

# THE FACTORS THAT INFLUENCE JOB SATISFACTION AMONG EMPLOYEES: A CASE STUDY AT WIDAD EDUCATION SDN BHD

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**Abstract:** *The successful of a company has been linked to achieve job satisfaction at a higher level. WIDAD Education Sdn Bhd needs to provide job satisfaction based on supervision, commitment, teamwork among colleagues, working environment and sense of belonging. The measurement of job satisfaction among the employees at WIDAD Education Sdn Bhd was based on a survey of 138 employees and \ analyzed using the Statistical Package for the Social Sciences (SPSS). The objective of this research was to investigate the factors that contributed to job satisfaction among the employees at WIDAD Education Sdn Bhd. The result showed, supervision, sense of belonging and working environment were significant to job satisfaction, whereas commitment and teamwork among colleagues were not significant to the job satisfaction among the employees at WIDAD Education Sdn Bhd. It appears that the result shows that the hypotheses accepted only for supervision, sense of belonging and working environment which had strong relationship with job satisfaction. While, the hypotheses for commitment and teamwork among colleagues are rejected for this study.*

**Keywords:** *job satisfaction, commitment, teamwork, working environment, sense of belonging*

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## 1.0 Introduction

Job satisfaction is an attitude about multiple characteristics of job and work employment. According to Gitoh (2015), there are those who are satisfied by being able to make decisions or offer idea at the workplace while others will be satisfied with being assigned more work and being appreciated. Job satisfaction is an important gauge for an employee to be loyal, dedicated worker and doing quality work (Jian, 2015). Job

satisfaction among employee is affected because of job pressures. Employees face pressures within the organizations in the workplace. One way to handle ongoing demands in the workplace is for workers to slow down the work pace or decelerate. Vrinda and Jacob (2015) presented that job satisfaction is the responsibilities and tasks that assigned to the employees, while employment is working in groups that involves the same tasks, sharing expertise, responsibilities and knowledge. Besides that, job satisfaction is about the feeling of working. Job satisfactions are employees who find themselves at work where they are satisfied with the way they are treated and happy working there (Gitoho, 2015). He said that job satisfaction is how much individuals love their job or the task that they are doing. Besides, several other factors that contributes to job satisfaction. Dias, Leite, Ramires and Bicho (2017) found that the older employees are having higher job satisfaction value because they had positions in management, with a long-term contract and with longer service period.

In addition, job satisfaction of the workers is an essential component of organizational success particularly in managing the human resources of the organization (Gitoho, 2015). He found that job satisfaction refers to how satisfied a worker is with his or her job. There are several elements that can influence the level of individual job satisfaction. These variables range from an opportunity for career advancement in terms of promotions and training, good working environment, the management-employee relationship, how grievance are handled, employee turnover, absenteeism, employee morale, employee being encouraged to make suggestions, work load, new challenges faced by employees on how well and clear the strategic plan of organization master plan has been communicated to the employees by the management (Gitoho, 2015). Amarasena, Ajward and Ahasanul Haque (2015) showed that education, gender, age and race, which are demographic variables, have an impact on job satisfaction.

The researcher has narrowed down the problem to determine more clearly the factors that contributed to job satisfaction. It is important that the problem statement is clear, focused and specific and that the problem is addressed to form a specific academic perspective, (Sekaran & Bougie, 2016). All organizations and companies have their own problems whether internal or external problems and WIDAD Education Sdn Bhd is no exceptional. The top management of WIDAD Education Sdn Bhd has found out the level of job satisfaction has decreased in terms of tasks assigned, employee attendance and employee commitment. According to Javed, Balouch and Hassan (2014), workplace environment is the preliminary to understand the impact of job satisfaction. A large number of factors influence employee's satisfaction from the work environment (Platis, Reklitis & Zimeras, 2015). Saeed, Iseem, Sikander and Rizwan (2015) found the impact of commitment and leadership are the influences of job satisfaction. Besides that, teamwork plays an important role for the effectiveness of management to make employees become more productive and effective. According to Silpa, Annamacharya and Rajitha (2016), employees will exist in the sense of belonging and bring a sense of loyalty when doing teamwork with co-workers. There are many previous studies about job satisfaction at universities. For example, Aida, Hanina, Ma'rof and Haslinda (2015) carried out a study on the role of job satisfaction among academic staff at universities. They found that educational organizations needed to provide appropriate facilities and situations for their staff. Besides that, Pan, Shen, Liu, Yang and Wang (2015) also studied about the factors affecting job satisfaction at Teacher University in Northeastern Region of China. They

found that demographic and work characteristics had influenced job satisfaction. Due to many issues on job satisfaction being highlighted in a number of researches, the researcher would like to study more about the same issue at WIDAD Education Sdn Bhd as the researcher is one of the employees and has served for 7 years. Lately, there are some problems that arise among employees involving discipline, commitment, behavior, sense of belonging and time management. This is likely to be due to the unsatisfactory level of job satisfaction. Thus, the purpose of this study is to determine the factors that influence of job satisfaction and help organizations to make improvement to ensure greater job satisfaction among the employees at WIDAD Education Sdn Bhd, Kuantan, Pahang Darul Makmur.

