

A Study on the Relationship of Workload, Rewards and Career Development towards Job Satisfaction among Academic Staff in UNIMAS

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DOI Link: <http://dx.doi.org/10.6007/IJARPED/v14-i4/25478>

Published Online: 31 October 2025

Abstract

Job satisfaction is one of the aspects that may affect employees' performance and productivity in an organization. The objective of this project paper is to determine the factors that have a significant relationship with job satisfaction among academic staff in a public institution in Sarawak which is UNIMAS. All the collected data were analysed using the Statistical Package for Social Science (SPSS) version 23. Moreover, links for Google form questionnaires were distributed to the academic staff in UNIMAS. From this study, it clearly showed that workload, rewards, and career development have a significant relationship with employees' job satisfaction. Therefore, future researchers are recommended to test other variables other than these variables to identify many characteristics or variables that influence job satisfaction.

Keywords: Job Satisfaction, Workload, Rewards, Career Development

Introduction

The purpose of this study is to determine the association between workload, rewards, and career progression and job satisfaction between members of the academic faculty at UNIMAS. Organizations typically struggle to guarantee that their personnel are always happy with their ability to accomplish their tasks. Lack of understanding of the aspects that contribute to employee work satisfaction has resulted in additional issues such as high employee turnover.

Overview of Study

All organisations' top priorities and obligations revolve around ensuring that their employees are satisfied with their jobs and the organisation's overall operations. In this chapter, the researcher explained the study's context, the problem statement, the research questions, the research objectives, and the study's significance.

Therefore, keeping the satisfaction of the employees in the organization is the main priority and responsibilities for all the organizations. The researcher described the context of the

study, the problem statement, the research questions, the research aims, and the study's importance in this chapter.

Background of study

Dependent Variable - Job satisfaction

Job satisfaction has been the main research area in recent years because there is a growing awareness that job satisfaction is crucial to an organization's overall efficiency and success. Presently, with the growing educational market, universities in Malaysia have become more focussed on ensuring effectiveness of their manpower predominantly the lecturers. This is because satisfied employees will be more committed towards the organization (Alia & Hua, 2015).

Hence, it has become increasingly important for organizations to know how satisfied people are with their job. Job satisfaction of academic staff is considered a vital condition for an efficient academic institution. Therefore, it is necessary that the needs of academicians are being satisfied and supported to gain the best services required for the success of any higher education institution (Nawi et al. 2016).

Independent Variables

Workload

Workload can be defined as types of work that an employee needs to perform, and it comprises job duties, job responsibilities and job scope and commonly, every employee has their own job responsibilities that they need to perform (Srimarut & Mekhum, 2020).

Rewards

Rewards refer to all categories of financial benefits, tangible services, and benefits that an employee receives as part of their job connection with the company (Noor & Zainordin, 2018). There are two types of rewards which are extrinsic rewards that include all essential needs such as food, shelter, job stability and recognition and they can also be referred to as financial rewards whereas intrinsic rewards comprised of job satisfaction, a sense of completing assigned responsibilities successfully and on time, fulfilment, enjoyment and in certain cases, social connections that occur at work (Jalal & Zaheer, 2017).

Career Development

Career development has increasingly become attractive to organizations that aim at enhancing performance and satisfaction (Nava-Macali et al. 2019). Career development is an employment activity that assists employees in planning their future careers in the firm so that both the organization and the people can grow to their full potential (Mangkunegara, 2015).

UNIMAS

UNIMAS is the eighth public university in Malaysia located in Kota Samarahan, Sarawak. UNIMAS was established on the 1st October 1992 and currently has ten faculties namely the Faculty of Applied and Creative Art (FACA), Faculty of Cognitive Sciences and Human Development (FCSHD), Faculty of Computer Science and Information Technology (FCSIT), Faculty of Economics and Business (FEB), Faculty of Engineering (FENG), Faculty of Medicine and Health Sciences (FMHS), Faculty of Resource Science and Technology (FRST) Faculty of

Social Sciences (FSS), Faculty of Language and Communication (FLC) and Faculty of Built Environment (FBE).

The staff in UNIMAS are divided into two groups consisting of the academic and administrative staff. Academic staff are required to teach and conduct research. In addition, some academicians take on administrative posts such as the dean, deputy dean, head of program and program coordinator. For the administrative staff, they hold non-academic positions including clerk and professional staff, technician, laboratory administrator that work to back the goals of faculties.

Hong et al. (2011) observed that job satisfaction among academic and administrative staff at UNIMAS was generally low, and that they measured job satisfaction using characteristics of advancement, supervision, work itself, colleagues, work environment, and pay perks. Thus, the researcher wants to extend this study of measuring job satisfaction at UNIMAS by focusing only on the academic staff and measuring it with different variables such as workload, rewards, and career development. Not only that, the said study was done years ago which was back in 2011. Thus, the researcher would like to extend the study on current job satisfaction among academic staff in UNIMAS after the education industry experienced major changes in its overall landscape due to Covid-19 pandemic.

Problem Statement

According to Yee, 2018, less research has been conducted among academic staff such as lecturers in Malaysia public institutions in recent years as many studies focused on examining the job satisfaction of the academic staff in private universities. Therefore, more research needed to be conducted to help identify factors that influence job satisfaction among lecturers (Tobing, 2015; Azalea & Hua, 2015). Thus, in this research, the researcher chooses UNIMAS as the demographic background of our study since the researcher wants to extend the previous study that was done in 2011 at UNIMAS focusing on the job satisfaction aspect.

