

A Study of the Lecturer's Job Satisfaction Index

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Abstract

Organizations need to meet the needs by providing a good work environment in increasing efficiency, effectiveness, productivity, and commitment among employees. This is because job dissatisfaction can create a negative atmosphere that can potentially damage the organization's image. Therefore it is important to evaluate and analyze the job satisfaction index to ensure productivity is always at a satisfactory level. This study was conducted to evaluate and analyze the lecturers' job satisfaction index as well as to identify the factors that affect job satisfaction among lecturers in Session I of 2021/2022 at METrO Tasek Gelugor Polytechnic (PMTG). The methodology used in the study is a quantitative approach through a questionnaire and a total of 32 respondents answered the questionnaire. This study focuses on several factors that affect job satisfaction. Among them are working conditions, salary conditions, promotion opportunities, bosses, career advancement, recognition and rewards, colleagues, and facilities. The findings of this study show that the job satisfaction index of PMTG lecturers is at a high level, which is the percentage of agree and strongly agree above 50%. However, some things in the work system need to be paid attention to, namely the workload. The implications of this study show that it is important for lecturers to achieve a level of job satisfaction in order to increase the level of commitment towards creating a good environment at work. This analysis is expected to provide a more detailed picture of the state of job satisfaction among lecturers at PMTG as well as be the basis for related improvement proposals in the future.

Keywords: Index; Job Satisfaction; Lecturer; Productivity; Work Environment.

1.0 Introduction

Job satisfaction is a fundamental factor that significantly influences organisational outcomes in both public and private sectors. It impacts employee morale, productivity, and retention, making it a critical area for organisational focus. In the context of education, particularly for lecturers, job satisfaction directly affects teaching quality, research outcomes, and student performance (Alagari, 2022). Key factors influencing job satisfaction include work environment, compensation, opportunities for growth, and work-life balance. By addressing these areas, educational institutions can foster a supportive environment that enhances lecturer motivation and performance. Leadership support plays a vital role in shaping job satisfaction among lecturers. Effective communication and conflict management by institutional

leaders positively influence job satisfaction. Leaders who inspire and motivate can transform organizational culture, resulting in higher satisfaction levels among educators. This, in turn, enhances institutional performance and student achievement (Alagari, 2022). The ability to manage work stress and resolve conflicts effectively is also pivotal in ensuring lecturers feel supported and valued.

However, challenges such as heavy workloads, particularly the imbalance between teaching, research, and administrative duties, often lead to stress and burnout. Mahmud et al. (2018) highlight that emotional exhaustion caused by excessive workloads depletes lecturers' physical and mental energy. Similarly, Khairunesa Isa et al. (2021) emphasize that workload, work environment, and financial factors significantly contribute to stress among lecturers. Unfavorable work environments, strained relationships with colleagues or administration, and inadequate support systems can further exacerbate dissatisfaction, reducing productivity and increasing absenteeism.

Job dissatisfaction not only impacts individual performance but also creates a toxic organizational culture, potentially harming the institution's reputation. Addressing factors such as working conditions, salary, promotion opportunities, career advancement, and recognition can mitigate dissatisfaction and foster a positive work environment. The study of the Job Satisfaction Index of Lecturers at Politeknik METrO Tasek Gelugor (PMTG) aims to identify and analyze these factors to enhance institutional outcomes. Understanding the job satisfaction levels of PMTG lecturers holds multifaceted importance. First, satisfied lecturers are more likely to implement effective teaching strategies, thereby improving student success. Second, insights from such studies can guide policy formulation and improve working conditions, aiding in talent retention and recruitment. By addressing job satisfaction issues, institutions can enhance the quality of teaching, research, and administration, contributing to broader educational goals.

The study also aims to provide actionable strategies for top management at PMTG to enhance job satisfaction. This includes improving compensation structures, fostering professional development, and creating an inclusive work culture. Practical recommendations derived from this research can help PMTG and similar institutions achieve better educational outcomes by prioritizing lecturer well-being. Job satisfaction, as described by Spector (2022), is a measure of an employee's sense of achievement, happiness, and enthusiasm toward their work. Factors such as self-efficacy, personal tension, compensation, training, communication, and overall working conditions significantly influence job satisfaction (Babu, Gameda, & Nefa, 2022). When employees are satisfied, they are more likely to exhibit integrity and view their tasks as organizational trust and responsibility. Chaudhuri & Naskar (2014) emphasize that satisfied employees are more productive and committed, while

Lee & Kim (2019) stress that organizational happiness should be prioritized to boost performance. Previous studies have shown a strong correlation between job satisfaction and work performance. Ratnasih, Kasmawati, and Norawati (2022) note that elements such as salary, interpersonal relationships, and job happiness significantly impact performance, a finding supported by Zakaria (2014), who reported that job satisfaction influences work performance by 47.1%. Both emotional and intellectual satisfaction contribute positively to performance, with intellectual satisfaction having a stronger impact.

