

## Job Satisfaction among Staffs at Universiti Sultan Zainal Abidin (UniSZA), Terengganu, Malaysia

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### ABSTRACT

This article discussed on the factors that influence job satisfaction among Universiti Sultan Zainal Abidin (UniSZA) staffs and to understand the factors affecting it. It is extremely significant for Universiti Sultan Zainal Abidin to scrutinize employee's job satisfaction and provide them with chances to develop themselves and to feel satisfied with their job performance. Based on the previous case studied on organization's current situations and conditions, it is clear that the organization committed to provide excellent and quality services to their clients, customers, and visitors from different parts of the world. Therefore, there is a need for the identification and analysis of the employee's job satisfaction and the factors that are affecting the job satisfaction within the organization in order to achieve the goals and objectives of the organization. The results indicate that all of the factors suggested by the researcher are accepted because from the finding, all of them are significant namely organization culture, leadership and career development.

**KEYWORDS:** Job satisfaction, Organization Culture, Leadership, Career Development, Work Environment

### INTRODUCTION

Job satisfaction is a topic that have widely discussed and studied by researchers in psychology, particularly in the field of industrial and organizational psychology. More than 3000 studies are been conducted to understand the issue of job satisfaction and this kind of research are regularly reviewed and increase year after year [1]. Job satisfaction is relating to the better work environment and the work-setting fulfilment of an individual's comprehensive need requirement, including influences of the workplace [2]. Job satisfaction can be defined in many ways such as degree of job satisfaction [3], attitudes [4] and how the actual environment meets the needs of organizations individuals [5]. In [6-7] stated that job satisfaction is an emotional state that considers a variety of features work in the individual working environment. Thus, it has a significant impact on their lives. Some of the views expressed satisfaction in the important work because it is the main aspect in shaping employees motivation and high performance [8].

In [9] states that the pay, fringe benefits, coworkers, supervision, rewards contingencies, operating conditions, promotion, type of work and communication are factors that influence job satisfaction. Moreover, according to [10], job satisfaction influences the current environment in the workplace. An employee who is satisfied become more specialized and could be involved in the organization for longer period, thereby increasing the productivity of companies [11]. Job satisfaction also leads to life satisfaction of individuals [12]. Therefore, this study tries to examine the factors that influence job satisfaction among UniSZA staffs and to understand the factors affecting it. It is extremely significant for Universiti Sultan Zainal Abidin to scrutinize employee's job satisfaction and provide them with chances to develop themselves and to feel satisfied with their job performance.

### LITERATURE REVIEW

#### Job Satisfaction

The level of job satisfaction is a topic widely discussed and studied by researchers in psychology, especially industrial and organizational psychology. In [13] argued that more than 3000 studies have been conducted to understand the issues of job satisfaction and research in this topic is increasing regularly over the past few years. Job satisfaction is something that is closely relate to many situations in organizations such as the performance, motivation, attitude, conflict, moral and many others. Job satisfaction is a feeling that geared towards the satisfaction in work and the workplace environment. It is a level where the employees are interested or not to carry out their everyday tasks [14].

In previous research, various factors have been identified that influence job satisfaction, measuring the importance association with each factor as well as examine the relationship of these factors with productivity of employee. Job satisfaction defines by [9] as an approach that shows people's feelings about all aspects of its work. Previous research has shown that satisfied employee would stay motivated in the workplace and have a higher probability to perform other roles as members of the community, interacting with members of the community in various capacities.

According to [2], job satisfaction is closely link to the relationship between a good working environment and individual work requirements. In [15] define it as an aspect of individual differences, needs, or the ratio of work performed and how the task should run. Job satisfaction reported by each individual is different, including the intrinsic pleasures and extrinsic satisfaction within the organization [16]. Job satisfaction is also defines by [17] as individual feedback to the experience. Employee's satisfaction is a term used to describe whether employees are happy and grateful and meet their needs in the workplace.