## **2.0 Literature Review**

Job satisfaction is a major topic of concern to many researchers around the world. As example, Pan (2015) through his study where he explored the key factors that effectively drives job satisfaction of employees. Vrinda and Jacob (2015) presented that the responsibilities and duties assigned to the employees are job satisfaction, while employment is a work done in a group that involves the same task, sharing expertise, opinions, responsibilities, knowledge of fellow members of the group. Previous literature highlighted the significance of job satisfaction as one of the key variables that affect organizational success and therefore it is important to regularly study this topic to assess employees' perceptions about their job (Jalal & Putri, 2016). High level of job satisfaction reveals real enthusiasm, good feeling and truly values the job, which leads to highly affective commitment (Sadiya & Maimunah, 2016). Job satisfaction is a complex construct and several types of relationships from job satisfaction (Alegre, Mas-Machuca & Berbegal-Mirabent, 2016). In the media industry, employees learn a lot from their routines and if they experience dissatisfaction with their job, it will cause a great loss to the organization (Ileri, 2015). Other than that, harmony in the organization comes from job satisfaction. Markovits, Boer and Van Dick (2014), each organization should ensure job satisfaction among employees in order to prosper.

There are many factors that contribute to job satisfaction. Javed, Balouch and Hassan (2014) said that job satisfaction depends on a productive relationship between employees and management where an organization will be successful if its employees enjoy their jobs and feel valued by their employers for their efforts. Based on this research, there are positive relationships between job satisfaction and work place environment as well as work loyalty, employee empowerment and work performance and there is negative relationship between job satisfaction and turnover intention. The employee's dissatisfaction has bad consequences on the effectiveness and efficiency of the company and organization (Javed, Balouch & Hassan, 2014). Job satisfaction also has a close relationship with the emotions of an employee. According to Javed, Balouch and Hassan (2014), job satisfaction among employees is the measure that determines the general emotion of the worker about the workplace and job. Moreover, Cummings and Worley (2014) stated that job satisfaction is among the most common factor in human resource development practice leading to greater organizational efficiency.

Many factors are associated to the perceptions of job satisfaction. Gitoh (2015) identified several factors that influence employee job satisfaction. There are six aspects of employee job satisfaction namely; absenteeism, staff turnover, grievance handling,

encouraged making suggestions and morale, manager demographics and working environment. Basically, job satisfaction is dominant on the external characteristics of the work, in relation to the work that able to meet one's higher level needs of self-actualization. Once again, it is evident that job satisfaction is affected by many organizational factors such as supervision, working environment and commitment. According to Gitoho (2015), a number of studies have shown that job satisfaction positively has a strong bearing on employee working performance and organizational commitment, and negatively influences on staff's turnover.

## **2.2 Determinants of Job Satisfaction**

### **2.2.1 Supervision**

Supervision is fundamental to the social work profession. According to Wilkins (2017), good supervision is said to be one of the most important factors and plays a key role in development and retention. There is evidence that "good supervision" is related to some elements of "good practice," at least in terms of workforce development (Wilkins, 2017). Supervisor need to explore some ways to use in order to improve the level of job satisfaction in the organization (Gitoho, 2015). There are many researchers studied the relationship between supervision and job satisfaction. According to Gitoho (2015), the final outcome of the study is supervision positively influences employees' job satisfaction. Other than that, as stated by Sivanesan and Vivekanantha (2016), multiple factors such as the quality of relationship with the supervisor, the quality of the physical environment in which they work are significant to the job satisfaction and the level of satisfaction in the work and others. Besides that, employees who are very high on active followership perceived greater job satisfaction when perceived supervisor support is high, rather than low (Jin, McDonald & Park, 2016).

There are three previous researches that correlate relationship between supervision and job satisfaction. The first is Gitoho (2015) where when one thinks about job satisfaction from the appraisal of one's job or experience, some of the satisfaction aspects may include how the leader treats employees as relates to fairness, trust, integrity and appreciation. Job satisfaction is influenced by various factors such as how supervisors engage and relate with their subordinates. The second, supervisory effects on job satisfaction are higher for directors than executives, (Maloni, Campbell, Gligor, Sherrer & Boyd, 2017). Third, as according to Sadiya and Maimunah (2016), supervisor leads employees to achieve high job satisfaction and motivation.

