

**A STUDY OF RELATIONSHIPS BETWEEN JOB
SATISFACTIONS AND PERFORMANCE AMONG WORKERS
IN A NON-PROFIT ORGANIZATION**

BY

SAADIAH SAAD

OPEN UNIVERSITY MALAYSIA

**A STUDY OF RELATIONSHIPS BETWEEN JOB
SATISFACTIONS AND PERFORMANCE AMONG
WORKERS IN A NON-PROFIT ORGANIZATION**

BY

SAADIAH SAAD

**Project Paper Submitted in Partial of the Requirement for the Degree of Master of
Management**

**Open University Malaysia
(2006)**

Digital Library OUM



0024112

ABSTRACT

This study examines the relationship between job satisfactions and performance among Malaysian Workers in non-profit organizations, based on the individual factors and the organizational factors. On top of that, the respondents were asked about the aspect that makes them satisfied about their job and suggest to the management what could be done.

The sample data derived from a structured questionnaire survey of 100 schoolteachers in Seremban, Negeri Sembilan. Ninety responses received, giving a response rate 90 percent.

Two level of school chosen, that primary school and secondary school. A majority respondent is in range of age 41 years to 50 years and is the first position as a teacher.

The study discovered 92% of the respondents agree that job satisfaction influences work performances. They believe that with job satisfaction than only they can perform better. It was also found that respondents were not satisfied with the distribution of work, chances for promotion, attitude of the student and school facilities.

The findings from this study apply only in a small region of Malaysia , so it is best if the survey could be broaden to other places other than town area.

ABSTRAK

Kajian ini ialah untuk mengkaji tentang hubungan diantara kepuasan kerja dan prestasi kerja dikalangan pekerja Malaysia dalam organisasi yang tiada keuntungan. Kajian adalah berdasarkan factor individu dan factor organisasi. Disamping itu, responden ditanya tentang aspek kerja yang menjadikan mereka sangat berpuas hati dan cadangan kepada pengurusan apa patut dilakukan untuk tujuan ini.

Sampel data diperolehi dari soal selidik yang distrukturkan kepada 100 guru di kawasan Seremban, Negeri Sembilan. Sembilan puluh maklumbalas diterima, iaitu 90 peratus kejayaan.

Dua tahap sekolah dipilih, iaitu sekolah rendah dan sekolah menengah. Majoriti responden berusia antara julat 41 tahun hingga 50 tahun dan ini merupakan jawatan pertama sebagai guru.

Kajian ini mendapati bahawa 92% dari responden bersetuju bahawa kepuasan kerja mempengaruhi prestasi kerja. Mereka percaya bahawa dengan kepuasan kerja sahaja dapat menjamin hasilan kerja yang baik. Disamping itu juga, didapati responden tidak merasa puas dengan

pembahagian tugas, peluang untuk naik pangkat, sikap pelajar terhadap pembelajaran dan kemudahan yang ada di sekolah.

Dapatan dari kajian ini hanya terhad dalam kawasan yang kecil di Malaysia, oleh yang demikian kajian menyeluruh boleh dibuat hingga ke luar Bandar.

Dedicated to my Husband, Daughters and Sons

Acknowledgements

It is a pleasure to acknowledge the debt I owe to the many friends and colleagues who have helped me in producing this project report. Their support in answering the survey questions are much appreciated. I would like to thank several people for their assistance. This includes Professor Dr Karl Federick Wagner , Professor Dr Hj Md Zabid Abdul Rashid, Director Centre for Graduate Study, and all the Open University lecturer whom I get in touch with. To all of them I owe my thanks for giving me the benefit of their expertise.

I am also grateful to Professor Dr Karl Federick Wagner for his frank and helpful comment. In thanking all these people, I must emphasize that I am fully responsible for any shortcomings that remains.

At home, I want to acknowledge the support, encouragement and patience of my husband and my children during the many hours I spent working on this project.