Aside from that, previous studies that related to this research were done by only focussing on non-academic staff or by covering both, academic and non-academic in their research. As an example, a study done by (Alias et al. 2017) only covers job satisfaction among non-academic staff and another study done by (Nawi et al. 2016) on job satisfaction covers both academic and non-academic staff. This is because according to Wan & Syarif, (2015), job satisfaction received substantial attention on academic research because of the complex relationships. Thus, it influenced the academic staffs' commitment and performance. Therefore, in this study, the researcher extends the studies by focussing on the job satisfaction among academic staff in UNIMAS.

Based on this research, it is found that studies have been carried out to measure job satisfaction among academic staff. Several indicators have been tested by the researchers (Salem, 2013) and three of the factors which are workload, rewards, and career development have been widely used. However, the literature shows inconsistent findings regarding these factors. Thus, warranting for further research (Saman, 2017). Thus, the researcher wants to close this gap by examining the link between workload, rewards, and career growth and job satisfaction among UNIMAS academic staff.

Research Questions

In this study, researchers are testing a set of questions based on the discussion above. The following are the study's research questions:

- Is there any significant association between workload and job satisfaction among academic staff at UNIMAS?
- Is there any significant association between rewards and job satisfaction among academic staff at UNIMAS?
- Is there any significant association between career development and job satisfaction among academic staff at UNIMAS?
- Is there any dominant factor that contributes the most to job satisfaction among academic staff at UNIMAS?

Research Objectives

The problem definition is used to generate research objectives. which are used to clarify the general purpose of the investigation in measurable terms. With regard to this study, there are several objectives that have been carried out as follows:

- To examine the association between workload and job satisfaction among academic staff at UNIMAS.
- To examine the association between rewards and job satisfaction among academic staff at UNIMAS.
- To examine the association between career development and job satisfaction among academic staff at UNIMAS.
- To examine the dominant factor that contributes the most to job satisfaction among academic staff at UNIMAS.

Significance of Study

Education is the backbone of a country, and it can make or break the future of a nation. This is realised by our government as they are continuously allocating enormous budgets for public education. Thus, it is important to properly address the needs of our academicians to ensure they can perform at their best. This study then is to explore job satisfaction of academic staff at a public higher education institution, UNIMAS and the results could assist the management in developing better work policies and creating a positive working environment (Saman, 2017). It could also serve as one of the sources of information for the management to strategically invest their resources. Plus, it will add into the currently available pool of information regarding this topic from previous research and lead to future expansion research. Thus, it will be useful for institutions to understand more on how their academic staffs' job satisfaction is being affected by the workload, rewards, and career development (Saman, 2017).

Moreover, this study can also assist the academic staff in learning more about the working environment and what management actions are being taken if there are any concerns with the issue of dissatisfaction (Noor & Zainordin, 2018). As a result, the findings of this study may be useful in adding to the existing literature on job satisfaction in public universities in Malaysia by providing an input to management of public universities in the effort of enhancing job satisfaction among its staff which ultimately could improve the students' learning.

Summary

In this chapter, researchers introduced the geographical background of this study which aligns with the purpose of this study. With additional data and feedback gained through this research, it is beneficial to the management and governing bodies that directly or indirectly oversees our educational institution. It is also highlighted that previous research was done more on private institutions as compared to public institutions, which signifies this research more.

Furthermore, this study is built upon the research questions and the research objectives that were discussed. These discussions were the guiding principles in executing literature review in the next chapter. For the purpose of having a deeper insight into this study, a clear and well-defined conceptual framework was created.

Literature Review

Introduction

This chapter will discuss numerous literature on the topic regarding the research of job satisfaction in the workplace. The main aim of this chapter is to underline past studies and distinguish the area of studies that had been conducted. The researcher focused on the link between workload, rewards, and career development and job satisfaction among academic staff at UNIMAS in this study. The theoretical approach related to this research is also discussed where the theory will be backing the findings of this research. The results from the findings and the suggestions from past researchers are essential in providing guidance to the researcher while the research is being conducted.

Underpinning Theory

Herzberg or two factor theory

This research uses Herzberg or two-factor theory as it offers more comprehensive coverage on job satisfaction as compared to Abraham Maslow's theory of motivation or also known as Maslow's Five Hierarchy of Needs (Ozguner, 2021). The two-factor theory is widely used in measuring job satisfaction of the employees in their working place. This theory was developed by Frederick Herzberg in the year of 1959 and it basically measures employees' job satisfaction in two ways. First by observing upon the variables that cause satisfaction, also known as motivators or intrinsic factors. Secondly, by looking at the ones that induce dissatisfaction, which are called hygiene or extrinsic factors. These two-factors work independently from each other in a way that increasing one of the factors will not reduce the effect of another and vice versa.

Workload is one of the extrinsic factors (Hygiene), while rewards and career development faced by individuals are intrinsic factors (Motivator) in this study. By improving the hygiene factors, it will reduce the workers' feeling of dissatisfaction and by improving the motivator factors, it will increase the satisfaction of the workers. The figure below shows the Two Factor Theory relationship and the examples of it.

