Disagree	Unsure	Agree	Strongly Agree
1	I am given enough time to do what is expected of me at my job (Saya diberikan masa secukupnya dalam kerja saya)	1	2	3	4	5
2	It seems that I have more work at my job that I can handle (Saya mempunyai lebih kerja dari saya mampu menanggung)	1	2	3	4	5
3	My job requires me work very hard (Kerja ini memerlukan saya berkerja keras)	1	2	3	4	5
4	There isn't enough time during my regular workdays to do everything that is expected of me (Saya tidak mempunyai cukup masa semasa waktu berkerja untuk melakukan semua yang diharapkan pada saya)	1	2	3	4	5
5	I am rushed in doing my job (Saya tergesa-gesa melakukan kerja saya)	1	2	3	4	5
6	There has been an increase in my workload in the past year (Terdapat peningkatan dalam beban kerja saya)	1	2	3	4	5

7	The increased workload has negatively affected my family, religious and/or cultural responsibilities (Beban kerja yang meningkat telah memberi kesan negative terhadap tanggungjawab keluarga, agama dan/ atau budaya saya)	1	2	3	4	5
---	--	---	---	---	---	---

2. Salary

No	Questions	Strongly disagree	Disagree	Unsure	Agree	Strongly Agree
8	I'm satisfied with the salary I get. (Saya berpuas hati dengan gaji saya)	1	2	3	4	5
9	The salary I received was appropriate for the work I did (Gaji yang saya terima adalah sesuai untuk kerja-kerja yang saya lakukan)	1	2	3	4	5
10	The salary I received encouraged me to work harder. (Gaji yang saya terima menggalakan saya berkerja lebih keras)	1	2	3	4	5
11	Wages and salary paid to the employees is competitive in the market (Upah dan gaji yang dibayar kepada pekerja adalah kompetitif di pasaran)	1	2	3	4	5
12	Rewards for exceptional performance exist in the organization (Gaji untuk prestasi terbaik wujud di organisasi ini)	1	2	3	4	5
13	The rewards offered to the employees are comparable with the market offers (Ganjaran yang ditawarkan kepada pekerja adalah setanding dengan tawaran pasaran)	1	2	3	4	5

3. Co- worker

No .	Questions	Strongly disagree	Disagree	Unsure	Agree	Strongly Agree
14	The people I work with are very friendly (Rakan sekerja saya peramah)	1	2	3	4	5
15	My fellow workers are pleasant (Rakan sekerja saya menyenangkan)	1	2	3	4	5
17	The people I Work will help each other when someone fall behind or gets in a tight spot (Rakan sekerja saya sentiasa membantu antara satu sama lain)	1	2	3	4	5

Part C

Job Satisfaction

No .	Questions	Strongly disagree	Disagree	Unsure	Agree	Strongly Agree
18	My job gives me a sense of accomplishment (Pekerjaan ini memberi saya perasaan kejayaan)	1	2	3	4	5
19	My job is exciting (Pekerjaan ini menyeronokkan)	1	2	3	4	5
20	My job is satisfying (Pekerjaan ini memberi kepuasan)	1	2	3	4	5
21	I am really doing something worthwhile in my job (Saya melakukan sesuatu yang berguna dalam kerja saya)	1	2	3	4	5
22	Considering everything, my organization already fulfilled the entire employee requirement (Organisasi sudah melakukan segalanya dalam memenuhi keperluan pekerja)	1	2	3	4	5

B. 1 Frequency Analysis

Demographic Profile

Statistics

		Age	Race	Education Level	Marital Status	Level of position	Years of tenure
N	Valid	123	123	123	123	123	123
	Missing	0	0	0	0	0	0

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29	13	10.6	10.6	10.6
	30-39	65	52.8	52.8	63.4
	40-49	19	15.4	15.4	78.9
	49 and above	26	21.1	21.1	100.0
	Total	123	100.0	100.0	

Race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	123	100.0	100.0	100.0

Education Level

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SPM	32	26.0	26.0	26.0
STPM	19	15.4	15.4	41.5
Diploma	46	37.4	37.4	78.9
Degree	20	16.3	16.3	95.1
Postgraduate	6	4.9	4.9	100.0
Total	123	100.0	100.0	

Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Single	11	8.9	8.9	8.9
Married	112	91.1	91.1	100.0
Total	123	100.0	100.0	

Level of position

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Executive	20	16.3	16.3	16.3
Non Executive	103	83.7	83.7	100.0
Total	123	100.0	100.0	

Years of tenure

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid <1 years	2	1.6	1.6	1.6
1-5 years	31	25.2	25.2	26.8
6-10 years	41	33.3	33.3	60.2
11-15 years	24	19.5	19.5	79.7
16-20 years	13	10.6	10.6	90.2
> 20 years	12	9.8	9.8	100.0
Total	123	100.0	100.0	

B.2 : Descriptive Analysis



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Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Workload	123	2.14	4.57	3.2276	.54070
Salary	123	2.00	5.00	3.7575	.53530
Coworker	123	2.00	5.00	4.0027	.51833
Job_Satisfaction	123	2.00	5.00	3.9154	.45593
Valid N (listwise)	123				

Descriptive Statistics (Job Satisfaction)

	N	Sum	Mean
JS1	123	478.00	3.8862
JS2	123	482.00	3.9187
JS3	123	484.00	3.9350
JS4	123	482.00	3.9187
JS5	123	482.00	3.9187
Valid N (listwise)	123		

Descriptive Statistics (Workload)

	N	Mean
W1	123	3.7805
W2	123	2.9431
W3	123	3.6260
W4	123	2.8374
W5	123	2.7561
W6	123	3.3333
W7	123	3.3171
Valid N (listwise)	123	