### **2.2.2 Commitment**

Several studies have been conducted which demonstrated the relationship between job satisfaction and organizational commitment (Donald, Lucia & Victor, 2016). Commitment is one of the factors that influence job satisfaction. Job satisfaction and organizational commitment are, perhaps, the most widely studied antecedents of workplace behavior (Ortiz & Davis, 2018). Increasingly commitment is seen to have a significant impact on organizational performance as well as workforce well-being (Yalabik, Swart, Kinnie & Rossenberg, 2016). Based on other study also, in human resource management (HRM) research commitment is something that is frequently founded on the assumption

that employers, with the right tools and techniques, can somehow easily construct among their labor force (Greenwood & Van Buren, 2016).

A different view from Geare et al. (2014) where workplace values and beliefs plays an important role in determines our understanding of commitment. According to Ijeoma and Christine (2016), organizational commitment has been largely highlighted as the level of attachment an employee has towards the organization and his/her readiness to take responsibility for assigned tasks. What makes organizational commitment more appealing is the fact that it has proven to tremendously reduce turnover-intention (Sahi & Mahajan, 2014). On the other hand, employee's low level of satisfaction might lead to less work commitment and high turnover from the organization (Donald, Lucia & Victor, 2016).

Commitment is generally assumed to reduce abandonment behaviors, which include tardiness and turnover (Getahun, Tefera & Burichew, 2016). In addition, based on a study by Cafferkey, Harney, Dundon and Edgar, (2017) the focus and motives of various commitments are increasingly multifaceted and relevant for competing agents and stakeholders (employees, their representatives and unions, supply chain firms, co-workers, managers, team leaders, etc.). One of the most important organizational concepts has been widely examined in managerial literature due to its significance for organizational performance and effectiveness (Gangai & Agrawal, 2015). Based on the previous findings, satisfied and committed employees associated with the goals and values of the organization, placed that extra-effort which played the important role in leading the competition. Job satisfaction is so important in that its absence often leads to lethargy and reduced organizational commitment (Salem, Baddar & AL-Mugatti, 2016). Job satisfaction relates to a feeling of person or state of mind about the work nature (Sivanesan & Vivekanantha, 2016). Besides that, the study carried out by Sivanesan and Vivekanantha (2016) shows that there is a positive relationship which is significant between job satisfaction and commitment. For an organization to be successful, supervisor must ensure that the employees need to have a high level of job satisfaction for each other to have a high degree of commitment.

However, according to Alvinus, Johansson and Larsson (2017), no explicit studies of job satisfaction and commitment at the top management level of military organizations are found. Same results from the study by Getahun, Tefera and Burichew (2016), there is a positive relationship between job satisfaction and commitment. Meanwhile, according to a study by Sadiya and Maimunah (2016), there is a significant correlation between job satisfaction and commitment. Job satisfaction and commitment are immediate antecedents of intention to leave the workplace and turnover; the higher nurses' job satisfaction and commitment, the lower their intention to leave, (Salem, Baddar & Al-Mugatti, 2016).

### **2.2.3 Teamwork Among Colleagues**

Teamwork is one of the important concepts in organizational behavior and it has received significant attention from a number of scholars and business practitioners (Jalal & Putri, 2016). Agarwal and Adjirackor (2016) said management team, production team or an entire organization can be referred to as a team. Teamwork is very important in a company to get good and quality work and is a contested and ongoing social process marked by conflict (Rodriquez, 2015). Employers may improve their performance by increasing the number of teamwork and taking action to improve the individual performance levels, but to succeed in this regard, they need to pay attention to the quantity

and type of teamwork provided (Agarwal & Adjirackor, 2016). Talk of teams and teamwork in organizations is a sense-making tool workers use to describe ongoing group processes and interpersonal relationships for which no other vocabulary exists (Rodriquez, 2018). The meaning of teamwork in organizations is frequently a point of contestation between workers and managers (Rodriquez, 2018).