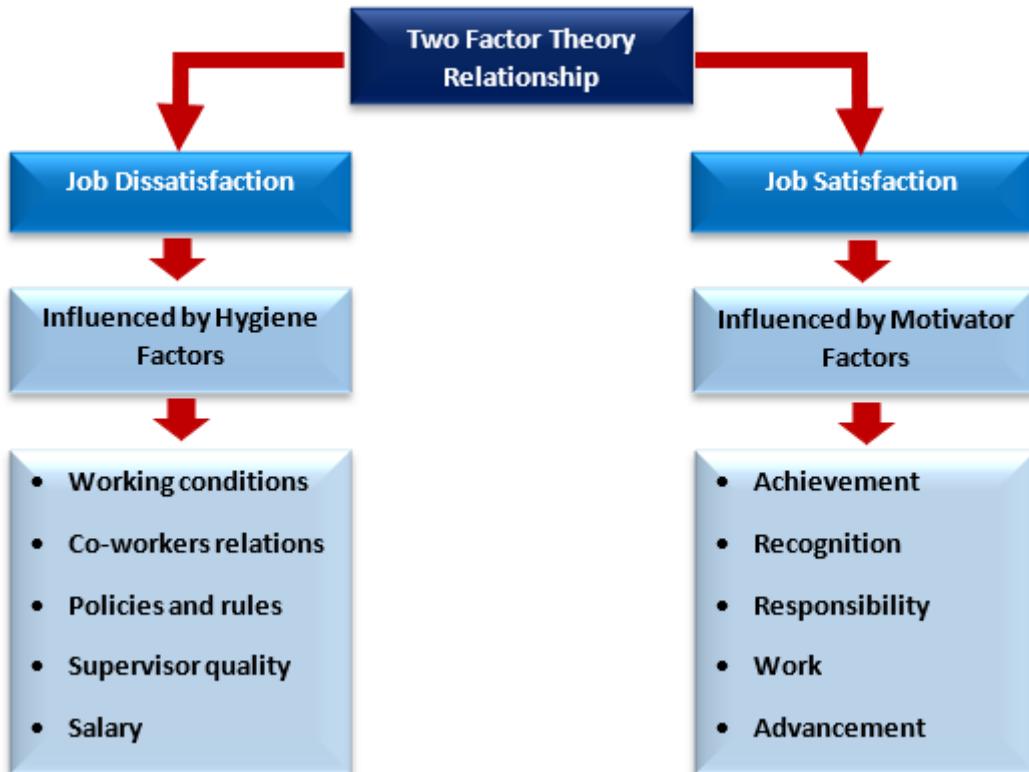


Figure 2.1 : Two Factor Theory Relationship

Dependent Variable

Job Satisfaction

Job satisfaction is well-defined as an individual's general behaviour and each individual has a different level of satisfaction (Wau & Purwanto, 2021). According to Aeknarajindawat & Jermsittiparsert (2020), Job satisfaction has been elaborated as an individual's positive and favourable attitude or feelings about their work. Furthermore, according to Wibowo (2015) and Evanda (2017), job satisfaction is defined as a person's level of enjoyment that is linked to a favourable assessment of their work and workplace. Job satisfaction, according to Patwary and Rashid (2016), is the degree of people's satisfaction and dissatisfaction of their jobs. Job satisfaction is crucial in a company since employee job satisfaction is linked to employee work achievements and the company's survival (Danendra & Rahyuda, 2019)). Job satisfaction also has consequences for the work performance of the employees. Job satisfaction will be achieved if the organization can drive strong motivation to achieve better performance (Evanda, 2017). Job satisfaction is a happy emotional state induced by the evaluation of a person's performance or work experience based on factors such as salary, promotion, co-workers, supervisors, and the job itself (Colquitt et al., 2015). Other than that, Saman (2017) mentioned that there are many factors that lead towards employees' job satisfaction which can be in terms of compensation, promotion, recognitions at the workplace and employee loyalty. Employees who are satisfied more likely to be active in organizations that boost productivity but employees who are dissatisfied will have an impact on the achievement of the organization's goals.

Independent Variables

Workload

Workload can be defined as types of work that employee needs to perform, and it comprises job duties, job responsibilities and job scope and commonly, every employee has their own job responsibilities that they need to perform (Srimarut & Mekhum, 2020). According to Latip et al. (2018), work overload occurs when people are given more work than they can handle as a result of increased productivity and performance demands. Employees at huge organizations are always given multiple tasks that must be done in a short amount of time (Shittu et al. 2018). Thus, Lynch & Wright (2019) indicated that workload will cause pressure to the employees and this will impact the employees' performance and at the same time, they have stated that workload is one of the factors that will not influence the job satisfaction among employees in the positive way. An excessive workload can lead a person to become tense and stressed. This is due to the fact that the required level of competence is too high, the work tempo is too fast and the volume of work is too large (Chandra & Adriansyah, 2017). Not only that, Alrawahi et al. (2019) also found that the other factors that may affect job satisfaction is workload other than role ambiguity and performance pressure. If the burden exceeds the typical workload, the employee is likely to become overwhelmed which can lead to risks such as burnout as well as feelings of dissatisfaction and eventually prompt them to resign for less demanding positions (Inegbedion et al. 2020). Also, excessive workload can have an impact on fatigue and health problems of employees which can lead to job dissatisfaction (Sudarsih & Supriyadi, 2019).

Rewards

Rewards refer to all categories of financial benefits, tangible services, and benefits that an employee receives as part of their job connection with the company (Noor & Zainordin, 2018). There are two types of rewards which are extrinsic rewards that include all essential needs such as food, shelter, job stability and recognition and they can also be referred to as financial rewards whereas intrinsic rewards comprised of job satisfaction, a sense of completing assigned responsibilities successfully and on time, fulfilment, enjoyment and in certain cases, social connections that occur at work (Jalal & Zaheer, 2017). Rewards are thought to play an important role in determining critical performance in the workplace. It is also linked to the amount of motivation of the workforce (Zaraket & Saber, 2017). As a result, employees feel more connected to their company because their work can become a source of major satisfaction in their lives when they receive proper rewards (Zaraket & Halawi, 2015). This is further backed by a study by Khalid and Ayub (2015), who found that using reward as a motivator is vital not only for increasing employee happiness but also for giving firms a competitive advantage Robbins as cited in Jalal & Zaheer (2017), underlined the need of "fair rewards" in which he described as "compensation schemes that are viewed as adequate in terms of employee expectations and a strong factor of job satisfaction." Employees are more likely to experience satisfaction when they recognize that their salary is sufficient to cover their basic necessities. Employees never labour for free unless it is in the form of voluntary services, thus employers must compensate them for their time and efforts in some way. This used to be called "pay," then "remuneration," and now it is commonly referred to as "reward" and it refers to any types of payments that an organization makes to its employees including monetary, non-monetary and psychological payments (Jalal & Zaheer, 2017).