**APPENDIX VIII
RESEARCH PROPOSAL APPROVAL FORM**

Project Paper Title: A STUDY OF RELATIONSHIPS BETWEEN JOB SATISFACTIONS AND PERFORMANCE AMONG WORKERS IN A NON-PROFIT ORGANIZATION

Name of Student : SAADIAH BINTI SAAD
Matriculation No : CGS00019402

Director
Centre for Graduate Studies
Open University Malaysia

Dear Sir,

Attached are the following documents for your evaluation and approval:

- I. Chapter 1 : Introduction
- II. Chapter 2 : Literature Review
- III. Chapter 3 : Methodology
- IV. Chapter 4 : Result and analysis
- V. Chapter 5 : Discussion and Implication of the study

I have thoroughly checked my work and I am confident that it is free from major grammatical errors, weaknesses in sentence constructions, spelling mistakes, referencing mistakes and others. I have checked with CGS Guideline for Writing Project Papers and I am satisfied that my project paper proposal satisfies most of the requirements.

Thank you,

Student's Signature:  _____

I have read the students' research proposal and I am satisfied that it is in line with the CGS Guideline for writing project report. It is also free from major grammatical errors, sentence construction weakness, citation and others.

Supervisor's Signature: _____

DECLARATION

Name : SAADIAH BINTI SAAD
Matric Number : CGS 00019402

I hereby declare that this project paper is the result of my own work, except for quotations and summaries that have been duly acknowledge.

Signature:



Date: September 2006

SPINE OF THE PROJECT PAPER REPORT

SAADIAH BINTI SAAD

MM

2006

OUM

Table of Contents

| | Page |
|-------------------------------------|------|
| Abstract | ii |
| Abstrak | iv |
| Dedication | vi |
| Achnowledgement | vii |
| Approval | viii |
| Declaration | ix |
| Table of Contents | x |
| List of Tables | xii |
| List of Figure | xiii |
| List of Glossary | xiv |
| Chapter 1 : INTRODUCTION | |
| 1.1 Introduction | 1 |
| 1.2 Definition of Job Satisfaction | 6 |
| 1.3 Background of the Study | 8 |
| 1.4 Research Problem | 10 |
| 1.5 Objectives of the Study | 12 |
| 1.6 Significance of the Study | 13 |
| 1.7 Definition of Terms | 14 |
| 1.8 Limitation of the Study | 15 |
| Chapter 2: LITERATURE REVIEW | |
| 2.1 Introduction | 16 |

| | |
|--|----|
| 2.2 Job Satisfaction | 16 |
| Chapter 3: RESEARCH METHODOLOGY | |
| 3.1 Introduction | 22 |
| 3.2 Research Design | 22 |
| 3.3 Study Population | 24 |
| 3.4 Operational Definition | 25 |
| 3.5 Research Instrument | 29 |
| 3.6 Data Collection Procedures | 30 |
| Chapter 4 : DATA ANALYSIS AND RESULTS | |
| 4.1 Introduction | 32 |
| 4.2 Result and Data Analysis | 32 |
| Chapter 5 : DISCUSSION | |
| 5.1 Findings | 35 |
| 5.2 Results Implication | 40 |
| 5.3 Limitation of the Study | 41 |
| 5.4 Recommendations | 42 |
| Chapter 6: SUMMARY AND CONCLUSION | 43 |
| REFERENCES | 47 |
| APPENDICES | 49 |

List of Tables

| | page |
|---------|------|
| Table 1 | 32a |
| Table 2 | 33a |
| Table 3 | 33b |
| Table 4 | 34a |
| Table 5 | 34b |
| Table 6 | 34c |

List of Figure

| | page |
|-------------|----------|
| Figure 1-5 | 33a(1-3) |
| Figure 6-16 | 33b(1-6) |
| Figure 17 | 34a(1) |
| Figure 18 | 34b(1) |

A STUDY OF RELATIONSHIPS BETWEEN JOB SATISFACTIONS AND PERFORMANCE AMONG WORKERS IN A NON-PROFIT ORGANIZATION

CHAPTER ONE

INTRODUCTION

1.1 Introduction

These study aim to identify the relationships of job satisfactions and performance among workers in a non-profit school organization.