Teamwork would also contribute to the company's success. Many organizational have embraced the teamwork culture as crucial to achieve greater success (Hanaysha, 2015). According to Hanaysha(2015), working in a team needs to be emphasized by every organizational manager since productivity can be improved through teamwork and this is important for the heavily competitive market of current business. One of the fundamentals of teamwork is communication. Based on Leede's and Nijland's (2016) study, it is broadly recognized that communication is a fundamental component of teamwork. Other than that, they also found, the teamwork behavior among the preparation of work accomplishment should include explicitly the balanced contribution of each team member. A team is a group of people working towards a common goal where teamwork involves the process of enabling the group of people to reach their goals (Fapohunda, 2013). Fapohunda (2013) said that it consists of steps like clarification of team goals; identification of hindrances to goal achievements; facing the identified challenges and enabling the achievement of the goals. The prospects of teamwork may vary across organizations because they are depending on several factors, like the culture and climate, the effectiveness of team leadership and the organization.

Besides that, teamwork would achieve the goal of a company. Teamwork is previously viewed as the measures of employees conducted together to achieve a certain objective or goal by placing the interests of every member to the attention of the whole group (Chukwudi, 2014). Likewise, Ooko (2013) said teamwork is a group of people working together in order to get a common goal. Mbinya (2013) found the majority of organizations which focus on teamwork in an attempt to achieve their goals. On the topic of the interaction between teamwork relationships and job satisfaction, the society of human resource management stated that positive relationships with colleagues can foster a sense of loyalty, friendship and moral support among staff (Gitoho, 2015). Based on another previous study, Alegre, Mas-Machuca and Berbegal-Mirabent (2016) found that a high level of job satisfaction is contingent upon a good relationship between colleagues. Besides, Alegre, Mas-Machuca and Berbegal-Mirabent (2016) provided the result based on the previous study, job satisfaction is well related to teamwork, autonomy, supervisor support, work-family balance, and identification with strategy. It is also found that teamwork has a significant positive effect on job satisfaction (Jalal & Putri, 2016). Other than that, there is a positive relationship between teamwork and employee's job satisfaction (Nasir, Muhammad, Muhammad & Asad, 2015).

#### **2.2.4 Working Environment**

Work environment comprises of social, cultural, organizational and environmental elements, (Hafiz & Nadia, 2016). Working environment would contribute to the level of job satisfaction to employees. There are many positive or negative relationships between working environment and level of employee's satisfaction depending on the nature of working environment (Javed, Balouch & Hassan, 2014). They add that the workers can perform better if they are provided with a good environment. Generally, other factors such

as noise, fresh air, refreshment and incentives like childcare also become a part of workplace environment. According to Fassoulis and Alexopoulos (2015), the workplace is a measure of significant importance for an organization, which influences job satisfaction and productivity. The working environment is one of the most crucial factors which influence the level of satisfaction as well as motivation of its employees (Agbozo, Owusu, Hoedoafia & Atakorah, 2017). According to Agbozo, Owusu, Hoedoafia and Atakorah (2017), an attractive and supportive work environment is critical to job satisfaction. The complexity workplace is constructed by a few features and characteristics that are consistently connected (Fassoulis & Alexopoulos, 2015). Work environment provides security and allows employees to work optimally where it can influence the emotions of the employee (Suharno, Purwanto & Rachmad, 2017).

There are many companies that fail to provide a comfortable working environment for employees which have led to many workers not satisfied with the work. According to Raziq and Maulabakhsh (2014), many organizations failed to understand the importance of working environment for worker's satisfaction and then faced with many problems during their work. Raziq and Maulabakhsh (2014) also added that organization must meet the needs of employees by providing good working conditions in order to improve efficiency, effectiveness, productivity and employee commitment. This is because work environment is a place where employees perform their activities, where it can bring positive and negative effects for the employees to achieve their results (Suharno, Purwanto & Rachmad, 2017). In addition, according to Suharno, Purwanto and Rachmad (2017), a work environment conducive will give a good impact on the continuity of the employment, while a less conducive work environment will bring a negative impact on the continuity of its employment.

There are many previous studies conducted about the relationship between working environment and job satisfaction. For example, creating a workplace where integrity and trust are nurtured among the social workers, leading to increased job satisfaction (Gitoho, 2015). According to Gitoho (2015), work has been done to understand the relationship between work environment and job satisfaction in the world in different condition over the years. Besides, Raziq and Maulabakhsh (2015) suggested that the relationship between working conditions and the job satisfaction, has working environment aspects to include; job safety, working hours and security, relationship with co-worker, esteem needs and top management working hours. Work includes all the different characteristics such as the job process carried out and completed, training activity tasks control on one's own job related activities, a sense of achievement from work, the different tasks and inherent value for a single duty (Gitoho, 2015). Other previous researchers also show that working environment is significant to the job satisfaction. According to Vrindra and Jacob (2015), there are four factors that determine job satisfaction which are working environment, demographic, personality and social influence. On the other hand, working environment is the most important repulsion factor that contributes to job satisfaction of worker (Roslina, Norehan & Mohammad, 2018). Working environment has a significant effect on job satisfaction (Agbozo, Owusu, Hoedoafia & Atakorah, 2017).

