Evaluation of Academic Staff Job Satisfaction at Malaysian Universities in the Context of Herzberg's Motivation-Hygiene Theory

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Abstract

Most academic staff don't know what exactly makes them satisfy or dissatisfy at university and based on which effective factors they can improve and increase the level of their outcomes. Dissatisfaction occurred amongst academic staff when they don't receive any basic motivational factors, versa job satisfaction happened when they obtained at least the fundamental facilities and considered via workplace (managers, leaders, and supervisors). There are numerous and effective factors that change attitudes and feelings of academic staff toward the job, likewise, change level of their outcomes; furthermore, recognizing these effective factors that rise level of job satisfaction among these group of staff; similarly, analysing this factor as one of the important organizational factors in the context of Herzberg's Motivation-Hygiene Theory determined as main objective of this literature review. Overall, in this research endeavours to finding brilliant points and motivational factors that influence job satisfaction and clarifies them in an educational situation such as the university.

Keyword: Job Satisfaction, Academic Staff, University, Herzberg's Motivation-Hygiene Theory, Workplace

1. Introduction

Workplace and organizational relations have an effective role in advancing the condition and efficiency of well-being. Considering work and its atmosphere has been impressing more in the modern world, because of its conductive role in workplace outcome (Sirat, 2010; Kok & Cheah, 2011; Kok, Cheah, & Ang, 2011). Corresponding to the importance of work and its situation, caring human resources who improving and rising work consequences is super valuable, and it has been emphasized further from most of the researchers in the industrial and organizational areas (Huselid, 1995).

Job satisfaction assumed as one of these imperative and positive factors that have considerable influence on staff attitudes, believes, and performance; and conducts them remarkably (Strydom, 2011). Indeed, satisfaction from a job determined as a basic and principal factor that can be the main cause of performance, behaviour, and staff reactions at the workplace (Ahsan, Abdullah, Gun Fie, & Alam, 2009). In this regard, social psychologists referred to individuals' requirements that have been satisfied with internal and external factors and highlighted to the main role of these factors in appearing and growing job satisfaction at the workplace (Gordon, 1996; Franzoi, 2006).

Considering to staff feeling and attitudes from managers, leaders, and supervisors and evaluating the level of their approaches on work outcomes that sometimes satisfaction shift to dissatisfaction is important; furthermore, the main factors that have an association with the level of satisfaction has to find and examine significantly (Ahsan et al., 2009). On the whole, there are numerous organizations that have not made job satisfaction as the main priority, possibly because they do not entirely recognize the benefits an organization can achieve through satisfied staff. The satisfied staff tends to be more dedicated to their managers and most of the time are more productive and creative. Therefore, a high level of job satisfaction will lead to a low level of turnover and absenteeism and a higher dedication too organizational objectives, because a satisfied staff is

motivated to go to work where his or her requirements are satisfied (Blevins, 2005). Some factors such as the amount of salary can be the cause of negative and unacceptable or positive results (low level of performance, job cancelation, job burnout or frustrating; or versa, high level of performance, more work engagement, high level of outcomes, etc.). Likewise, some factors such as emotional intelligence assumed as a positive motivational factor for job satisfaction among staff at the workplace (Coetzer, 2013). Even the types of personality effect on staff attitudes and changes the level of their satisfaction (Naz, Rehman, & Saqib, 2013).

Recognizing effective factors at the workplace specifically constructive factors from managers' side assumed so important because it can remain considerable and valuable results; as well, identifying uncommon and negative factors, also endeavour to reduce them assumed as one principle responsibility for managers and staff. Generally, there are a lot of factors such as rewards, salary, work condition, co-workers, etc. can change the level of performance and satisfaction. Besides, job satisfaction comprised different components (work, salary, reward, co-workers, and supervision) that influence staff views regards their job (Noraani, 2013). In this present literature review that derived from the doctoral thesis of the investigator, has been focused on job satisfaction amongst academic staff who worked in Malaysian universities (Public Research Universities in Klang Valley Malaysia) in the Context of Herzberg's Theory, and tried to obtain literature reviews in this specific sample group and workplace.