Career Development

Career development has increasingly become attractive to organizations that aim at enhancing performance and satisfaction (Nava-Macali et al. 2019). Career development is an employment activity that assists employees in planning their future careers in the firm so that both the organization and the people can grow to their full potential (Mangkunegara, 2015). There are some indicators in developing a career which includes career needs, training, career information, promotion and so on (Santoso & Sidik, 2019). In order to develop and pay attention to human resources, it is necessary to focus on career development. Individuals, groups, and organizations can all benefit from career development to help them achieve their objectives (Hakim, 2020). Career development practices are also vital for ensuring that employees' knowledge, skills, abilities, and competence are constantly updated and upgraded (Prince as cited in Nava-Macali et al. 2019). It guarantees that personnel are well-developed before moving up the organisational ladder to the next level. As a result, investing in employee career development is critical to the maintenance and development of both individuals' knowledge, skills, and abilities, as well as the organization's overall knowledge, skills, and abilities. Furthermore, one of the most important factors in employee work satisfaction and motivation is career advancement (Razig & Maulabakhsh, 2015). According to Faraz and Indartono (2018), firms with strong career development will boost employees' willingness to participate in development activities and conduct development in a way that will improve their performance and their overall job satisfaction. Employee job happiness is also influenced by clear career growth. Employees' job satisfaction is dependent on career development opportunities in the organization, according to Sujaat et al. (2013), and this is because by implementing all career development activities, employees' job satisfaction is increased which leads to increased work efficiency and productivity in the organization. Apart from that, Umar (2015) also stated that employees' satisfaction tends to rise when employees' career growth improves.

The relationship between Independent Variable (IV) and Dependent Variable (DV) is shown in the table below based on some similar past findings

Relationship between IV and DV	Similar Past Findings
Relationship between Workload and Job Satisfaction	<ul style="list-style-type: none"> The study has found a positive impact of workload on job satisfaction (Jalal & Zaheer, 2017). There is a significant effect of workload on job satisfaction (Tentama, Rahmawati & Muhipulah, 2019). The findings in this study is in line with previous research that high-level workload causes job (Srimarut & Mekhum, 2020). Employees' perception of workload balance significantly influences job satisfaction (Inegbedion, Peter & Harry, 2020). There is a positive and significant relationship between workload and job satisfaction (Mardi & Margaretha, 2019).
Relationship between Rewards and Job Satisfaction	<ul style="list-style-type: none"> There is a strong positive impact of psychological reward found on job satisfaction (Jalal & Zaheer, 2017). The findings reveal that there exists significant and positive association between job satisfaction and rewards (Abbas, Khan & Hussain, 2017). The research found that there is a positive and statistically significant relationship between reward system and employee satisfaction (Wangechi, Kiragu & Sang, 2018). The results showed a significant relationship between financial rewards and job satisfaction (Zaraket & Saber, 2017). The result showed that both financial and non-financial rewards are significant with employees' job satisfaction (Seman & Suhaimi, 2017). The result found that there is a direct and positive relationship between rewards and promotions and job satisfaction (Soomro, Rai, Lakho, Mughal & Solangi, 2020).
Relationship between Career Development and Job Satisfaction	<ul style="list-style-type: none"> There is an influence between career development to the employee's work satisfaction (Suwati, Magdalena & Gagah, 2016). The results showed that career development had a positive and significant effect on performance through employee job satisfaction (Sudiarditha, Dianta, Susita & Aisyah, 2019). It showed that career development had a positive effect on job satisfaction (Wau & Purwanto, 2021). The results showed that there is a direct positive effect between career development on job satisfaction (Hakim, 2020). The results showed that career development has a positive and significant effect on job satisfaction (Katharina & Dewi, 2020). The results of research showed that there is the effect of career development variable to job satisfaction (Santoso & Sidik, 2019). The results found that for the relationship between the perceived effects of the company's career development program and employees' level of job satisfaction (Macali, Jesus & Almari, 2017).

Research Hypothesis

In this study, the researcher tested three hypotheses to determine the existence of association between three independent variables (workload, rewards, and career development) and dependent variable which is job satisfaction. The statements of hypothesis as the following:

- There is a significant association between workload and job satisfaction among academic staff at UNIMAS.
- There is a significant association between rewards and job satisfaction among academic staff at UNIMAS.
- There is a significant association between career development and job satisfaction among academic staff at UNIMAS.

There is a dominant factor that contributes to job satisfaction among academic staff at UNIMAS.