### **2.2.5 Sense of Belonging**

Sense of belonging is a factor in getting good and quality work besides close relationship among employee. Sense of belonging can be defined as the formation of a

shared group identity and thus implies that individuals perfectly integrate or assimilate themselves into virtual groups (Guo & Cheng, 2016). Sense of belonging is a basic human need, as people want to be socially connected to other people, feel accepted, and be part of a group, (Pesonen, 2016). According to Pesonen (2016), the construct of membership is closely related to the sense of belonging with its similar idea of supporting the equal belonging of each individual to the group. Sense of belonging occurs when members of the workplace community identify with one another and have feelings, beliefs and expectations that they fit in the organization and have place there, (Lampinen, Konu, Kettunen & Suutala, 2018). Sense of belonging has a close relationship with job satisfaction which the sense of belonging is a factor that leads to employee satisfaction with the work (Gupta, Bennett, Moss & Gupta, 2013). Other than that, according to Lu (2015), sense of belonging directly influences not only the employees' interaction with their environment, but also the business success and cost effectiveness. He further found that having sense of belonging at workplace is affected by the access to personal control.

According to Hidayati, Hanif and Pradesa (2016), the expected role of co-operatives membership is a sense of belonging among its members. Members' willingness to share is a form of sense of belonging, which could be brought together by a longing for a member who perceived service quality of co-operatives service at an accessible price, and a willingness to pitch in and participate more in co-operative community (Hidayati, Hanif, & Pradesa, 2016). For this research, it is found that the older workers tend to be less satisfied than their younger counterparts. It has same perception from Lampinen, Konu, Kettunen and Suutala (2018) where sense of belonging happens when fellows of the workplace community identify with one another and have feelings, beliefs and expectations that they fit in the organization and have a place there. Besides that, it could be argued that a sense of belonging can be fostered through support from peers and supervisors (Josling, 2015). Josling (2015) said belonging plays a role in human emotion, wellbeing and cognition (effects of thinking about interpersonal relationships). Other than that, sense of belonging is one of the factors of job satisfaction among employee where sense of belonging appears to have an influence on employees' mental health, a factor that certainly influences other domains of employees' experience (Stebbleton, Soria & Huesman, 2014).

### **3.0 Research Methodology**

The population of this study consisted of 214 of employees at WIDAD Education Sdn Bhd. All departments, units, divisions and faculties in WIDAD Education Sdn Bhd involved as respondents for this research. Stratified sampling is used to choose the respondents which covered academic and management staff. According to Sekaran and Bougie (2016), if the total of population is 214 employees, this study would choose 138 from the employees to be the respondents based on stratified random sampling. Stratified random sampling is where the population is first divided into departments, units, divisions and faculties, and then drawn in proportion to the original number in the population. The advantages of this sampling design are most efficient of the suitability design, all groups are sufficient sampled and comparisons among groups are possible (Sekaran & Bougie, 2016).



**Table 1: Population and Sample of Employees**

DEPARTMENT	POPULATION (N = 214)	PERCENTAGE (%)	SAMPLE (N = 138)
Academic	144	51.39	93
Management	70	48.62	45
<b>TOTAL</b>	<b>214</b>	<b>100</b>	<b>138</b>

Source: Human Resource Department WIDAD Education Sdn Bhd

## 4.0 Findings and Analysis

### 4.1 Descriptive Analysis

**Table 4.1: Descriptive Analysis**

Descriptive Statistics						
	N	Minimum	Maximum	Mean	Standard Deviation	Variance
Job Satisfaction	138	1.14	5.00	3.3188	0.74946	0.562
Supervision	138	1.17	5.00	3.6655	0.78031	0.609
Commitment	138	1.67	5.00	4.1522	0.58241	0.339
Teamwork among Colleagues	138	1.29	5.00	4.0280	0.78453	0.615
Working Environment	138	1.29	5.00	3.4265	0.81345	0.662
Sense of Belonging	138	1.00	5.00	3.5300	0.76166	0.580
Valid N (listwise)	138					

According to the table Table 4.1 above, it may be seen that the mean of 3.3188 for job satisfaction indicates that WIDAD Education Sdn Bhd has moderate satisfaction with regard to job satisfaction. There are three independent variables which are supervision, sense of belonging and working environment are enriched with the mean of 3.6655, 3.5300 and 3.4265 respectively. Means for commitment and teamwork among colleagues are 4.1522 and 4.0280 respectively which agree with the scale between 4 and 5.