2.   Job Satisfaction

Job satisfaction originated from internal feelings and attitudes that staff showing regards the job and its environment (Dawal & Taha, 2006). Furthermore, it defines a measurement of favourable and positive feelings of staff at the workplace (DeNobile & McCormick, 2008). In this regard, Nyame-Mireku (2012) explained that job satisfaction as the amount to which individuals like or dislike their jobs, or easily put, individuals 'feelings about their jobs and the various facets of their jobs. In actual fact, it is a concept confidentially connected to intent to leave. Graham (1982) likewise reported job satisfaction is a measurement of an individual's feelings and approach towards his or her job. In the same way, Khalid and Farzand (2016) who are focused on 418 staff in the bank in the Peshawar region explained that job satisfaction is concerned, and two groups of intrinsic factors and extrinsic factors can influence on it. The Intrinsic factors contain advancement, values, and recognition, etc. Extrinsic factors additionally comprise pay, working conditions, and supervision, etc.

Job satisfaction is defined from Maia (2011) view and the scholar explained that a staff perception of job satisfaction, positive or negative, derives from all aspects of the staff's role to comprise, but not limited to, job tasks, human interactions, working situation, production goals, work-life balance, and organizational policies and procedures. In 2012, Roopai focused on Herzberg's Theory and determined the definition of job satisfaction from this theory side, job satisfaction determined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. The researcher explained that a person with a high job satisfaction holds positive feelings towards the job, and the one who is dissatisfied with it has negative opinions towards it. Job satisfaction seems to play a substantial role with respect to the motivational factors associated with it. The implications of understanding the factors of job satisfaction are immense (Magny, 2012).

For the most part, job satisfaction assumed as an effective factor among staff can create the considerable condition for physically and mentality well-being, additionally, it has a direct relation with absenteeism, turnover rates, the high or low level of performance, and relation with co-workers, etc. (Mohammad, Quoquab Habib, & Alias, 2011). Two factors of work and its environment create job satisfaction (Eslami & Gharakhani, 2012). Based on Alam and Fakir Mohammad (2010), job satisfaction demonstrates positive believes and feelings toward the job and its situation. The first assessment and consideration toward job satisfaction amongst staff have been organized on 1930, the researcher in that decade shown more highlight on work that job satisfaction derived from it (Hoppock, 1935; Ali, Kertahadi, & Nayati, 2014). Job satisfaction as an organizational factor included various information about work, staff, and work environment. Job satisfaction has been demonstrated to influence employees 'intention to leave or stay, hence the need to assess

pharmacists 'job satisfaction. It is also important to determine what factors impact their intent to leave or stay and what relationship demographic factors have on this intent. Total, job satisfaction, and job dissatisfaction are created via various elements of the work environment and the content of the job (Maia, 2011). Job satisfaction overall to be positively linked to job performance and achievement (Dickens, 2011).

2.1 Why Job Satisfaction in University is Important?

University being one of the basic parts of educational areas has a direct influence on advancing society (Dhanapal, Alwie, & Subramaniam, 2013). Moreover, the effective factors that rise scientific levels and consequences of the university require to be considered. One of these key factors with these qualities is job satisfaction that provides an appropriate situation for developing the outcomes of the university and creates enough atmosphere for the presence of staff at university (Strydom, 2011). Correspondingly, Muhammad Masum, Kalam Azad, and Beh (2015) studied job satisfaction of 356 academic staff from 10 private universities in Bangladesh; they reported university as an educational area expands knowledge and scientific science among individuals. Moreover, understanding well-organized factors that make a great influence on the university's outcomes is valuable. In reality, job satisfaction is one of these valuable factors that should be considered at the university.