Conceptual Framework

Figure 2.1 illustrates the association between the independent variables (IV) and the dependent variable (DV) used in this study. Workload, rewards, and career development are listed in the IV. Meanwhile, the parameter of job satisfaction is used in the DV. The study sought to understand how this IV determined the job satisfaction which was the DV of this research

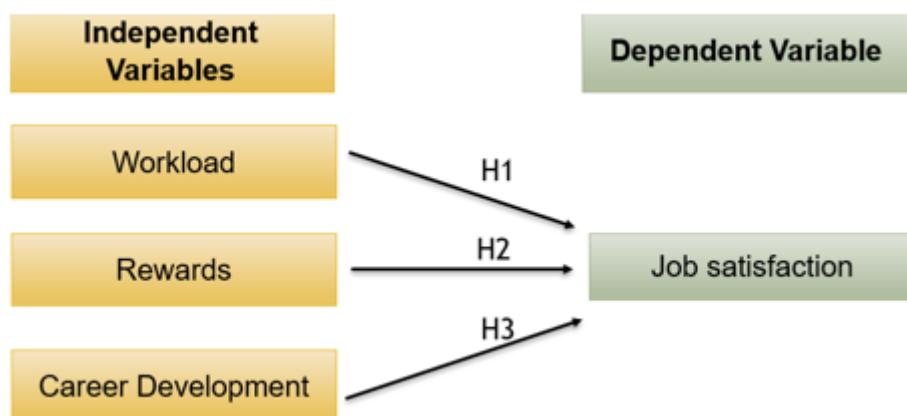


Figure 2.2: Conceptual Framework

Summary

This chapter summarised previous research on the link between workload, rewards, and career development and job satisfaction. The concepts of every component of the variables are clearly defined to establish understanding on the issues. Thus, statements of hypothesis and research framework are developed for further research process which will be discussed in the subsequent chapters.

Research Methodology

Introduction

Chapter three is important since it aided the researcher in doing the study from start to finish in a methodical manner. Also, in this chapter, it will emphasize on the guidelines used by the researcher in applying appropriate techniques in the process of this research. Additionally, it will provide a description of the study technique utilized to determine the link between workload, rewards, and career development and job satisfaction among UNIMAS academic staff. This chapter comprises several sections which are the research design, population, sample size and sampling method, the research instrument, validity and reliability, data analysis tools and procedure. Overall, chapter 3 is crucial as it helped in finding the answers for the research objectives and hypotheses.

Research Design

Quantitative design is the research design that will be used in this study. This methodology was used to examine the link between the many factors discovered in this study, namely the association or relationship between workload, rewards, and career development and job satisfaction between academic staff at UNIMAS. In addition to this study, the research design that will be used is a correlational study in which testing the relationship between independent variables that have one or more variables with dependent variables that also have one or more variables by using statistical analyses.

Population, Sample Size and Sampling Method***Population***

For this research, the population was based on academic staff of UNIMAS, Kota Samarahan, Sarawak. The total population size for UNIMAS academic staff is 767. The questionnaires have been distributed to all academic staff of UNIMAS through google form.

Sample Size

In record, the researchers have collected a total of 258 responses from the respondents. The minimum sample size for the research is derived from the table by Krejcie & Morgan (1970) which suggests 254 sample size is appropriate to be used for 700 populations.

Sampling Method

As for the sampling method, for this study, the researchers decided to use probability sampling which is also called as random sampling. In this type of sampling, it involves selecting the chosen elements or respondents randomly without prior assessment of any defined characteristic. This is to ensure the result from the sampling is close to if the entire population is tested.

Research Instrument

For this study, Google Form questionnaires were used as a research instrument in order to complete this research. The researchers will use the Google Form questionnaire considering the current Covid-19 pandemic that limits the physical interaction of the researchers to distribute the questionnaires directly to the respondents.

The questionnaire used in this study is split into five sections: Section A, Section B, Section C, Section D, and Section E. Section A of the questionnaire includes questions on the respondents' demographic characteristics such as gender, age, race, religion, level of education, and length of service, while Sections B, C, and D of the questionnaire include questions about the variables that impact work satisfaction. The researchers will categorise the elements that impact job satisfaction into three categories: workload, rewards, and career development. For workload, there are nine questions which are adapted from Johnston et al., (1990); Rizzo et al. (1970); Firth et al., (2004) and Mazlina (2012). As for rewards, there are six questions which are adapted from Chepkwony (2014) and Khan et al., (2014). Meanwhile, for career development, there are seven questions which are adapted from Abulla and Djebavni (2011) and Albanese (2008). The last section which is Section E will be questions on the dependent variable which is job satisfaction that comprise of five questions that are adapted from Sowmya and Panchanatham (2011).

Validity and Reliability

The validity of this research will be identified through factor analysis of the Statistical Package for Social Sciences (IBM SPSS) version 23 in which to test whether the instrument or tool used is valid or not. The value of Cronbach's Alpha from the Statistical Package for Social Sciences (IBM SPSS) version 23 will be used to analyse the reliability for every section in the questionnaire specifically Section B, Section C, Section D and Section E. Based on the questionnaire, it is more reliable if the coefficient is nearer to the value of +1.

Data Analysis

This research, using the Statistical Package of the Social Sciences (SPSS) version 23, to interpret and analyse through the use of descriptive statistics and inferential statistics of this research.

First, the descriptive statistical analysis that will be used in this study is to analyse the demographic characteristics such as gender, age, races, religion, level of education and length of services. The results produced will be displayed in a table with frequencies and percentage. As for inferential statistics, it is to view the contributions, contrasts and association between independent variables (IV) and the dependent variable (DV). For example, the researchers will use the Pearson Correlation Coefficient Analysis to identify the significant association between independent variables which are workload, rewards, and career development with the dependent variable of this research (job satisfaction of academic staff at UNIMAS).