### **Organizational Culture**

Organizational culture is a comprehensive measure generated by the organizational structure, collective historical experiences of workers present and past [18], the complex network of relationships among current employees and other stakeholders. Organizational culture defines as an employee's attitudes and feelings towards their work and significantly influenced by their sources of both motivation and demotivation [19]. In addition, how they view their organizational culture has an impact on both the motivation and the level of job satisfaction they involved. In [20] specifies that a set of the same, engaged-for-decided concepts, beliefs and meanings among workers is essential for the planned activities continued because it obviates the need for continuing understanding and reinterpretation of meaning. Organizational culture represented by [21] as the ethics, beliefs or understanding thought by employees within an organization or organizational unit.

In [22] states that the organizational culture is a set of elementary rules or strategies that give the members of the group or organization the common basis for understanding and interacting with each other. Culture is a phenomenon that will help us understand and define an organization with a focus on the values, attitudes, norms and traditions. The organization perceived within and outside world from the values, norms and integrity of its labour. The organizational culture also appears to be the operating system of an organization and guides how employees think, act and feel.

### **Leadership**

In 1978, a historian of political, James McGregor Burns has published a book entitled "Leadership" in which he gave a definition of leadership as leadership that encourages employees to act in order to achieve certain aims that represent the standards and motivation as the needs, aspirations and expectations for both leaders and followers. Intelligence is seen as how the leaders who guide or motivate their followers in the direction of established goals by clarifying role and task requirements. Leadership is the ability of individuals to motivate other people to let go of self-interest for the sake of collective vision, to contribute to the achievement of that vision and to make a significant collective personal self-sacrifice above the call of duty, willingly [23]. In the previous decade, leaders lead change by affecting the behaviour of others. Some leaders use the power and authority, while others use influence and persuasion. Leadership involves managing, coordinating and supervising, taking responsibility for the people; lead, manage and motivate them. A good leader will use a variety of leadership styles depending on the situation. Leadership still fascinates scholars and the public. The definition of leadership vary in emphasis on leadership abilities, personality, influence, cognitive than emotional orientation, individual versus group orientation and demand to the self-versus collective interests.

According to [24], in all organizations, the leaders exist. The leaders may be someone that can be managers or non-managers or they find in formal or informal groups. In achieving the individual, group and organizational performance, an effective leadership is very important in encouraged a great deal of effort to decide the causes of the leadership. Leadership is the process of influencing leaders and followers to achieve organizational objectives through change [25]. Good followers also perform the role of leadership when needed and will affect the leader's followers. The definition of leadership is influencing process between leaders and followers, not only leaders influence followers, it also a two-way street. For example, a follower is someone who is affecting by a leader. A follower can become a manager or non-manager. Good follower who are not "yes people" which just follow the leader instructions without affecting the input of leaders. The leader, effectively influencing followers and their followers influences them. Leaders should have effective leadership and that needed to be an effective follower.

### **Career Development**

Career development is a permanent process to manage work, learning, freedom and transition in order to move towards for a future option selected and personally involved. It also involves the development of skills and knowledge that allows all employees to plan and make decisions about their choice of career. According to

[26], career development could increase job security for workers by providing several of training programs and encouraging them to participate in programs offered in the promotion process. Career development is a key aspect of human development; it is a process in the formation of the identity of individual work. However, it is important to note that professional development will occur naturally as one matures. But with the involvement, we can get it through a happier and more effective. Career development directly linked to the satisfaction of employees in a way that employees feel the value of their supervisor or manager and the organization. As they are the focus and goals achieved, they gained recognition because their own goals and organizational goals are in line. So, the employees are more satisfied with their work and would not want to leave the organization as the organizations want to retain the goals to achieve its objectives and long-term corporate goals.