### 4.2 Reliability Analysis

Table 4.2 shows the result of the reliability test where the Cronbach's Alpha reliability coefficient is obtained from the variables. Reliability test for job satisfaction as a dependent variable represents excellent result with 0.932 with 7 questions asked to respondents. The table illustrates the reliability test for one of the independent variables which is supervision which its Cronbach's Alpha is 0.915 with six questions. This

highlights that the variable has quality questions. Thus, for this research, every question is important and firmly interrelated to each other. The table above shows the reliability test for the commitment. The result for this test is 0.887 and the value is considered as excellent in this study. The number of item of this section is six questions in the questionnaire. The result for commitment is strong and it indicates that the items are positively correlated to one another. Teamwork among colleagues had also achieved good reliability test. The items are conclusively connected to each other and approved for this study. Working environment is one of the independent variable as shown in the table where the result is 0.908 with seven questions and it is firmly correlated to each other. The last independent variable is sense of belonging. For this variable, it achieves the result of 0.896 with number of question is seven questions. This is indicating that all items are important and positively interrelated to one another too. To conclude, the questions for independent variables in this study are crucial and concomitant to one and another. The value for Cronbach's Alpha is strong and pointed that all questions are unquestionably interconnected to each other. Thus should remain in the listing.

**Table 4.2: Reliability Analysis**

VARIABLES	CRONBACH'S ALPHA	CRONBACH'S ALPHA BASED ON STANDARDIZED ITEMS	NUMBER OF ITEM
Job Satisfaction	0.932	0.932	7
Supervision	0.915	0.912	6
Commitment	0.887	0.890	6
Teamwork among Colleagues	0.945	0.947	7
Working Environment	0.908	0.908	7
Sense of Belonging	0.896	0.898	7

### 4.3 Pearson Correlation

According to table 4.3, the correlation is analyzed by using mean of job satisfaction and mean of all independent variables. There are two independent variables substantial to very strong to the dependent variable which are supervision and sense of belonging. According to the result obtained, it shows the Pearson Correlation of supervision is 0.663 and sense of belonging is 0.581. The other three independent variables which are working environment, commitment and teamwork among colleagues is moderate substantial because it ranges between 0.30 and 0.49. The result shows that working environment is 0.490, commitment is 0.371 and teamwork among colleagues is 0.358. According to this result, there is no significant correlation between job satisfaction and these three independent variables. As a conclusion, there are two of independent variables which are positively correlating with dependent variable which are supervision and sense of belonging. The highest correlate independent variable toward job satisfaction is supervision with 0.663. Then, there are three independent variables which are moderate substantial to the dependent variables which are working environment, commitment and teamwork among colleagues and the lower value of correlation is 0.358 which is teamwork among colleagues.

**Table 4.3: Pearson Correlation**

Correlations							
		Job satisfaction	Supervision	Commitment	Teamwork among Colleagues	Working Environment	Sense of Belonging
Job satisfaction	Pearson Correlation	1	.663**	.371**	.358**	.490**	.581**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	138	138	138	138	138	138
Supervision	Pearson Correlation	.663**	1	.468**	.443**	.520**	.679**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	138	138	138	138	138	138
Commitment	Pearson Correlation	.371**	.468**	1	.394**	.303**	.605**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	138	138	138	138	138	138
Teamwork among Colleagues	Pearson Correlation	.358**	.443**	.394**	1	.508**	.486**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	138	138	138	138	138	138
Working Environment	Pearson Correlation	.490**	.520**	.303**	.508**	1	.502**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	138	138	138	138	138	138
Sense of Belonging	Pearson Correlation	.581**	.679**	.605**	.486**	.502**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	138	138	138	138	138	138

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

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

#### 4.4 Multiple Regression

**Table 4.4: Regression**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.618	.364		1.696	.092
	Supervision	.431	.085	.449	5.040	.000
	Commitment	-.008	.102	-.006	-.081	.936
	Teamwork among Colleagues	-.024	.074	-.025	-.320	.750
	Working Environment	.152	.073	.165	2.080	.039
	Sense of Belonging	.207	.096	.210	2.147	.034
a. Dependent Variable: Job Satisfaction						

##### 4.9.1 The Relationship Between Supervision and Job Satisfaction

Regression analysis is conducted to explore the relationship between independent variables. The first analysis is the relationship between supervision and job satisfaction. The results of the data analysis are summarized in Table 4.4. From this result, it is found that supervision is explain 44% of the variance in job satisfaction ( $R^2 .44$ ). Supervision is found to contribute significantly in explaining the variance in job satisfaction which beta value is .449,  $p < 0.01$ . Therefore, H1 is supported.