Summary

This chapter discussed methodology of the research design used in this study. A quantitative method was used to carry out this study. Every part of this chapter will be applied in the present study and help the researcher to gain the input for the overall study. Also, researchers will utilize SPSS Software to ensure accurate interpretation of data analytics.

Results and Discussion***Introduction***

This chapter discussed the findings based on the analysis of the data collected from UNIMAS. This study focused on identifying the relationship between workload, rewards, and career development towards job satisfaction of academic staff at UNIMAS. The first section of this chapter began with a brief discussion based on the respondents' demographic characteristics by using the descriptive statistics analysis. Next, followed by the findings and the discussion on the inferential statistics analysis including the use of Pearson Correlation Coefficient Analysis to test the relationship between each independent variable and dependent variable and Multiple Linear Regression to test which factor is the most dominant that contribute towards job satisfaction of academic staff at UNIMAS. In the end of this chapter, the research objective and hypothesis have been tested and answered and an overall conclusion can be drawn.

Reliability Results

The table 4.1 shows the reliability for the actual study which consisted of 258 respondents that the researchers have collected. Based on the analysis, the value of reliability achieved is more the minimum level of the reliability where it has exceeded more than 0.7 of (Sekaran 2003). Hence, the value of Cronbach's Alpha for independent variables are 0.822 (workload),

0.907 (rewards) and 0.902 (career development). As for the dependent variable, job satisfaction, Cronbach's Alpha value is 0.913. This means that the questionnaire was reliable to use, and the collected data were reliable, as well.

Table 4.1
The reliability result

Variables	Cronbach's Alpha value	Number of items
Workload	0.822	9
Rewards	0.907	6
Career development	0.902	7
Job satisfaction	0.913	5

Respondents' Demographic Characteristics

Gender

The table 4.2 illustrates the demographic characteristics of the respondents in this study. First, between male and female respondents, male respondents have the highest frequency with 163 respondents whereas the female respondents were 95 people.

Table 4.2
Gender of the respondents

Number	Description	Number of People
1	Male	163
2	Female	95

Age

Table 4.2.2 shows that most of the respondents were between 26 to 35 years old with the frequency of 96. There were 83 respondents aged between 36 to 45 years old and followed by 56 respondents aged between 46 to 55 years old. 16 respondents were aged 18 to 25 years old and only 7 respondents were 56 years old and above

Table 4.2.2

Age of respondents

Number	Description	Number of People
1	Age of 18-25	16
2	Age of 26-35	96
3	Age of 36-45	83
4	Age of 46-55	56
5	Age of 56 and above	7

Marital Status

In addition, a total number of 176 respondents were married whereas 74 of the respondents remained single. There are 8 respondents with either divorce or other status.

Table 4.2.3

Marital status of respondents

Number	Description	Number of People
1	Single	74
2	Married	176
3	Others	8

Race

Next, in terms of race of the respondents, the majority of them were Malay which were 176 respondents. There were a total 28 Iban respondents and 31 respondents from other races. Other than that, 16 of the respondents were Bidayuh and 7 respondents were Melanau.

Table 4.2.4

Race of respondents

Number	Description	Number of People
1	Malay	176
2	Iban	28
3	Bidayuh	16
4	Melanau	7
5	Others	31

Religion

Besides, the majority of the participants were Muslim, 193 of them and 53 of them were Christian. Meanwhile, there were 12 respondents who are from other religions.

Table 4.2.5

Religion of participants

Number	Description	Number of People
1	Muslim	193
2	Christian	53
3	Others	12

Level of Education

Moreover, the table 4.2.6 shows that the majority of the respondents obtained Bachelor's degrees which were 65 of them and followed by 61 of the respondents obtained Master's degree as the highest educational background. There were 60 respondents who obtained PhD and 43 of them were at SPM or Diploma level. Only 29 of the respondents were at SPM level.

Table 4.2.6

Level of education respondents

Number	Description	Number of People
1	SPM	29
2	STPM/Diploma	43
3	Bachelor's Degree	65
4	Master's Degree	61
5	PhD	60

Analysis of Measure

The researchers have run the normality testing and thus, this study used the Pearson Correlation Analysis in order to determine the alternative hypotheses Ha1, Ha2 and Ha3 in this study. The statistical analysis is used to determine the relationship between the independent variables which are workload, rewards and career development with the dependent variable of job satisfaction among academic staff in UNIMAS. This step is used to answer the objectives of the study.

Results of Pearson Correlation Analysis

Below is the result table 4.3.1 for Pearson correlation analysis:

Table 4.3.1

Results of Pearson correlation analysis

Variables	p-value	r-value
Workload	0.000	0.265
Rewards	0.000	0.447
Career development	0.000	0.725

The relationship of workload towards job satisfaction among academic staff at UNIMAS.

Below is the research hypothesis that was tested:

Ha1: There is a significant association between workload and job satisfaction among academic staff at UNIMAS.

According to table 4.3.1, the Pearson Correlation Analysis result showed that the alternative hypothesis, Ha1, failed to reject. The coefficient value, $r = 0.265$, whereas, the significant value, $p = 0.000$. Therefore, there is a significant, positive and weak relationship between workload and job satisfaction among academic staff at UNIMAS. This is because the significant value, $p = 0.000$ was less than 0.05. Moreover, the table also indicated that the r value 0.265 which is within the range of 0.20 to 0.39. Hence, there is a weak relationship between workload and job satisfaction among academic staff at UNIMAS.

The relationship of rewards towards job satisfaction among academic staff at UNIMAS.
Below is the research hypothesis that was tested:

Ha2: There is a significant association between rewards and job satisfaction among academic staff at UNIMAS.