In conclusion, this study focuses on identifying the determinants of job satisfaction among lecturers, including working conditions, salary, promotion opportunities, career development, recognition, colleagues, and facilities. Addressing these factors will not only enhance individual lecturer satisfaction but also improve institutional performance, contributing to the success of higher education.

1.1 Working Conditions

Working conditions have a great impact on job satisfaction. This is because, a positive work environment leads to increased job satisfaction, which in turn affects employee performance, commitment, and the ability to achieve achievements (Zhenjing et al., 2022). According to Chandrasekar (2011), an organization needs to pay attention to create good working conditions to produce productive employees and subsequently increase the profit of an organization. While individuals who work in difficult working conditions will contribute to job dissatisfaction (Bakotic & Babic, 2013). This will have a negative impact on the organization, therefore management needs to improve working conditions such as measuring the effect of working conditions on job satisfaction and productivity. Surveys and questionnaires should be conducted to collect feedback from employees about their level of satisfaction, perception of working conditions, and productivity levels. Strategies like this help organizations effectively assess the influence of working conditions on job satisfaction and employee productivity and then make improvements to improve employee well-being and performance.

1.2 Salary Conditions

Job satisfaction is also influenced by several factors such as salary and benefits provided by the organization. This is important in increasing employee motivation, engagement, and retention. Salary or wages are often linked to the level of satisfaction of an employee, regardless of whether the employee is a lower-level employee or an upper-level employee (Omar, 2013). This is because wages affect job satisfaction, which in turn affects productivity. Therefore, to ensure fair compensation, transparent policies and aligning wage increases with inflation are important strategies to foster a positive work environment and drive productivity.

1.3 Promotion Opportunities

Promotion opportunities have a great impact on job satisfaction and productivity in an organization. Fair promotion opportunities can increase job satisfaction, increase retention rates, and improve overall performance among employees (Musambi et al., 2020). Conversely, a lack of promotion opportunities can lead to demotivation and disengagement among employees, which ultimately affects work productivity. According to Djamilah, Siti, & Surenggono (2021), promotion leads to an increase in career and it also shows an increase in trust and responsibility. Therefore, employers need to prioritize providing a clear path for career advancement to recognize the potential of employees under their supervision. This indirectly fosters a motivated and productive workforce.

1.4 Leader

The leader is one of the important individuals in the organization and also as a motivator for employees in carrying out a task. According to Qomariah et al., (2022), the leader's role in the organization has a great impact on job satisfaction. This is because the leadership style of a different leader will affect someone's job satisfaction (Soetirto et al., 2023). Ethical leadership and strict discipline have a strong positive correlation with job satisfaction (Ullah & Wang (2022). According to Sajuyigbe, Olaoye, and Adeyemi (2013), recognition from a leader or employer will improve their work performance. This statement is also supported by Mohammad Zainuddin et al., (2022) which is a total of 258 employees and supervisors in suburban primary schools showed that authentic leadership and job satisfaction had a moderate effect.

1.5 Career Development

Training given to employees means learning activities or programs that will help them achieve the level of knowledge, skills, competence and abilities in their careers (Bindu & Ollukkaran, 2012). Training and development have a significant impact on employee performance and productivity (Ritesh, 2018). This statement is also supported by Yunida & Sarifah (2023) the program or training carried out helps produce employees who are more motivated and responsible in carrying out the tasks given. Organizations that can provide training can improve their career competence and subsequently work productivity can be improved. In addition, training and development programs can improve the knowledge, skills, and competence of employees leading to increased productivity and efficiency (Nursaumi & Sunarya, 2022). Furthermore, a well-designed and implemented training and development program tailored to the specific needs of the organization and its employees is essential to achieving organizational goals (Adaobi & Snr, 2022). Therefore, organizations should provide training and development initiatives to improve employee performance and workplace productivity.