Descriptive Statistics (Salary)

	N	Mean
S1	123	3.7317
S2	123	3.7642
S3	123	3.8455
S4	123	3.6911
S5	123	3.8374
S6	123	3.6748
Valid N (listwise)	123	

Descriptive Statistics (Coworker)

	N	Mean
C1	123	3.9756
C2	123	4.0244
C3	123	4.0081
Valid N (listwise)	123	

B.3 : Reliability Analysis

Scale: Workload

Case Processing Summary

		N	%
Cases	Valid	123	100.0
	Excluded ^a	0	.0
	Total	123	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.658	7

Item Statistics

	Mean	Std. Deviation	N
W1	3.7805	.71902	123
W2	2.9431	.99425	123
W3	3.6260	.89074	123
W4	2.8374	.97824	123
W5	2.7561	1.05847	123
W6	3.3333	.97229	123
W7	3.3171	.96085	123

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
W1	18.8130	16.629	-.481	.787
W2	19.6504	10.983	.357	.626
W3	18.9675	10.491	.527	.576
W4	19.7561	9.547	.632	.535
W5	19.8374	9.383	.589	.545
W6	19.2602	9.817	.585	.552
W7	19.2764	11.021	.373	.621

Scale: Salary

Case Processing Summary

		N	%
Cases	Valid	123	100.0
	Excluded ^a	0	.0
	Total	123	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.875	6

Item Statistics

	Mean	Std. Deviation	N
S1	3.7317	.71372	123
S2	3.7642	.66630	123
S3	3.8455	.57306	123
S4	3.6911	.70281	123
S5	3.8374	.68202	123
S6	3.6748	.74102	123

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
S1	18.8130	7.268	.660	.858
S2	18.7805	7.419	.676	.855
S3	18.6992	7.819	.677	.856
S4	18.8537	6.782	.830	.827
S5	18.7073	7.766	.548	.876
S6	18.8699	6.999	.706	.850

Scale: Coworker

Case Processing Summary

		N	%
Cases	Valid	123	100.0
	Excluded ^a	0	.0
	Total	123	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.957	3

Item Statistics

	Mean	Std. Deviation	N
C1	3.9756	.53506	123
C2	4.0244	.53506	123
C3	4.0081	.55065	123

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
C1	8.0325	1.114	.901	.941
C2	7.9837	1.098	.922	.926
C3	8.0000	1.082	.902	.942

Scale: Job Satisfaction

Case Processing Summary

		N	%
Cases	Valid	123	100.0
	Excluded ^a	0	.0
	Total	123	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.892	5

Item Statistics

	Mean	Std. Deviation	N
JS1	3.8862	.56108	123
JS2	3.9187	.56675	123
JS3	3.9350	.50797	123
JS4	3.9187	.48912	123
JS5	3.9187	.59497	123

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JS1	15.6911	3.428	.700	.877
JS2	15.6585	3.161	.851	.841
JS3	15.6423	3.592	.699	.877
JS4	15.6585	3.456	.826	.852
JS5	15.6585	3.440	.636	.894

B.4 : Pearson Correlation

		Workload	Salary	Coworker	Job_Satisfaction
Workload	Pearson Correlation	1	.066	.034	.133
	Sig. (2-tailed)		.471	.709	.143
	N	123	123	123	123
Salary	Pearson Correlation	.066	1	.255**	.631**
	Sig. (2-tailed)	.471		.004	.000
	N	123	123	123	123
Coworker	Pearson Correlation	.034	.255**	1	.542**
	Sig. (2-tailed)	.709	.004		.000
	N	123	123	123	123
Job Satisfaction	Pearson Correlation	.133	.631**	.542**	1
	Sig. (2-tailed)	.143	.000	.000	
	N	123	123	123	123

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

B.5 : Multiple Regression

Model	Variables Entered	Variables Removed	Method
1	Coworker, Workload, Salary ^b		Enter

a. Dependent Variable: Job_Satisfaction

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.749 ^a	.560	.549	.30612

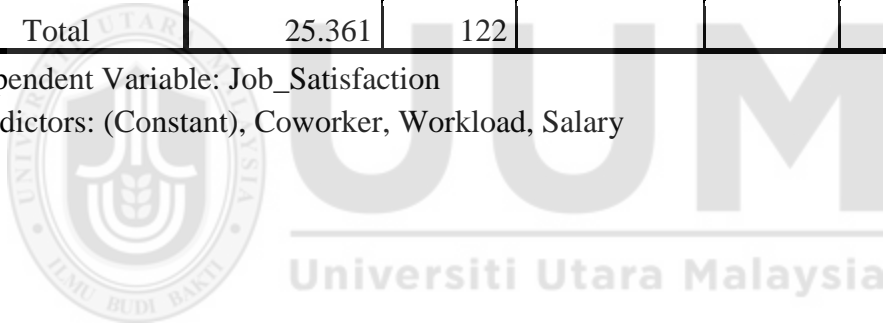
a. Predictors: (Constant), Coworker, Workload, Salary

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.209	3	4.736	50.541	.000 ^b
	Residual	11.152	119	.094		
	Total	25.361	122			

a. Dependent Variable: Job_Satisfaction

b. Predictors: (Constant), Coworker, Workload, Salary



Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	.586	.300		1.952	.053	-.008	1.180
Workload	.072	.051	.085	1.393	.166	-.030	.173
Salary	.444	.054	.521	8.280	.000	.338	.550
Coworker	.357	.055	.406	6.459	.000	.248	.467

a. Dependent Variable: Job_Satisfaction



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