According to table 4.3.1, the Pearson Correlation Analysis result showed that the alternative hypothesis, Ha2, failed to reject. The coefficient value, $r = 0.447$, whereas, the significant value, $p = 0.000$. Therefore, there is a significant, positive, and moderate relationship between rewards and job satisfaction among academic staff at UNIMAS. This is because the significant value, $p = 0.000$ is less than 0.05. Moreover, the table also indicated that the r value is 0.447 which is within the range of 0.40 to 0.59. Hence, there is a moderate relationship between rewards and job satisfaction among academic staff at UNIMAS.

The relationship of career development towards job satisfaction among academic staff at UNIMAS.

Below is the research hypothesis that was tested:

Ha3: There is a significant association between career development and job satisfaction among academic staff at UNIMAS.

According to table 4.3.1, the Pearson Correlation Analysis result showed that the alternative hypothesis, Ha3, failed to reject. The coefficient value, $r = 0.725$, whereas, the significant value, $p = 0.000$. Therefore, there is a significant, positive, and strong relationship between career development and job satisfaction among academic staff at UNIMAS. This is because the significant value, $p = 0.000$ is less than 0.05. Moreover, the table also indicated that the r value 0.725 which is within the range of 0.60 to 0.79. Hence, there is a strong relationship between career development and job satisfaction among academic staff at UNIMAS.

Results of Multiple Linear Regression Analysis

Multiple Linear Regression Analysis is used to determine the last alternative hypothesis in this study which is Ha4. The function of this statistical analysis is used to identify the significance of the predictors based on the independent variables (workload, rewards and career development) with the dependent variable (job satisfaction) among academic staff at UNIMAS.

Table 4.3.2

Results of Multiple linear regression analysis

Variables	p-value	β-value
Workload	0.000	0.068
Rewards	0.000	0.009
Career development	0.000	0.662

The most dominant factor that contributes to job satisfaction among academic staff at UNIMAS.

Below is the research hypothesis that was tested:

Ha4: There is a dominant factor that contributes to job satisfaction among academic staff at UNIMAS.

Based on table 4.3.2 above, the Multiple Regression Analysis result showed that the alternative hypothesis, Ha4, was failed to reject. All the independent variables (workload, rewards and career development) have a significant relationship with the dependent variable, job satisfaction. This is because all the independent variables have a significant value, $p = 0.000$ which is less than 0.05. Moreover, from this table, among the variables, career development has the highest contribution (0.662), followed by workload (0.068) and rewards (0.009). Thus, career development was a significant predictor to the dependent variable as it contributed about 0.662 and contributed to 66.2% of the dependent variable value. This is because among the other variables, career development has the largest value of β .

Summary

This chapter clearly illustrates the results of the study and the data analysis. It is concluded that there was a significant association between workload, rewards and career development, job satisfaction among academic staff at UNIMAS. The actual reliability test's result for the actual data showed that the questionnaire and the gathered data were reliable. This was proven via the reliability testing results for each variable were more than the minimum standard which was 0.7.

Conclusion and Recommendation

Introduction

There were five sections in this chapter. The first section explains the findings from chapter four. Next, the second section explained the implications of the research toward the organization and the body of knowledge. The third section explains limitations of study followed by the recommendations for future study and for future researchers. The last section is the overall conclusion of the study.

Discussion

Workload and Job Satisfaction

The analysis found that there is a significant association between workload and job satisfaction among academic staff at UNIMAS with value, $p = 0.000$ and coefficient value, $r = 0.265$. Thus, it showed there is a weak relationship between workload and job satisfaction among academic staff at UNIMAS. This means that when the workload increases, the job satisfaction among academic staff at UNIMAS will increase, too. Whereas, when workload decreases, the job satisfaction among academic staff at UNIMAS will decrease, as well. This is contradicted with most past studies such as done by Lynch and Wright (2019) in which indicated that excessive workload cause pressure to the employees and definitely will not influence the job satisfaction among employees in the positive way or in other word, causing dissatisfaction. However, Parashakti, Juniarti and Khotimah (2018) said that although workloads are not regarded as the responsibility of part of the work itself but still, employees continue to work well to meet the needs of daily life. This may be due to a sense of achievement by accomplishing the tasks assigned to them. This indicates that even academic staff at UNIMAS were burdened with high workloads especially due to the nature of their work, they keep on working satisfactorily as it is their job scopes that they need to endure.

Rewards and Job Satisfaction

The analysis shows that there is a significant association between rewards and job satisfaction among academic staff at UNIMAS with value, $p = 0.000$ and coefficient value, $r = 0.447$. Thus, it showed there is a significant, positive, and moderate relationship between rewards and job satisfaction among academic staff at UNIMAS. This means that when the rewards increase, the job satisfaction among academic staff at UNIMAS will increase, too. Meanwhile, when rewards decrease, the job satisfaction among academic staff at UNIMAS will decrease, as well. This is similar to a past study done by Khalid and Ayub (2015) in which they stated that reward acts as a motivation that is important to increase employee satisfaction in an organization. Other than that, Herman (2016) mentioned that the employees may achieve job satisfaction after receiving rewards as motivation factors which will enhance the performance of the organization. Moreover, since academic staff are always busy with completing their work to achieve a certain Key Performance Indicator (KPI), enabling themselves to be rewarded more regularly and immediately after completing tasks can help them build a more positive attitude about their work which will lead to become satisfied and more motivated. A structured KPI also will help in charting organisational performance thus ensuring rewards are deployed strategically.