Two main factors that influence the Job Satisfactions were studied that are individual factors and organizational factors. They comprise of the following elements: for individual factors, nine factors affects the level of job satisfaction a person experience were studied that are personality, values, working experience, social influence, skill competencies, motivation, workload and demographic. The organization factors include the job content, quality of supervisors, relationship with co-worker,

Career progress, promotion opportunity, work environment, school facilities, student achievement, pay, benefit, security and communication.

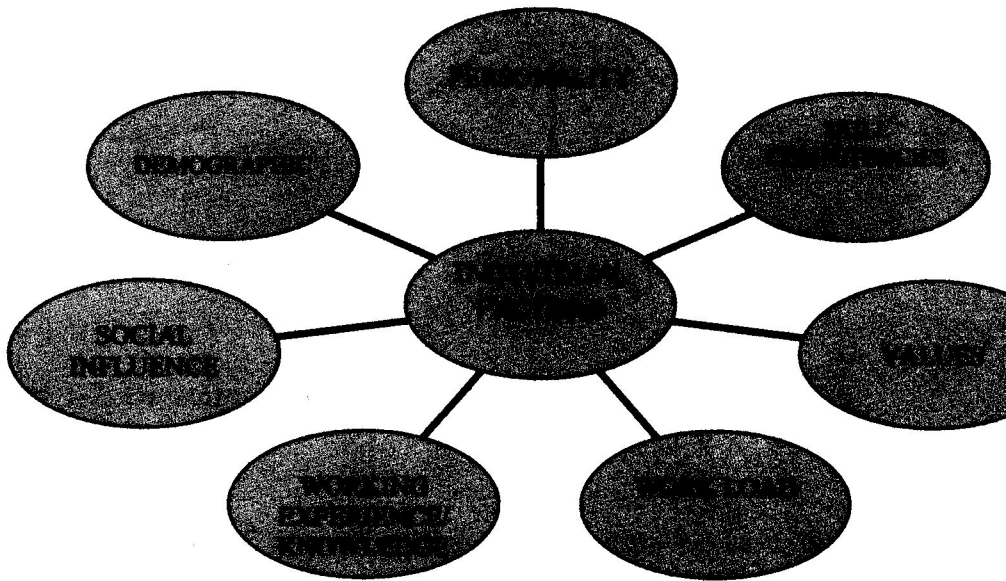


Figure 1-1: Individual factors.