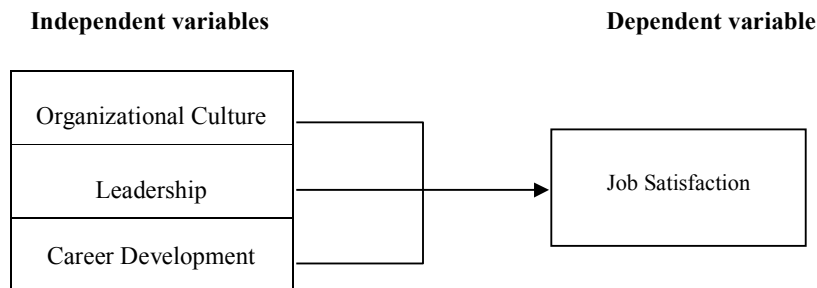
## PROBLEM STATEMENT

The fundamental purpose of labour and human resources management is to improve employee attitudes or confidence to work in a better way. According to [2], job satisfaction closely linked to the relationship between a good working environment and individual work requirements. Based on the survey finding by Society for Human Resources Management in America, the data shows that the percentage of satisfaction of U.S. employees in year 2014; 86% are satisfied with their current job, 39% reported being “very satisfied” and 47% “somewhat satisfied”. The percentage is increasing 5% from 2013 reports. According to the finding conducted by SHRM America in year 2013, almost one-half (45%) from 600 of respondents point out that organization culture is a very important contributor to the job satisfaction, and 60% of employees are satisfied with the aspect of organization culture. The culture that the members of the organization bring will influence the groups, internally or externally, communicate with others and it helps the organization to stand out. The organization culture is using to increase a competitive advantage amongst competitors and to attract capable employees.

Each organization gave a higher priority to maintaining employees’ satisfaction by providing them with some amenities that improve satisfaction and reduce dissatisfaction. Job satisfaction is considering as a major issue by the business in which the efforts taken and programs initiated. If the employee is not satisfied with the work there is an opportunity to absenteeism, work turnover, lower productivity, mistakes, and energy transfer to various types of conflicts. Due to this situation, all organizations try to identify areas where satisfaction is enhanced to get out of the above dangers.

Based on the case studied organization’s current situations and conditions, it is clear that the organization committed to provide excellent and quality services to their clients, customers and visitors from different parts of the world. So, there is a need for the identification and analysis of the employee’s job satisfaction and the factors that are affecting the job satisfaction within the organization in order to achieve the goals and objectives of the organization. Hence, the purpose of this study is to identify the level of employee’s satisfaction on various factors and the relationship between these factors with job satisfaction. This research will focus on the correlation between dependent variable; job satisfaction level among staffs in UniSZA, Kampus Gong Badak, Kuala Terengganu, Terengganu and the independent variables; organizational culture, leadership and career development. The conceptual framework is shown in Table 1.

**Table 1: Conceptual framework**



## Hypothesis

H1: There is significant relationship between organizational culture and job satisfaction.

H2: There is significant relationship between leadership and job satisfaction.

H3: There is significant relationship between career development and job satisfaction

## METHODOLOGY

The aim of this study is to determine the influence of organizational culture, leadership and career development on job satisfaction. Therefore, to achieve the objective of the research, a quantitative correlation research design was used to examine the relationship between the three types of variables. The main instrument of this paper is a set of questionnaire. The items in the questionnaire are formulated to meet this research objective, although they were based from previous studies. This paper has been divided into four parts. It started with demographic questions of respondents, second part determined the dependent variable, third part and fourth part determined the independent variables. Questionnaire in the second part, third part and fourth part were instructed in Likert-scale format by using strongly disagree to strongly agree. The samples of 120 responses were used in this study obtained as part of the survey. The survey had been conducted among the staffs of UniSZA who are place in several offices. The entire of the questionnaires are distributed and collected directly from from Office of Registrar, Office of Bursary, Faculty of Islamic Contemporary, Office of Library, Corporate communications & International Unit, Division of Academic Management and UniSZA Science and Medicine Foundation Centre at UniSZA, Kampus Gong Badak, Kuala Terengganu. The analysis of the questionnaires was done by using the Statistical Package in the Social Science Software (version 22.0) program for Windows for descriptive analysis.