1.6 Recognition and Rewards

Recognition and rewards have a positive effect on job satisfaction which in turn affects work productivity (Balamurugan, 2022). This statement is supported by (Danish & Usman, 2010) there is a significant positive relationship between recognition, satisfaction with supervision and job satisfaction. This is because effective rewards and recognition can significantly increase employee engagement which leads to higher productivity and subsequently increases loyalty to the employer.

1.7 Colleagues

A good relationship with employees is important for job satisfaction (Jadhav et al., 2021). When there is a good relationship between colleagues, it creates a pleasant atmosphere in the organization and leads to better performance (Abun et al., 2018). A study by Cebotari, V. (2022) found a positive relationship between the work environment and employee job satisfaction, workplace relationships between employers and employees as well as fellow employees were also found to have a significant correlation with job satisfaction. Overall, good relationships with colleagues contribute to high job satisfaction and can lead to increased organizational performance, productivity, and motivation in the organization.

1.8 Facility

Apart from the co-worker's factors that affect the level of satisfaction, facilities in the workplace also have a great impact on job satisfaction (Sarwar et al., 2022). Employees need to have access to a comfortable physical environment, such as adequate lighting, a spacious work area, and accessible storage facilities to be more satisfied with their jobs (Nawaz et al., 2022). The provision of facilities by employers is seen as a way to motivate employees and increase productivity levels. Therefore, an organization must provide a conducive and optimal work environment to foster job satisfaction and subsequently create success for an organization. Good employee performance will lead to an excellent organizational reputation and the opposite will happen if employee performance declines (Ashfaq & Muhammad, 2013).

2.0 Methodology

This study is a study of the perception of lecturers at PMTG regarding their level of satisfaction with the work environment and system. This study uses a quantitative method, which is to use a questionnaire to obtain data. The questionnaire method is used because it is appropriate to the objectives and questions to be studied. The questionnaire was distributed online to all PMTG lecturers involving 32 respondents.

In this study, the questionnaire contains two parts, namely Part A using questions covering demographic aspects, which are basic information of respondents such as the unit under the academic department, gender, age,

position grade and length of service. Part B is a questionnaire item according to aspects that affect job satisfaction, namely work conditions/task area/self-satisfaction, salary conditions, promotion opportunities, bosses, career advancement, recognition and rewards, colleagues and facilities.

3.0 Results and Discussion

The respondents involved in this study consisted of 32 lecturers, namely 7 men and 25 women. Data from the questionnaire has been collected and analyzed using Microsoft Excel software. Table 1 show the distribution of respondents according to Academic Department units. Respondents represent four units under the Academic Department, namely 15 lecturers from the Design and Visual Communication Studies unit (JRKV), 11 lecturers from the Information and Communication Technology Studies unit (JTMK), 5 from the General Studies and Mathematics unit and 1 from Co-Curriculum unit. According to Table 2, most of the respondents are in the middle class, which is between 36-45 years old. In terms of job grades as show in Table 3, 37.5% of the respondents were grade DH48, 31.3% grade DH41 and 12.5% grade DH44 and the rest were grade DH42, DH52 and DH54. Most of the respondents involved in this study have served at PMTG for more than 10 years, which is 78.1%.

Table 1: Distribution of respondents according to academic department units.

Department Unit	Number of Respondents	Percentage (%)
Design and Visual Communication Studies unit (JRKV)	15	46.9
Information and Communication Technology Studies unit (JTMK)	11	34.4
General Studies and Mathematics unit	5	15.6
Co-Curriculum unit	1	3.1
Total	32	100

Table 2: Distribution of respondents by age.

Age (Years)	Number of Respondents	Percentage (%)
25-35	6	18.8
36-45	17	53
46-50	3	9.4
51-55	3	9.4
56-60	3	9.4
Total	32	100

Table 3: Distribution of respondents according to job grade

Grade (DH)	Number of Respondents	Percentage (%)
41	10	31.3
42	2	6.3
44	4	12.5
48	12	37.5
52	3	9.4
54	1	3
Total	32	100

Aspects that affect job satisfaction of lecturers at PMTG was analyzed in terms of work conditions, salary, promotion opportunities, leadership, career development, recognition and rewards, relationships with colleagues, and facilities to determine how each factor contributes to the morale and performance of staff.