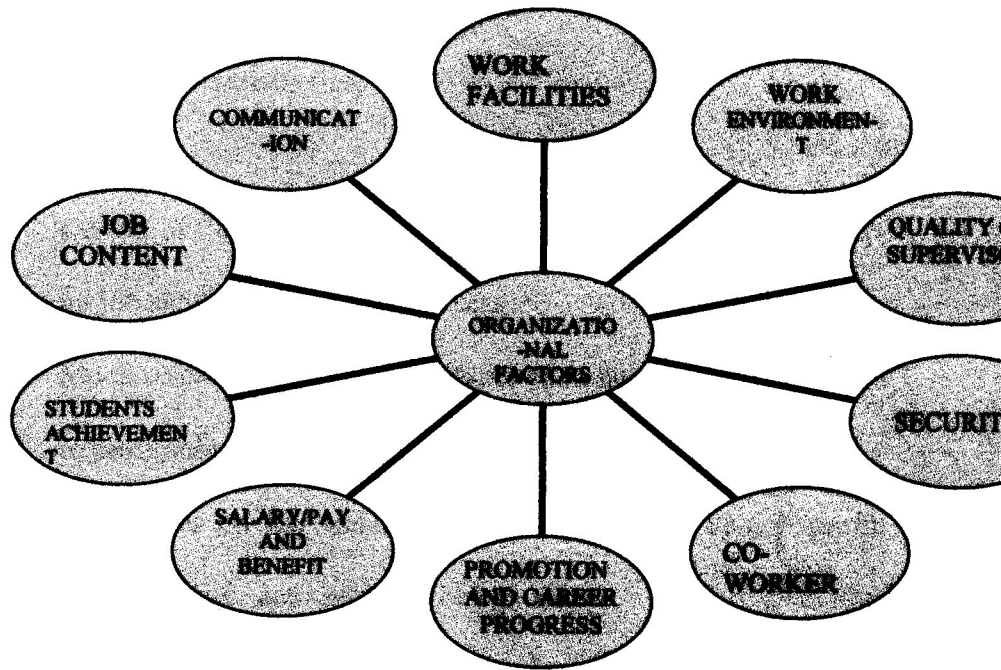


Figure 1-2: Organizational factors

The result of measuring these factors can be used by the managers as a guide to manage workers. Job satisfaction has the potential to affect a wide range of behaviors in organization and to contribute to staff level of well-being and as a result might increase the organization productivity.

Job satisfaction and staff performance are two concepts which are interrelated. The potential relationship between job satisfaction and staff performance, that are,

- i. job satisfaction causes performance
- ii. performance causes job satisfaction

iii. rewards causes both performance and job satisfaction

On top of that study will base on factors that will help to keep up job satisfaction among workers.

Much research regarding job satisfaction had been done mostly in profitable organization.

Researches on job satisfaction among workers in non profit organizations are seldom being done¹. So I take the opportunity to do research in service sector in a non profit organization i.e. education services ². Exeption for one research done by Jabnour, Naceur, Chan Yen Fook(2001) in selected secondary school in Selangor. It was found that teachers were generally satisfied with jobs context and teaching, but were dissatisfied with job development.

In a traditional manner, the evaluation of job performances in service sector are measured by customer satisfaction, no complain from customer, no delay in service delivered, less absenteeism, less turnover and productivity will increase.

Nowadays, staff satisfaction might influence the quality of work. This can give impact to the customer orientation and company performance.

In terms of productivity, as the “Myth or Science?” concludes, those happy workers aren’t necessarily productive workers. According to Hawthorne studies at Western Electric (1924-1931) there is a positive relationship between happiness (i.e. satisfaction) and productivity, but the correlation is low. They concluded that productive staff is likely to be happy workers. (Stephen P. Robbins, 2001)

Staffs who are satisfied with their jobs are less likely to quit than those who are dissatisfied, but some dissatisfied staff never leave, and others who are satisfied with their jobs eventually move on to another organization.

Staffs who are very satisfied may never even think about quitting; for those who are dissatisfied, it is the dissatisfaction that starts them thinking about quitting. High job satisfaction leads to low turnover.

Being dissatisfied with one’s job for a major portion of one’s working life almost certainly adversely affects well-being and generate unhappiness. Research suggests that the job satisfaction contributes to overall well-being in life. Affective commitment exists when workers are happy to be members of an organization believe in and feel good about the organization and what it stands for, are attached to the organization, and intend to do what is good for the organization.

If workers lose their seniority, job security, pension and medical benefits for example, these might arise of unhappiness among staffs, dissatisfaction occurs and cause discontinuance commitment.

There are relationship between job satisfaction and job performance among workers. How are they related? These are what to be concluded in this research.

In this study, factors that influence job satisfaction and the relationship with the performance (productivity) of the workers in non profit organization will be studied. The relationship will be verified.

1.2 Some of the definition of job satisfaction

Job satisfaction is the degree to which individuals feel positively or negatively about their jobs. It is an attitude or emotional response to one's task, as well as to the physical and social condition of the workplace (John R. Schermerhorn Jr, 2004)

Job satisfaction is a collection of feelings and beliefs that people have about their current jobs. (Jenifer M George, Gareth R. Jones, 2002)

Job satisfaction represent a person's evaluation of his or her job and work context (Steven L. Mc Shane, Mary Ann Von Glinow)

Happy workers are some what more productive workers (Mc Shane-(2005). Employees are treated well they will treat customers well, resulting in profit (Roger Greene)

Job satisfaction increases customer satisfaction and profitability because

- Job satisfaction affects mood, leading to positive behaviors towards customers
- Less employee turnover resulting in more consistent and familiar services.