## RESULTS AND DISCUSSION

### Profile of Respondents

During the study, the researchers have distributed 120 copies of questionnaires to the target respondents. However, only 104 copies have been received. From the sample, 31 of them are male and they represented 29.8% of the sample. The rests of 73 respondents are female and they represented 70.2% of the total sample. Based on that, female population is the dominated fraction of the sample. In term of age of respondents, the smallest number of respondents is the age between 46 and above, which is 8 respondents and it is percentage is 7.7%. The age is between 26-35 years tabulated that the highest percentage 59.6%, which is 62 out of 104 respondents. 22 respondents are between 36-45 years and it represents 21.2% from the total respondents. 12 respondents are the age between 18-25 years representing about 11.5%. This frequency shows that the respondents mainly represented by younger generations. Next are the level of education and the table shows that all the respondents have the five kind of education level. The highest percentage of education level is Degree, which are 36 respondents and it representing 34.6% out of total. It indicates that more number of the respondents have Degree compared to Diploma, which is the second highest for the education level which carries 34 respondents (32.7%). The third highest is STPM/SPM holder that is 28 respondents and represent 26.9%. It may due to the population of the UniSZA's staff that answers the questionnaires. The lowest number of the respondent in term of the education level is PhD and Master, which is 3 respondents respectively and its percentage is 2.9%. The education level factor shows that the most of the respondents in the study have at least attained SPM level.

The next component is number of years in service. 11 of employees have worked less than one year and they represented 10.6% of the sample. More respondents employed one year until five years, it shows that 27 of the sample and represented 26% of the total sample. 51 of staffs who works more than six years and less than eleven years that represented 49% of the sample. In addition, the last category is the staffs who have worked above 11 years; 15 of employees out of the sample and they represented 14.4% of the total sample.

**Table 2: Profile of respondent**

DB1 Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	31	29.8	29.8	29.8
	Female	73	70.2	70.2	100.0
	Total	104	100.0	100.0	
DB2 Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	12	11.5	11.5	11.5
	26-35	62	59.6	59.6	71.2
	36-45	22	21.2	21.2	92.3
	46 above	8	7.7	7.7	100.0
	Total	104	100.0	100.0	
DB3 Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	PhD	3	2.9	2.9	2.9
	Master	3	2.9	2.9	5.8

	Degree	36	34.6	34.6	40.4
	Diploma	34	32.7	32.7	73.1
	STPM / SPM	28	26.9	26.9	100.0
	Total	104	100.0	100.0	
<b>DB4 Length of Services</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Less than 1 year	11	10.6	10.6	10.6
	1 year-5 years	27	26.0	26.0	36.5
	6 years-10 years	51	49.0	49.0	85.6
	11 years and above	15	14.4	14.4	100.0
	Total	104	100.0	100.0	

**Table 3: Reliability analysis**

<b>Reliability Analysis</b>	<b>Organizational Culture</b>	<b>Leadership</b>	<b>Career Development</b>	<b>Job Satisfaction</b>
<b>Cronbach's Alpha</b>	0.929	0.953	0.934	0.930
<b>N of Items</b>	8	8	8	8

**Reliability Test**

Reliability is a test that indicates of how closely the items that constitutes a relationship of scale. It involves the stability and consistency of measurements to access good step. There are many types of reliability, but the most commonly used is Cronbach's alpha. Based on the output of the analysis, Cronbach's alpha showed overall a positive correlation to each other and it is internally consistent. According to [27], in general, the reliability of less than 0.60 considered as poor while accepted if the range within 0.70 and those above 0.80 considered as perfect. Cronbach's alpha estimates must be scheduled and other relevant information about the origin of the items.