Career Development and Job Satisfaction

Based on the analysis, it was also found that there is a significant association between career development and job satisfaction among academic staff at UNIMAS with value, $p = 0.000$ and coefficient value, $r = 0.725$. Thus, it shows there is a significant, positive, and strong relationship between career development and job satisfaction among academic staff at UNIMAS. This indicates that when career development increases, the job satisfaction among academic staff at UNIMAS will increase, too. Whereas, when career development decreases, the job satisfaction among academic staff at UNIMAS will decrease, as well. The finding of this study was similar with the findings of several past studies. A study done by Faraz and Indartono (2018) found that firms with career development will encourage employees' willingness to participate in development activities and conduct development in a way that

will improve their performance and their overall job satisfaction. Apart from that, Umar (2015) also stated that employees' satisfaction increases when employees' career development improves. This means that the academic staffs at UNIMAS may be able to attain their individual aims and objectives while also contributing to the organizational goals with the support of successful career development. Thus, it might lead them to gain job satisfaction within the organization.

Implication of Study

The implications of the study towards organization or institution and body of knowledge will be discussed as follows.

Organization

Based on this study, the researcher can see that when it comes to rewards, if employees believe the rewards given by the institution fall short of their expectations, it will impair their productivity. This is because rewards are well recognized as a motivating strategy for increasing employees' job satisfaction. As a result, it can be inferred that the primary reason for institutions to review and restructure their policies is to ensure that the policies supplied by the business fulfil the expectations of the employees. Employees' satisfaction, productivity and job happiness will all improve as a result of good policies.

Body of Knowledge

In the overall findings of this study, the researcher was able to conclude that all independent variables (workload, rewards and career development) have a significant relationship with the dependent variable (job satisfaction of academic staff at UNIMAS). These findings may add new knowledge to the existing body of knowledge that would be good to be compared or reviewed with the past findings from the previous studies done by other researchers in a similar area of field of study.

Limitation of the Study

In the journey of completing this study, the researchers have come across several limitations. One of the limitations that the researchers have experienced was the process of collecting the data from the respondents. As mentioned in Chapter 3 earlier, due to Covid-19 pandemic, the researchers had to use the Google Form medium to distribute the questionnaires to the academic staff at UNIMAS. Moreover, it was more difficult to convince the respondents to fill up the Google Form questionnaire rather than distributing to them directly. In spite of that, the researchers have reached the required number of respondents for this study, but the sample size is insufficient to ensure the study's high level of validity. It is suggested that the number of respondents be increased in the future to ensure high validity from the results obtained. A qualitative research method is also recommended to be integrated with a quantitative research method to increase the level of validity for this study as suggested in (Sale et al. 2002).

Furthermore, the study's scope was limited to one public institution in Sarawak. Thus, the findings from this study do not represent other public institutions, especially ones with different geographical backgrounds and organisational structure. The findings also do not represent private institutions which have different structure of compensation schemes as they are not tied with the government pay scale. This would entice an entirely different

response towards the relationship between rewards and job satisfaction. In addition to that, private institutions are profit centres which will have different sets of KPI as organisational performance drivers as compared to public institutions which are cost centres. The study should be conducted as such it covers most of public and private institutions, comparatively or inclusively, to ensure its consistency and validity.

Moreover, this study focused solely on the three variables which were workload, rewards, and career advancement. Since there were limited variables being studied, there will be inconsistencies in the results. Therefore, the study can be enhanced in the future by employing various variables as independent variables and adding more variables that have a significant link with employees' job satisfaction such as working conditions, flexibility, and so on.

Recommendation for Future Study

The researchers recommend that the future study should cover more areas in conducting this study because there are other areas that the future study can include in this field of study. For instance, the future study should include all public education institutions all over Malaysia in order to get more accurate and comprehensive results.

Recommendations for Future Researchers

The study can also be conducted at private institutions in the future for future research. Private institutions are said to have their own set of characteristics that influence employees' job satisfaction. By doing so, the researcher may be able to identify many characteristics or variables that influence job satisfaction among private-sector academicians. Apart from that, another suggestion that the researcher would like to propose to future researchers is to conduct this study on other populations other than academic staff to gain more insight on other populations such as nurses or others. This is because different populations may have different perceptions on the variables that affect their job satisfaction.

Conclusion

The objective of this study was to study the academic staff's job satisfaction at a public university, UNIMAS, and its relationship with the tested variables which are workload, rewards and career development. As previously discussed, job satisfaction is one of the major drivers for the institution's productivity. Thus, management awareness of academic staff's job satisfaction and how it reacts to discussed factors is critical to enable them to strategically manage the resources, which are often finite if not scarce.

This is observed in this research that if an institution wants the academic staff to perform well in their jobs, the management must have a good strategy in place and provide appropriate rewards and professional development opportunities. This is to improve their job satisfaction which was based on the literature study in Chapter Two and the conclusions in Chapter Four. Thus, the institution must put forth a significant effort to ensure that most of the academic staff's hygiene is fulfilled. To ensure deployment effectiveness, the institution's management should conduct surveys on a regular basis to help them detect concerns that may impair academic staff's job satisfaction. For example, the researcher found which variables may influence their job satisfaction and how this has a significant impact on them based on this research. One of the most effective strategies for increasing job satisfaction is for the

institution to restructure the policies' contents and align them with the needs of the employees.

From time to time, the level of job satisfaction will progressively rise, subject to the response from the management. By motivating employees to improve their performance, management will be able increase overall organisational performance as a whole. As a conclusion, all of the research objectives affecting the factors of the job satisfaction among academic staff at UNIMAS are found to be acceptable, and it can also be summarized that the job satisfaction is important in order to ensure that they have good productivity and achieve the institutions' goals.

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