Khalifa and Truong (2010) clarified job satisfaction has a critical role at university; as well, it predicts the amount of staff performance and scientific results at the university. There is a positive connotation between the outcomes of university and job satisfaction. Besides, the study of job satisfaction as an organizational factor at university refers to a collection of information about job, staff, and workplace. These factors are so supportive of decision-making and reducing the difficulties of educational organization policies and social behaviour. Certainly, job satisfaction assumed as a well-known instrument for classifying difficulties and changes evidence that occurred among staff (Patrick & Sonia, 2012). Regards the brilliant role of job satisfaction among staff and its impact on results of the university, Gebremichael and Prasada Rao (2013) pointed out that the health of university depends on the presence of job satisfaction. As a matter of fact, it can prevent some negative behaviours and advance staff situations at the university. These negative behaviours can appear in the form of turnover, low productivity, slowness, and absenteeism. There is a negative association between job satisfaction and these unpleasant behaviours. Overall, the lack of consideration of job satisfaction amongst staff leads to deficient organizational behaviour. Quite the opposite, the existence of job satisfaction among staff grows levels of their abilities and motivations. Furthermore, this factor development the outcomes of the university. Similarly, staff proves considerable behaviour such as a high level of productivity, loyalty, dedication, and punctuality at the university. Refining job satisfaction among staff at the university automatically and conspicuously rises other factors such as presentation, activity, and relation with co-workers. Contrariwise, lowering the guard towards job satisfaction leads to aggression, low level of responsibility, exhaustion, insufficient relation with other staff, and many other possible adverse behaviours at the university. Also, for the success and growth of the university, job satisfaction expected as a vital factor that assurances the happiness of the university (Ahmad et al., 2010; Eslami & Gharakhani, 2012).

2. 2 Academic Staff Job Satisfaction and its Vitalities

Demand for job satisfaction determined as one of the main requirements of academic staff at the university. Furthermore, the presence of this important human need is tangible and should be careful in the work environment. Job satisfaction is an influential factor that affects staff performance at university. Equally, signs of its presence measured by the amount of staff accountability, behaviour, reactions, and relation with others (Sohail & Delin, 2013). Job satisfaction presumed as the main facet of human resources whose presence impressions on certain unaware behaviours and can steer them in the right direction. Also, a precise distinguishing of job satisfaction has a positive influence on the attitude of academic staff at the university. As a matter of fact, there is a meaningful association between job satisfaction and unaware behaviour (Ahsan et al., 2009). In their major study, Wan Ahmad and Abdurahman (2015) focused on the role of job satisfaction

among academicians. The researchers found that staff who have a high level of job satisfaction show acceptable organizational behaviour and prefer to continue at the university.

On this subject, job satisfaction measured as a significant topic in the human resources field and has much practice at public research universities (Sadeghi, Zaidatol, Habibah, & Foo, 2012). Job satisfaction states to the enjoyment feeling that derives from performing job and motivations which influences on staff attitudes and beliefs (Noordin & Jusoff, 2009; Maharjan, 2012). Based on these explanations about job satisfaction and its role in academic staff attitude, Worrell (2004) highlighted the role that job satisfaction plays in staff presentation and activities. Likewise, the researcher stated there is a meaningful association between these factors at the educational organization. Correspondingly, Tella, Ayeni, and Popoola (2007) studied 200 library personnel in all research and academic libraries that assumed as research institutes in the Oyo State of Nigeria. The investigators of this study found that work motivators have a high contribution to staff job satisfaction. Job satisfaction appears in different behavioural reactions and has a direct influence on staff performance in the work environment (Cortese, 2007).

2. 3 Academician Job Satisfaction in the Context of Malaysian Universities

The presence of some positive factors such as job satisfaction provides a satisfactory situation for productivity and prevent the surfacing of some problems and malfunction feelings amongst academic staff at the university. As a matter of fact, this positive factor suggests suitable motivation to start and continues scientific and educational activities at the university. Job satisfaction likewise assumed as one of the effective factors among academic staff that changes their attitudes in the direction of the job and any items that depend on it. In other words, job satisfaction has a fundamental role in outcomes of universities in most countries including Malaysia (Wan Ahmad & Abdurahman, 2015). Furthermore, the main interesting point about job satisfaction is a positive feeling and approach toward job and workplace among academic staff (Santhapparaj & Alam, 2005).