From the table, it indicates that the reliability test for the organizational culture. The result presenting 0.929 and the value is accepted in this research. The number of questions of this section is 8. The result for the organizational culture is strength and it indicates that the items positively correlated to one another. The questions will not be removed for this research. The table above also shows that the reliability tests for leadership. For this variable, N representing the number of item is 8 questions that have been asking to the respondent in the questionnaire and the result that calculated is 0.953. All questions in this section give strength of community and been accept for this research. This will indicate that all the items are positively inter-related and important each other in the study. N refer to the numbers of item with 8 questions that has been asking to the respondents and from the reliability test for career development, which is the last independent variable that being factors for the job satisfaction. It shows that scale of 0.934, which is an excellent result. This will indicate that the entire items are important and positively interrelated to each other of this study. For this question, it should be accept in this research to get more strength of community.

Based on the table above, it shows the dependent variable is job satisfaction among the staffs in UniSZA that represents one of reliability test. In job satisfaction section, it contents 8 questions that have been asked to the respondents and the Cronbach's Alpha for this variable is 0.930. The result shows that the question of this variable is excellent. It indicates that all questions are positively interrelated to each other's in this research. For the reliability test, it can be concluded that the items of independent variables are important and positively related to each other.

**Table 3: Overall descriptive statistics of the study variables**

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
<b>Mean Organizational Culture</b>	104	1.88	5.00	3.5733	0.65281
<b>Mean Leadership</b>	104	1.63	5.00	3.5938	0.73833
<b>Mean Career Development</b>	104	1.63	5.00	3.5216	0.67110
<b>Mean Job Satisfaction</b>	104	2.00	5.00	3.6154	0.65352
<b>Valid N (listwise)</b>	104				

Table 3 shows the overall descriptive statistics of the study variables. All variables are evaluated based on a 5-point scale (1 strongly disagree to 5 strongly agree). The result show that the mean on organizational culture is 3.5733 with standard deviation = 0.65281. Besides, for leadership the mean is 3.5938 with standard deviation = .73833. For career development of mean is 3.5216 with standard deviation = 0.67110. Lastly, for job satisfaction, the mean is 3.6154 and the standard deviation is 0.65352. The mean for values for all the variables are strong.

## Correlations

**Table 4: Pearson correlation is significant at the 0.01 level (2-tailed)**

		Mean Organizational Culture	Mean Leadershi p	Mean Career Development	Mean Job Satisfaction
Mean Organizational Culture	Pearson Correlation	1	0.893**	0.878**	0.907**
	Sig. (2-tailed)		0.000	0.000	0.000
	N	104	104	104	104
Mean Leadership	Pearson Correlation	0.893**	1	0.857**	0.806**
	Sig. (2-tailed)	0.000		0.000	0.000
	N	104	104	104	104
Mean Career Development	Pearson Correlation	0.878**	0.857**	1	0.882**
	Sig. (2-tailed)	0.000	0.000		0.000
	N	104	104	104	104
Mean Job Satisfaction	Pearson Correlation	0.907**	0.806**	0.882**	1
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	104	104	104	104

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

**Table 5: Descriptors of various sized correlation coefficient**

Coefficient Range	Strength of Association
0.90-0.99	Near Perfect
0.70-0.89	Very Strong
0.50-0.69	Substantial to Very Strong
0.30-0.49	Moderate to Substantial
0.10-0.29	Low to Moderate
0.01-0.09	Trivial

The researcher used the Pearson correlation in the research so that they can make decision of the hypotheses. The mean of two variables will be reflecting the degree of linear relationship is neither accepted nor rejected the decision. The range of correlations is from +1 to -1 and when the range is +1 its means the result have positive linear relationship.

Based on Table 4, it shows the analysis between job satisfaction with organizational culture, leadership and career development. The significant positive relationship analyzed between dependent variables and all independent variable. The significant value is  $P < 0.05$ , two tailed and it will determine very strong relationship between all variables.

## Hypothesis Testing

H1: There is significant relationship between organizational culture and job satisfaction

This correlation analyzed by using mean of job satisfaction and mean of organization culture. The result is 0.907 which is positive and the significant is 0.000. N is referring to 104 respondents.  $r(104) = 0.907$ ,  $p < 0.05$ , 2 tailed. From the result, it shows there is significant correlation between job satisfaction and the organizational culture, and the strength of correlation is near perfect because its range between 0.90-0.99. Therefore, H1 is accepted since there is significant relationship between organizational culture and job satisfaction.