Independent Variables	Dependent Variable Job Satisfaction Beta Coefficient and Significant Level
Supervision	.449**
R	.663 <sup>a</sup>
R <sup>2</sup>	.440
Adjust R <sup>2</sup>	.436

Note: significant levels: \*\*  $p < 0.01$ , \*  $p < 0.05$

*Table 20: The Relationship between Supervision and Job Satisfaction*

#### 4.9.2 The Relationship Between Commitment and Job Satisfaction

Second analysis in regression is about the relationship between commitment and job satisfaction. The result of analysis is reveal in table 21. From this result, it is found that commitment is in 14% of the variance in job satisfaction ( $R^2$  .138). Commitment is found as not significant with job satisfaction which beta value is -.006. Therefore, H2 is rejected.

Independent Variables	Dependent Variable Job Satisfaction Beta Coefficient and Significant Level
Commitment	-.006
R	.371 <sup>a</sup>
R <sup>2</sup>	.138
Adjust R <sup>2</sup>	.131

Note: significant levels: \*\* p < 0.01, \* p < 0.05

*Table 21: The Relationship between Commitment and Job Satisfaction*

#### 4.9.3 The Relationship Between Teamwork Among Colleagues and Job Satisfaction

The researcher had also study the relationship between teamwork among colleagues and job satisfaction. The relationship is shown in table 22. From this result, it is found that teamwork among colleagues is 13% of the variance in job satisfaction ( $R^2$  .128). Teamwork among colleagues is found not significant with job satisfaction which is beta value is -.025. Therefore, H3 is rejected.

Independent Variables	Dependent Variable Job Satisfaction Beta Coefficient and Significant Level
Teamwork among Colleagues	-.025
R	.358 <sup>a</sup>
R <sup>2</sup>	.128
Adjust R <sup>2</sup>	.121

Note: significant levels: \*\* p < 0.01, \* p < 0.05

*Table 22: The Relationship between Teamwork among Colleagues and Job Satisfaction*

#### 4.9.4 The Relationship Between Working Environment and Job Satisfaction

Other analysis reveal in the regression is the relationship between working environment and job satisfaction. From this result, it is found that working environment is explain by 23% of the variance in job satisfaction ( $R^2$  .240). Working environment is found to contribute significantly in explaining the variance in job satisfaction which beta value.039, p < 0.05. Therefore, H4 is supported.

Independent Variables	Dependent Variable Job Satisfaction Beta Coefficient and Significant Level
Working Environment	.039
R	.490 <sup>a</sup>
R <sup>2</sup>	.240
Adjust R <sup>2</sup>	.234

Note: significant levels: \*\* p < 0.01, \* p < 0.05

Table 23: The Relationship between Working Environment and Job Satisfaction

#### 4.9.5 The Relationship Between Sense of Belonging and Job Satisfaction

Lastly, regression analysis is conducted to explore the relationship between sense of belonging and job satisfaction. The result of the analysis is in table 24. From this result, it is found that sense of belonging is explain by 33% of the variance in job satisfaction (R<sup>2</sup> .333). Sense belonging is found to contribute significantly in explaining the variance in job satisfaction which beta value is 0.34, p < 0.05. Therefore, H5 is supported.

Independent Variables	Dependent Variable Job Satisfaction Beta Coefficient and Significant Level
Sense of Belonging	.034
R	.581 <sup>a</sup>
R <sup>2</sup>	.338
Adjust R <sup>2</sup>	.333

Note: significant levels: \*\* p < 0.01, \* p < 0.05

Table 24: The Relationship between Sense of Belonging and Job Satisfaction

#### 5.0 Conclusion and Recommendation

Theoretically, the result of this study revealed there are three independent variables influencing job satisfaction among the employees at WIDAD Education Sdn Bhd. The result indicated that the strong positive relationship between supervision and sense of belonging as well as working environment. The other two independent variables which are commitment and teamwork among colleagues did not influence job satisfaction among the employees at WIDAD Education Sdn Bhd. According to the regression result, supervision is the main factor that influence to the job satisfaction at WIDAD Education Sdn Bhd. The result has shown the strong positive relationship between supervision and job satisfaction. Therefore, the researcher suggests that supervisors should maintain a good supervisory attitude towards employees so that this factor would continue to contribute to job satisfaction among the employees at WIDAD Education Sdn Bhd.