Consequences are the flow of the outcome of company practices towards employees.

Company practice →Satisfied Employee →less turnover/Consistent service →Customer perceived value →Satisfied Customer/Customer referrals →High Revenue, growth and profits.

1.3 Background of the Study

Job satisfaction is an affective reaction to an individual's work situation.

Study will base on the non profit organization that is the school organization.

From informal interview with friends who are not teachers, they said that being a teacher is an easy job and less stress compared to the other professions. Teachers got more holidays (Semester Break Holidays and Semester Holidays) and working hours from 7.00 pm till 2.30pm. These are from their perspective.

From the teacher perspective may be these are untrue. Now days their workload has increased due to changes done by the Government to fulfill the needs of the changing world due to globalization. This factor may influence the job satisfaction among teachers.

According to NUTP magazine, research done by Human Resources, Education Ministry Department, teachers took 74 hours a week to do their job apart from filling 108 forms.

Teachers took 38 days a year to attend courses compared to seven days fixed by the JPA (Jabatan Perkhidmatan Awam).

Changing education must inevitably means changing teachers, or at least more pressure being placed on teachers to change both themselves and their practices. Rather than achieving “educational ends”, these changes have in many cases been promulgated in order to facilitate both “economic regeneration” and “rebuilding of nation cultures and identities” (Hargreaves, 1994, p.5), such attempts occurring within a context of greater criticism of education and higher economic constraints. All these might effect the job satisfaction of the teachers.

In this research, it shows that workload (the organization factors) influence the job satisfaction among teachers. Teachers cannot perform well because no time to do remedy work with the students.

According to Sapora Sipon (Utusan Malaysia 2005), education excellences depend a lot to the high productivity of the teachers. Teacher’s high productivity can always be achieved if the teachers are not stress. Uncontrollable stress can effect job satisfaction among the teachers and this will affect the individual and organization performance.

The study will try to find out what causes Job Satisfaction, the situation or the person and the effect to the performance.

The indicators used in the research are as in the figure below:

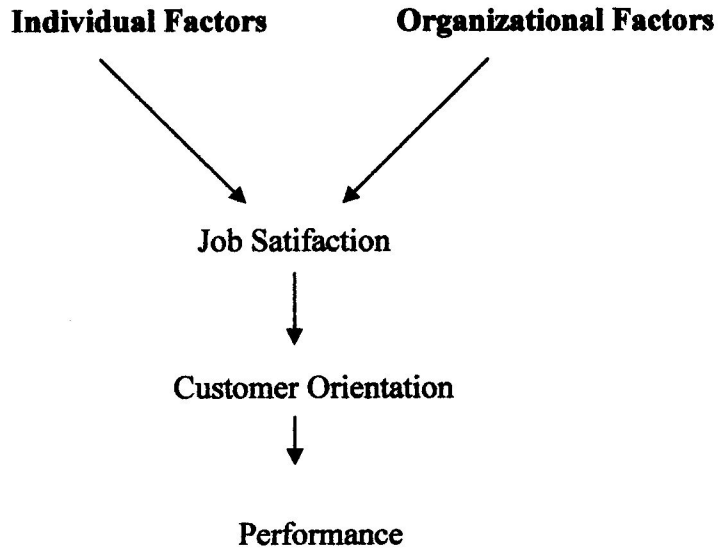


Figure 2: Indicators used in measuring job satisfaction.

1.4 Research Problems(s)

Job satisfaction may affect productivity indirectly through burnout, absenteeism, apathy and turnover, all which lead to a lack of work continuity.

Bruce and Blackburn (1992) wrote: "Satisfied employees are more likely to experience high internal work motivation, to give high quality work performance, and to have low