H2: There is significant relationship between leadership and job satisfaction

This correlation analyzed by using mean of job satisfaction and mean of leadership. The result is 0.806 which is positive and the significant is 0.000. N is referring to 104 respondents.  $r(104) = 0.806$ ,  $p < 0.05$ , 2 tailed. From the result, it shows there is significant correlation between job satisfaction and the leadership and the strength of correlation is very strong because it range between 0.70-0.89. Therefore, because of the strength of correlation is very strong then H2 is accepted since there is significant relationship between leadership and job satisfaction among the UniSZA's staffs.

H3: There is significant relationship between career development and job satisfaction

This correlation is analyzing by using mean of job satisfaction and mean of career development. The result is 0.882, which is positive, and the significant is .000. N is referring to 104 respondents.  $r(104) = 0.882$ ,  $p < 0.05$ , 2 tailed. From the result, it shows there is significant correlation between job satisfaction and the career development, and the strength of correlation is very strong because its range between 0.70-0.89. Therefore, H3 is accepted because there is significant relationship between career development and job satisfaction.

## CONCLUSION

Samples of 120 employees are randomly selected from several department or offices that are selected through simple random sampling technique. Questionnaires are distributed among these employees in gathering data based on factors affecting their job satisfaction. The questionnaire consisted of five sections where section A data is on demographic factors and section B on independent variable, which is organizational culture. Section C involves of leaderships and Section D is for the question of career development. In addition, the final section, which is Section E, is for the job satisfaction. Once the questionnaire is collected, there are just 104 respondents that have returned them to the researcher. The rest of 16 questionnaires the respondent may be are not interested to answer the questionnaire due to some reason. Once the data are selected, data grids are use of in presenting the collected data. After the data presentation, qualitative data analysis methods used in analysing and drawing conclusions upon collected data even though the collected data are of qualitative nature.

After the researcher gets the result of finding, there are three objectives need be to achieve for this study. From the analysis, the result shows that all of the objectives have been achieved in this study. All of the factors suggested by the researcher are accepted because from the finding, all of them are significant. The first objectives which is to determine the levels of job satisfaction among the staffs is achieved, where by the organization culture is first factor that reach the higher result and follow by the leadership and career development.

The second objective of the research is achieved, which to examine the factors that influence the job satisfaction among the staffs. Therefore, what we can conclude is the organizational culture, leadership and career development is important to make the satisfaction among the staffs in job higher. The organizational culture factor, it is important because when the environment in workplace is good, the employees will enjoys doing the job without stress. The leadership in the organization plays an important role to increase job satisfaction. The leadership factor accepted when the leader always provide feedback and guidance on the work that been done and have the skills to make good decisions. It will make the employees become more comfortable with the leader and happy working with the approachable leaders.

The career development influences the job satisfaction because from that the employees will get the opportunity to do different work from time to time according to their abilities and expertise. The top management needs to make the promotion policy towards the employees fair and talents to the oriented and achievements based on real work.

Based on the data analysis result, the objective is to identify the most important factor that influence job satisfaction achieved and the result show there is a significant relationship between organizational culture and job satisfaction. From the Pearson correlation analysis, the result indicates as near perfect with 0.907 and it shows that the staffs are satisfied with the organizational culture in the environment of workplace at UniSZA.

The culture is very important in the organization because the culture can help the members of the organization doing the jobs in effective, discipline and dedicated ways, so that they can help the organization to increase the competitive advantage against the others company. This factor also can attract the new employees to work and join the organization and increase the organization capabilities in many ways and stand out from others. Since the culture of working in the organization is nice, it will affect the mood of working such as happy, do not stress with the job even though they have many jobs and have good relationship among the colleagues.

