

Job Satisfaction among Academic Staff in TVET Institutions

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Abstract—The scenario of the Covid 19 pandemic and movement control order (MCO) force closing all the higher institutions in Malaysia. Due to this situation, online learning implements by educators at home plus household matter demotivated and lead to a decrease in job satisfaction. Therefore, the purpose of this study to identify the relationships concerning recognition, promotion and also to identify if there exists a differences job satisfaction of male and female among academic staff in Politeknik Sarawak which include Politeknik Kuching Sarawak (PKS), Politeknik Mukah Sarawak (PMU) and lastly Politeknik Metro Betong (PMB). Data was collected from 324 academic staff and analyzed using correlation and Mann-Whitney U test analysis. There is a significant relationship between promotion with job satisfaction compared to recognition. The female consists of (48.1%), and male (51.9%). Only the recognitions have significantly corelated with job satisfaction compare to promotions. Based on the Mann-Whitney U test there is no different of job satisfactions between genders. This outcome of this research can benefit the decision-makers such as governments, institutions, and policymakers to give suitable recognition and promotion to educators to enhance their job satisfaction.

Keywords—*Job Satisfaction, educators, recognition, promotion, Covid 19 pandemic*

I. INTRODUCTION

The Covid 19 pandemic, needs urgently changing in educational systems environments which educators and students need to adopt a technological environment for online learning and teaching [1]. A prior finding in [2] studies stated that a low mastery of ICT skills among teachers has caused them incapable to apply ICT in their teaching and learning activities. This can reduce the motivation and job satisfaction among educators which did not have any knowledge and skills toward online learning. Teaching online classes during Covid 19 pandemic has a prominent influence on job satisfaction among the 252 educators in secondary school Dharmapuri District, Tamil Nadu [3]. [4] The factors include environment, remuneration, promotion chances, working conditions, job security, and coworkers were identified to be the six criteria that can affect the staff academic satisfaction level in a previous study of job satisfaction in Bahawalpur Colleges, Pakistan. According to the study's findings, professors reported higher levels of job satisfaction than

research assistants. Job satisfaction among educators also influences by demographic factors include age, gender, and length of services [5-7]. Academicians' job satisfaction levels were in moderate level according to a study [8] on the relationship between job satisfactions. Recognition given to individuals or groups of employees can also encourage them to finish their jobs on time or even before the dateline.

Past research found that employers can significantly impact job satisfaction when their people do well in terms of relationship, and quality and quantity of projects or programs. [9] individuals or groups are entitled to receive recognition after executing innovative performances or managed to simplify work processes within an organization. Furthermore, one of the most significant aspects of job satisfaction is promotion. According to a study conducted by [10], academics are more motivated and devoted to performing their jobs and being satisfied with their work if they are offered the option for advancement based on great performance. The importance of job satisfaction among educators leads to this study. Inconsistent findings and lack of research on this matter attract authors to do this research. Hence, this paper is an attempt to identify the relationships concerning recognition, promotion and also to identify if there exists a differences job satisfaction between genders among academic staff in Politeknik Sarawak. The findings can help the institutions, government to implement policies to help educators facing the situations.

II. LITERATURE REVIEW

Workers who are satisfied with their jobs are more motivated, put in more effort, and are more likely to perform well than those who are not [11-12]. Satisfied workers are more productive and will remain longer in the company compare to dissatisfied workers who will be less productive and more inclined to quit [13]. At least three outcomes (retention, attrition, and absence) and at least three major influences (demographic variables, job role-related characteristics, and work experiences) have been investigated [14]. Age, education level, gender, marital status, and tenure are all factors that influence job satisfaction [15-17]. Result survey from the academicians of Khyber Pakhtunkhwa, a