Considering increasing the number of universities in Malaysia when compared to earlier decades, job satisfaction as a main organizational factor is regarded as very important (Ahsan et al., 2009). This is because by expanding universities in Malaysia, some academic staff probably face more obstacles and various response reactions toward them at the university. Moreover, focusing on job satisfaction assumed as one of the main projects in wholly public research universities. By the way, providing applicable conditions without any problems is imperative and affects the academic staff's physical and mental health (Voon, Lo, Ngui, & Ayob, 2011). In their study, Khin Wong and Heng (2009) focused on 100 academic staff in Malaysian universities. The investigators discovered that job satisfaction manifested as different factors such as policy, salary, and administrations that have a meaningful impact on staff attitude. Similarly, Sadeghi et al. (2012) found that the performance of academic staff is a crucial factor in improving the level of scientific outcomes at the university. Additionally, job satisfaction is one of the main factors that impact on the quality of these results and increases their amount. Furthermore, the Malaysian public research universities have enough consideration on job satisfaction as a vital organizational instrument. Based on the important role of various factors on job satisfaction, Wadhwa, Verghese, and Wadhwa (2011) explained that these factors have a unique role in transforming the level of job satisfaction among staff at the workplace. Indeed, the existence of motivator factors can be useful for the work cycle at university (Mohammad et al., 2011).

2. 4 Job satisfaction in the Context of Herzberg's Motivation-Hygiene Theory

One of the principles and main theories in the area of job satisfaction and workplace is Herzberg's Motivation-Hygiene Theory proposed by Fredrick Herzberg (1959). In fact, the concept of job satisfaction emerged in Herzberg's theory. This theory indicates that job satisfaction and dissatisfaction are formed by various work factors related to job content. Frederick Herzberg concluded that certain factors in the workplace result in job satisfaction (Maia, 2011).

In 1959, Herzberg, Mausner, and Snyderman reported that job satisfaction is motivated by various factors, similarly, it is one of the principles causes of motivation and satisfaction among staff at the workplace.

Correspondingly, Vroom (1964) explicated that motivation is originated from the Latin word movere that means to move. Based on this theory, job satisfaction is strongminded as one of the basic human needs. Additionally, it plays a key role in changing approaches and opinions of staff toward their job (Herzberg, 1964; Tan &Waheed, 2011).

The theory is divided into two major parts. These parts are motivation and job satisfaction. Each of these groups also states to job content or motivation factors and job context or hygiene factors. The job content is identifiable as internal motivators such as personal growth, accomplishment, acknowledgment, and emotion; also, job context is familiar as external motivators such as salary, good pay, and work condition (Ahmed et al., 2010). These motivators generate job satisfaction that improves other requirements in different levels of human needs such as self-actualization (Malik, Nawab, Naeem, B., & Danish, 2010).

Conferring to Herzberg (1959) there are certain factors in the work environment that reason job satisfaction. For the job content part, some theories such as Maslow (1954), McClelland (1961), Herzberg (1966), and Alderfer (1969) concentrated on individual demands. Moreover, the investigators explained that self can play a great role in vis-àvis of motivator factors (Tan & Waheed, 2011). The self refers to all the factors that relate to feelings for satisfying individual needs (Widiger, 2005; Althoff, 2010). Based on this theory job satisfaction is determined as a primary human need that should be satisfied like other requirements such as water, shelter, and food (Maslow, 1954).

As a rule, this basic human need plays an important role in enhancing the self towards environmental conditions (Fatimah, Amiraa, & Halim, 2011). Herzberg's Motivation-Hygiene Theory refers to items that affect primary needs and improve self (Tan & Waheed, 2011). This theory indicates certain factors that cause job satisfaction, in this manner; individuals demonstrate a variety of reactions at the workplace (Klassen, Usher, & Bong, 2010).