With the use of data analysis, it is reasonable that several factors will affect staff's job satisfaction and that staffs are also expecting the management to make remedial actions on factors such as organizational culture, leadership and career development in order to maintain those them in positive manner. Even though, these three factors in this research are acceptable, many other factors can give an impact in job satisfaction of staffs such as promotion, salary and so forth. The management need to take care of the staff's well-being, so that the satisfaction among the staffs will increase. It makes the staffs loyal and shows high competencies in work while reducing turnover.

## RECOMMENDATIONS

The findings of this study indicate that organizational culture; leadership and career development factors are effecting the job satisfaction of staffs in Universiti Sultan Zainal Abidin (UniSZA). Nevertheless, those factors are strongly effecting their job satisfaction because according to the each factors value of correlation coefficient is very strong. Finally, the researcher can say, sometimes those factors effected to the job satisfaction of the staffs. After researcher has concluded the result, it is followed by the recommendation that give an opinion based on the result of the data analysis.

### Company

#### 1. Create an Atmosphere of Growth

Work is more than one source of income. Work is a place for employees to grow and learn. Employers can create an atmosphere of growth by providing training, recognized benchmark and celebrate the achievement.

Employers should also encourage workers to take risks and learn new skills. Employees will become bored and lose motivation if they are not given the opportunity to develop their skills and responsibilities.

## **2. Promote Good Health**

Poor health is not only damaging to employees, it can be detrimental to the organization's services. An organization has to pay the high cost of stress-related illnesses, such as hypertension, gastrointestinal problems and substance abuse. Chronic stress has many negative side effects such as weight gain, lower immune system, increasing risk of disease and fatigue. The employers should encourage employees to reduce stress levels and improve their overall health.

The first step is to educate employees about health topics such as providing reading materials or special seminars. When the employees know about health topics such as stress, exercise, healthy eating and organize a health-related contest such as Wellness Program among the staffs. If all the officials' staffs are involved, employees will be more likely to achieve their goals and offers employee motivation and support systems.

To help employees make positive lifestyle changes, the employer must provide a pantry and equipped it with a fridge and microwave to prepare healthy meals. Employers should also encourage workers to rest for a while and make a little exercise because the impact will be all day. If possible, offer a discount on gym membership. This will encourage employees to be positive at the office and exercise regularly.

## **3. Encourage Social Connections**

Employers need to find ways to encourage social relationships among employees. Employers should consider the office appeals that promotes communication between each other with arrange workstations, so that employees can see each other and talk.

Employers can also promote official celebrations for holidays and birthdays. This celebration does not have to be expensive, it can be as simple as asking everyone to bring a dish. Although there is no reason to celebrate, encourage employees to have lunch together which provides a comfortable seating area.

Socialization is not limited to office hours such as promote the socialization of officers as a volunteer program. The offers to change the staff to develop relationships outside the office, while promoting the company in a positive way. Community service is a great way to build a positive reputation and it is a happiness booster for employees.

## **4. Give Reward and Recognition**

If an employee has done something unusual, innovative, valuable, useful or good as employers, you should thank them personally, by company e-mail, in a meeting of all employees and others. One of the ways to give recognition is given those bonuses or promotion, so that the employee will increase their performance in the future.

## **5. Training/Skills Development**

Skills development is good for business and good for the spirit, if it is done in the right way. The more cynical employee might say that you are just doing this to make more money, but good managers are those who believe in career development.

## **6. Continuous Communication**

People tend to communicate less at a bad time, when in reality, they need to communicate more because in reality the staffs face up many problem that they need to ask or discuss to solve the problem. When the staffs do not communicate to each other for the matter in organization, may be problem cannot be fixed up. The company also needs to step up their efforts to communicate and share important information. If there is no good news to share, they will share the reality of their current situation.

## **7. Future Research**

This research will need to continue in the future so that the issues about the job satisfaction among the staffs in one of organization can be managed and can avoid the absenteeism and turnover of the employees. This research can also help the employers to organize the management when it involve the employees and take care the well-being of the employees, so that the employees are loyal to the company. The future researcher needs to study more about the issues, which affects the job satisfaction among the staffs.

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