province of Pakistan shows females are more satisfied, age group more than 40 years old with the length of services more than 20 years score shows the highest mean score of job satisfaction. This support by [18], which the age, commitment, and length of services have positive relationships with job satisfaction. Work from home (WFH) during MCO, forces educators to fully adopt information technology without any help or facilities provided [19], emphasis on top management to provided facilitating conditions and system quality which are the factors that motivate academics to use online learning including the provision of computer support and the new IT innovation adoption by the organization. The institutions of higher education in Portugal state that recognition is an important element to determine the levels of satisfaction among lecturers during their time serving in higher education institutions [20]. Recognition of creative ideas may have implications on the organization in the future [21]. [9] claimed that recognition can lead to problem-solving in a creative organization. Recognition is one of the best ways to increase educators' quality of teaching [22]. In terms of education, educators should prepare well beforehand for class sessions by preparing notes, screen projectors, internet, and e-learning whenever applicable. Therefore, recognition can be given to employees in the form of praise or awards, either achievement certificates or rewards, bonuses, and increases in salary as showing that positive values have a good impact on the organization.

Furthermore, opportunities for advancement may arise based on seniority, ability, or both. Seniority is determined by the length of time spent in the organization, but it can also be determined by the date of service, the departments or units served, and the specific types of work performed [23]. Several methods, such as structured career path, occupational restructuring, research development, job postings, and career advancement, can be used to promote worker advancement [24]. Managers, on the other hand, can decide on promotions based on recommendations from the employee's supervisor, records appraisal, experience, company objectives, and educational background [25]. There is a positive relationship between promotion and job satisfaction among Pakistani university teachers [26]. [27] discovered a relationship between employee job satisfaction and promotion. Once recruited as an educator, young teachers and researchers may benefit from the change in career path. Promotion is a key issue that people consider before entering any profession. In the situation where avenues exist for individuals to progress in a job by following the academic ladder or ranks, they will be ever willing to enter and stay.

III. RESEARCH DESIGN AND METHODOLOGY

To collect data for this study, a survey was used. The questionnaire instrument was divided into two sections. The first section focused on gathering demographic information from respondents, includes age, gender, marital status, salary, education level, and length of service. The second section includes 21 items related to recognition, promotions, and job

satisfaction. For these 21 statements, this study used a Likert scale of 1 for "strongly agree" to 5 for "strongly disagree". The questionnaire was developed in English adopt from job satisfaction [28, 29] recognition, [22] and promotion from [10]. The questionnaires distributed to 500 lecturers at Politeknik Sarawak (Politeknik Kuching Sarawak (PKS), Politeknik Mukah Sarawak (PMU), and Politeknik Metro Betong Sarawak (PMB) in August 2020 via email and WhatsApp's between colleagues. This study followed Krajie and Morgan's [30] proposed sampling size to obtain the target respondents for the survey. SPSS Version 26 was used for this purpose. The reliability tests on the identified variables for this study were found to be acceptable and reliable as the Cronbach's alpha values for all the variables are 0.614 above 0.60 [31].

IV. RESULTS AND DISCUSSION

TABLE I. RESPONDENTS' DEMOGRAPHIC PROFILES

Characteristics		N	(%)
Sex	Male	168	57.9
	Female	156	48.1
Status	Married	164	50.6
	Single	160	49.4
Age	26 until 35 years	57	17.6
	36 until 45 years	177	54.6
	Above 46 years	71	21.9
Salary	Below Rm2500.00	26	5.9
	RM2501 until RM3500.00	82	8.0
	RM3501 until RM4500.00	106	25.3
	above RM4501.00	110	32.7
Education Level	Diploma	16	4.9
	Degree	188	58.0
	Master	108	33.3
	PHD	12	3.70
Length of Svc	Less than 5 years	43	13.3
	6 to 10 years	180	55.6
	11 until 15 years	30	9.3
	Above 16 years	71	21.9