Herzberg's Motivation-Hygiene Theory likewise concentrated on the main needs which were recommended by Abraham Maslow (1943) and the various ways it is satisfied (Reid-Cunningham, 2008). Certainly, job satisfaction is one of the principal needs that is dependent upon several factors in private and social life (Poropat, 2009). According to this theory, individual needs are demonstrated as a logical form of the hierarchical pyramid of Maslow and the basic lower-level needs should be satisfied first (Nasir, Fatimah, Mohammadi, Wan Shahrazad, & Khairudin, 2011).

Moreover, the development of these individual requirements depends on realizing efficient factors. The Herzberg's Motivation-Hygiene Theory proposed that a job has a main role in satisfaction and is assumed as a principle source of this organizational factor (Aziri, 2011). Based on this theory, there are various factors that modify the feeling and view of staff about their job (Kumar & Singh, 2011; Tan & Waheed, 2011).

Concerning the theory, Noell (1976) clarified that job satisfaction enhances staff performance at the workplace. Similarly, Spiendler, Kruse, Zwisker, and Pederson (2009) explained that there are various factors that influence job satisfaction and motivate this factor towards job and workplace. Equally, Stello (2011) described that the amount of job satisfaction or dissatisfaction assumed as two independent phenomena that become known by various factors, in Herzberg's theory. Additionally, Olorunsola (2012) analysed 400 staff that were randomly selected among South West Universities in Nigeria. The researcher emphasized that job satisfaction is a significant topic in universities and appeared in different job skills and factors. As a matter of fact, job satisfaction is a combination of various items such as psychological and environmental situations. To sum up, job satisfaction is a set of social and psychological requirements in personal and social life that is affected by different factors.

In the case that staff is satisfied with their job, motivators take place, but removing the motivators does not automatically result in dissatisfaction. This issue precisely emphasizes the view of Herzberg's theory regarding the separation of job satisfaction and job dissatisfaction; it likewise determines them as two independent

experiences. Furthermore, with the effect of motivators on job conditions, some signs of job satisfaction would seem on different levels at the workplace (Herzberg et al., 1959).

These motivators affect states, performances, opinions, and responses of staff and change them in a positive or negative way. Theoretically, motivators are imperative factors for changing job satisfaction at the workplace and have a great influence on its amount amongst staff. These factors are influential motivators that have an extensive impact on basic human needs (Nasir et al., 2011). As Herzberg's Motivation-Hygiene Theory emphasized, these efficient factors for job satisfaction are important modernizers for job content that concentrates on the role of internal factors at the workplace.

3.   Conclusion

Corresponding to the important role of staff at the workplace specifically university, recognizing their requirements particularly those ones lead to satisfaction at work is super important. Furthermore, concentrating and discussing more and more about this organizational feeling can be effective in increasing academic staff engagement and outcomes at university. Moreover, only by knowing practical factors you as researcher, staff, manager, supervisor, etc. cannot avoid or control appearing of dissatisfaction and providing satisfaction feeling at workplace; because except of theoretical knowledge and using some specific models or theories in the job context such as Herzberg theory, it's also necessary to apply them in the practical situation and based on various type of work conditions used-acceptable method or strategy.

Regards Herzberg's theory the absence of motivators always would not lead to job dissatisfaction, only not job satisfaction. So, staff and managers must consider this fact and finding the main internal and external factors that lead to job satisfaction to obtain a high level of outcomes. This is a significant obligation for the majority of organizations specifically educational organizations and educational ministry to preparing suitable conditions (organizing some seminars and workshops regard organizational behaviours) for academicians and focused more toward their requirements those ones have a direct relation with their satisfaction and attitudes about the job.

Limitation of the Study & Research Suggestion

The number of previous literature reviews that focused on academic staff job satisfaction in the context of Herzberg's Motivation-Hygiene Theory at Malaysian universities are less than enough specifically in the public sectors, and in the present investigation, the researcher endeavoured focused in that particular workplace and considered comprehensively to Herzberg theory, but still need more research and data in that academic area (public and private universities) not only academicians also non-academicians.

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