Work conditions became the significant factor where more than half of the respondent's showed satisfaction in 11 items. However, three domains appeared to be the possible reasons for concerns: the monotony of daily tasks or chores which provoked dissatisfaction in 18.8% of the workers, a belief that one had an excessive amount of work to do, 53.1%, and emotional exhaustion from one's workload, 50%. In South African universities, heavy workloads, coupled with inadequate resources and poor work life balance, contribute to high stress levels and burnout among academic staff, adversely affecting their personal and professional capabilities (Dlamini & Dlamini, 2024).

These indicate that although work conditions are generally favorable, there are aspects where stress can hit satisfaction. Salary satisfaction was measured using five items and showed that over half of the lecturers were well-rewarded; this evidence a general contentment with levels of remuneration, which is an important factor of motivation within the education industry. As a point of satisfaction, this agrees with the points regarding opportunity for advancement. Most lecturers agreed there was an opportunity for advancement, while 40.6% thought the promotion policy was not being applied fairly. The finding identified a point where institutional practices could be enhanced as well. This statement support by Kebenei et al., (2023) in Kenya, perceived organizational politics, including nepotism and ethnic biases in the promotion process, negatively affect lecturers' job performance, underscoring the detrimental impact of perceived unfairness on productivity.

The leadership style of the organization received the best response, as more than 50% of the participants responded that the leadership of the organization worked well. However, at least 25% of the lecturers were concerned and wanted to feel more empowered, which may indicate the potential means of increasing overall job satisfaction even further. This is because emotional intelligence and self-awareness are also pivotal, as they enable leaders to connect with their teams and facilitate nonviolent communication, which is essential for effective collaboration and problem-solving. Still, on appreciation and rewards, it came out from the responses that over half of the lecturers felt that appreciation was extended to them a key motivational component and factor in job retention. Similarly, in India, recognition is identified as a key factor in retaining faculty members in self-financed institutions, highlighting its role in reducing turnover intentions and maintaining educational quality (Pooja, 2020).

Besides that, colleague relationships were another positive factor in overall satisfaction. A very large number of respondents mentioned supportive interpersonal relations as helpful for a collaborative and comfortable working atmosphere. Organizational and supervisor support, along with coworkers' interpersonal helping behavior, are positively related to job satisfaction, suggesting that feedback and coaching from supervisors, as well as assistance from coworkers, are essential for maintaining a productive work environment (Pandey & Chairungruang 2020). There is a good overall facility rating at PMTG, whereby more than 50% were satisfied with the available facilities to perform their duties. On the other hand, only 37.5% are satisfied with the surau facilities for Muslim staff, adjustments that may be made in consideration of comfort and inclusion.

The study highlights the importance of addressing job satisfaction in an organization to create a motivating and productive environment. Factors such as workload management, promotion policies, and facility availability significantly impact the satisfaction of lecturers, impacting their performance and commitment. Over 50% of lecturers are satisfied with their salary, with 40.6% stating that promotion policies are unfair. Over 50% agree with career improvement, training opportunities, recognition, and rewards. Additionally, over 50% of lecturers are comfortable with their colleagues at PMTG. However, only 37.5% agree on comfortable surau facilities for Muslim workers. The study emphasizes the importance of considering factors such as working conditions, salary, promotion opportunities, leadership, career advancement, recognition, rewards, colleagues, and facilities in an organization to improve staff job satisfaction and motivation.

4.0 Conclusion

The study reveals that PMTG lecturers are generally satisfied with most aspects of the work system and organizational facilities, with agreement levels exceeding 50% for many items. However, issues such as excessive workload and emotionally exhausting tasks negatively impact job satisfaction and productivity. Additionally, concerns about unfair promotion policies were highlighted. While most lecturers are content with the facilities, dissatisfaction was noted regarding the lack of comfortable surau facilities for Muslim staff. To address these challenges, recommendations include prioritizing essential tasks over ancillary duties, ensuring balanced task distribution, improving surau facilities, providing a conducive rest area, and offering adequate storage space for files and reference materials. These measures aim to enhance job satisfaction and create a more supportive and productive work environment for PMTG lecturers.

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Author Contributions

S.H. Saad: Conceptualization, Introduction, Result and Discussion, Conclusion; **F. M Isa:** Abstract, Methodology, Discussion, Writing-Reviewing; **S. A. Jamil:** Result and Discussion, Data collection Result and Editing.

Conflicts of Interest

The manuscript has not been published elsewhere and is not under consideration by other journals. All authors have approved the review, agree with its Submission and declare no conflict of interest in the manuscript.

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