Table 1 shows the frequency and percentage distribution of respondents by gender. A total of 168 respondents (51.9%) are male while 156 (48.1%) are female. Table I shows the frequency and percentage distribution of marital status. A total of 164 people (50.6%) respondents is married while 160 respondents (49.9%) are still single. Overall, the respondents are aged between 26 until 35 years old, with a total of 177 respondents (54.6%). This is followed by 57 respondents (17.6%) aged less than 25 years. The number of respondents under 36 until 45 years is 71 people (21.9%) and the lowest percentage is for respondents aged above 46 years (6%). The respondents are mostly freshly graduating when they started working in the Sarawak Politeknik since they opened around the year 1990 to 2005. About 26 people (8.0%) has salaries below RM2500.00 and 82 people (25.3%) are paid between

RM2501 until RM3500.00. Additional percentages showed a total of 106 people (32.7%) have salaries between RM3501 until RM4500.00 and 26 people (8.0%) earn salaries above RM4501.00. Salary increments are based on grade and experience. The results from the study showed that 43 respondents (13.3%) have a length of services of less than 5 years, followed by 6 to 10 years tenure with 180 respondents (55.6%). Furthermore, 30 respondents (9.3%) have 11 to 15 years of length of service and 70 people (21.6%) have worked more than 16 years. This is followed by 9 people (8.9%) that have 9 to 12 years of work experience and 3 people (3%) that have taught for more than 12 years. lastly, a total of 188 respondents (58.0%) has a degree, as this is the minimum requirement for teaching posts. This is followed by 108 respondents (33.3%), who have master's degrees. 16 respondents (4.9%) are diploma holders, while 12 respondent (3.70%) has a Ph.D.

TABLE II. PEARSON CORRELATIONS FOR IDENTIFIED FACTORS AND JOB SATISFACTION

Variables	Significant value (p)	Pearson Correlation (rs)
Recognition	0.000	0.250
Promotion	0.093	0.093

^a Significant value with $p \leq 0.05$

The analysis from Pearson Correlation coefficient test, this study found that only recognition has significant positive relationships with job satisfaction. with a correlation coefficient of 0.050 and its p-value is smaller than 0.05; and promotions have not significantly correlate of 0.093 and its p-value is higher than 0.05.

TABLE III. JOB SATISFACTION BETWEEN GENDERS (MANN- WHITNEY U TEST)

	Job satisfaction	
Mann- Whitney U		12.962.000
Wilcoxon W		27.158.000
Z		-1.69
Asymp. Sig. (2-tailed)		.866
Sum Of rank	Male	27158.00
	Female	25492.00
Mean Rank	Male	161.65
	Female	163.41

Referring to Table III, because the two gender groups were not normally distributed, the Mann Whitney U test was used to determine whether there is a difference in job satisfaction between male and female academic staff. The result indicates assymp. sig (2 tailed) 0.866 (unsignificant there no difference of job satisfaction between genders.

V. CONCLUSION

The primary objective is to identify the relationships between recognition, promotion with job satisfaction among academic staff in Politeknik Sarawak and to identify if there exists a difference job satisfaction of male and female among

academic staff in Politeknik Sarawak. Firstly, the analysis shows that there is a significant relationship between the levels of job satisfaction with recognition among academic staff in Politeknik as the correlation value is semi-weak and positive. This parallel with finding from [22], recognition can be given to employees in the form of praise or awards, either achievement certificates or rewards, bonuses, and increases in salary as showing that positive values have a good impact on the organization. Secondly, the test was conducted to examine the Mann-Whitney U test result showed that. The result indicates there no difference of job satisfaction between genders. This finding support by [32] whereby female staff is more satisfied than their opposite. Further research should be conducted due to the limitations in this research, for instance due to movement control order (MCO) due to Covid 19 pandemic. Hence these limitations can be elaborate in carried out the next research agenda, as the effort to enhance the contributions to the knowledge and policy implementations.

ACKNOWLEDGMENT

We acknowledge the Politeknik Mukah, Sarawak, Malaysia and Politeknik Negeri Sriwijaya, Indonesia for motivation support and provision of enabling working environment. Also appreciate the conference organizer (ABEC 2021) Politeknik Caltex Riau, Indonesia given opportunity for us to join the conference.

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