Besides that, sense of belonging is the independent variable that supported job satisfaction among the employees at WIDAD Education Sdn Bhd which is reveal in regression results. It shows that sense of belonging play an important role in achieving the

level of job satisfaction. Based on the regression results, working environment which is the independent variable has significant influence on job satisfaction among the employees of WIDAD Education Sdn Bhd. This is because the working environment provided by WIDAD Education Sdn Bhd has met the needs of the employees. The first independent variable which did not influence job satisfaction is commitment. According to the regression findings, commitment did not contribute to job satisfaction at WIDAD Education Sdn Bhd. This is because the commitment given by the employees did not reach the level of job satisfaction. Therefore, WIDAD Education Sdn Bhd should find ways to enhance job satisfaction by improving employees' commitment. According to the regression finding, teamwork among colleagues did not also contribute to job satisfaction. This is likely since teamwork among colleagues is less practice at WIDAD Education Sdn Bhd whereby most of the employees preferred to alone without teamwork. Therefore, WIDAD Education Sdn Bhd should take opportunity and ways to improve job satisfaction based by encouraging teamwork among colleagues.

Based on the results from previous studies, there are many managerial contributions from the management of WIDAD Education Sdn Bhd. According to the regression results, there are factors that positively and negatively significant to job satisfaction. Hence, it bestowed greatly to the managerial contribution. Based on this finding, management can make many improvements to obtain the optimum level of job satisfaction among the employees at WIDAD Education Sdn Bhd. Based on the findings of the study, there are three factors of managerial contributions that offer positive influence towards job satisfaction which are supervision, sense of belonging and working environment.

Meanwhile, there are two factors that did not contribute to job satisfaction among the employees at WIDAD Education Sdn Bhd which are commitment and teamwork among colleagues. Therefore, the top management should look for solutions so that these two factors would affect job satisfaction. First, should be about supervision which has positive significant towards job satisfaction. The management should conduct supervisory courses for all supervisors within the organization so that all supervisors will play a good part in their supervision. This step is very important in order to continue contributing to employees' job satisfaction. Sense of belonging has also shown positive significant towards job satisfaction among the employees at WIDAD Education Sdn Bhd. Therefore, the management should seek ways to maintain the sense of belonging within the employee. This is because sense of belonging is very difficult to be inculcating in every employee. According to the regression result, working environment is the factor that influences job satisfaction. Therefore, the management should maintain the existing working environment in the organization so that employees will always feel satisfied with the working environment. Commitment is the factor that gives negative significant to job satisfaction. It has been proven in the regression findings. In view to that, the management should improve the ways to get good commitment to improve job satisfaction among the employees at WIDAD Education Sdn Bhd. For example, the top management should show good commitment examples to the employees and not just give directions, but instead, demonstrate the proper ways of working to create commitment among employees.

The last independent variable that did not contribute to the factor of job satisfaction is teamwork among colleagues. Therefore, the management of WIDAD Education Sdn Bhd should implement teamwork among employees. Actually, working in teamwork will produce a perfect and good work. In addition, working in teamwork can also foster

friendship amongst employee and can produces good results as work can be done together. This study has limitation because is carried out based on cross-sectional studies. Cross-sectional studies or one-shot is a study is where data are compiled one time only in specific durations, for a research question to be ansared, (Sekaran & Bougie, 2016). Moreover, the scope is only limited to employees working at WIDAD Education Sdn Bhd. Therefore, it may yield different results and factors affecting job satisfaction if this study is conducted extensively and not just focusing on one company. From the result of data analysis, there are several recommendations for future researcher to conduct a research on job satisfaction. For the future research, the study should focus on other organizations in order to get the different factors influencing job satisfaction. For example, future researcher may try to focus on getting the factors that influence job satisfaction from factory sectors, shopping mall sectors or service sectors. It is possible the finding would be different due to different work sectors. In addition, future researcher can focus on other factors that influence job satisfaction. For examples of other factor are promotion, salaries, flexibility, safety and security and many more. Future research can try other factors so that all researchers in this world will get many different factors that influence job satisfaction and not just focus on these five factors.

As a conclusion, it is apparent that supervision, sense of belonging and working environment are the factors that contribute to job satisfaction among the employees at WIDAD Education Sdn Bhd. From the research result, commitment and teamwork among colleagues did not contribute to job satisfaction. In this case, WIDAD Education Sdn Bhd can use the two factors, commitment and teamwork among colleagues to focus more on job satisfaction, so that, WIDAD Education Sdn Bhd can provide high quality of satisfaction among their employees, which will directly increase the level of satisfaction of the employees towards their work. The finding has also revealed that there are three factors which have significant influence on job satisfaction. The main factor that influences job satisfaction is supervision where the findings indicated the highest value which is 5.040 by regression.



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