The factors that influence job satisfaction among royal Malaysian customs department employee

Muhammad Ammar Shafi¹, Mohd Saifullah Rusiman¹, Maria Elena Nor¹, Azme Khamis¹, Siti Nabilah Syuhada Abdullah¹, Mohd Syafiq Azmi², Munirah Sakinah Zainal Abidin² and Maselan Ali

¹Faculty of Science, Technology and Human Development, University Tun Hussein Onn Malaysia, 86400 Parit Raja, Batu Pahat, Johor, Malaysia.
²Faculty of Science Computer and Mathematics, Universiti Teknologi Mara, Jabatan Universiti Kota Bharu, Kelantan, Malaysia

E-mail: saifulah@uthm.edu.my, ammar26121991@gmail.com

Abstract. This research aims to spot the factors that influence job satisfaction among Royal Malaysian Customs Department employees. Primary data was used in this research and it was collected from the employees who work in five different departments at Royal Malaysian Customs Department Tower Johor. Those departments were customs department, Internal Taxes, Technical Services, Management and Prevention. The research used stratified random sampling to collect the sample and Structural Equation Modelling (SEM) to measure the relationship between variables using AMOS software. About 127 employees are selected as the respondents from five departments to represent the sample. The result showed that ‘Organizational Commitment’ (p-value = 0.001) has significant and direct effect toward job satisfaction compared to the ‘Stress Condition’ (p-value = 0.819) and ‘Motivation’ factor (p-value = 0.978). It was also concluded that ‘Organizational Commitment’ was the most influential factor toward job satisfaction among Royal Malaysian Customs Department employees at Tower Custom Johor, Johor Bahru.

1. Introduction

Everyone dreams of achieving success in life. Satisfaction describes the feeling of contentment at after completing a task or journey. Satisfaction comes obtaining a big win, being blessed, acing an examination, and others. In order to gain income, a job is necessary. One has to work to get paid and to sustain the cost of living. However, Job satisfaction plays a major role in ensuring employees loyalty. If a person is satisfied with his or her job, the person will have the tendency to remain in the organization, the organization with more satisfied employees tend to be more effective than organization with fewer satisfied employees [1, 2].

Job satisfaction does not help employers manage its people but instead an incentive given in order to retain good employees [3, 4, 16, 17]. Organizations that are able to give it employees a sense of job satisfaction are more likely to retain hardworking employees. There are many considerable factors that produce and stimulate job satisfaction among employees. Examples of such factors are human resource practices, stress, working environment and self-values of the employees.

The length of service (seniority) in one job is the most important criterion for promotion to a higher position which could leads to job satisfaction [5, 6]. Wages increments are often organized on this basis in order to win employees loyalty to an organization. Pay and promotion system gives an illusion of an award that will give employees a feeling that they are being paid at par to their hard work and other co-workers [8, 9]. In any event, a promotion policy that first considers insiders is great for
employee morale and motivation and is often beneficial to the organization. The promotional advancement and scheduled wages increment help maintain motivation among older workers for both genders. It provides a positive drive for them to complete the task delegated to the extent of working overtime in order to meet the dateline given [7, 14, 15].

Hence, a survey was carried out at Tower Royal Malaysian Customs Department Johor Bahru to determine the staffs’ stress, motivation and organizational commitment regarding job satisfaction among Royal Malaysian Customs Department employees. This research helps to determine the relevant factor contributing to job performance and satisfaction. In addition, measuring the level of job satisfaction among Royal Malaysian Customs Department officer helps to understand the problem occurs.

In statistical process control, an early assumption is needed which are the sample observation must be independent and process observation must follow a normal distribution. However, precise data are not always available. In real data, shifted or standard deviation may occur which cause the observation shifted to non-normal distribution. Uncertainty can come from human, measurement devices or environmental. The problem will arise for using normality assumption when uncertain data are presented where another method is needed to overcome this problem [3, 10]. There are other quite considerable studies were carried out to merge statistics with other areas nowadays [11, 12, 13].

2. Materials and Methods

Theoretical framework

| Independent Variable | Dependent Variable |
|----------------------|--------------------|
| Stress Condition ($S$) | ‘Job Satisfaction’ ($Y$) |
| Motivation Factor ($M$) | |
| Organizational Commitment ($C$) | |

Figure 1. theoretical framework.

The research theorizes that factor ‘Stress Condition’ and ‘Motivation’ factor would positively and significantly influence ‘Job Satisfaction’. The research also theorizes that ‘Organizational Commitments’ among employees have a positive and significant influence on ‘Job Satisfaction’. Aside from that, the research also theorizes that certain demographic profiles namely ‘Gender’, ‘Age’, ‘Department’, ‘Length of service’ and their ‘Socio-economic status’ affect ‘Job Satisfaction’.
The construct in the model are:

1. **Dependent Construct (Y)**
   The dependent construct is ‘Job Satisfaction’ (Y). This construct is of primary interest in the research. The research examined the influence of ‘Stress condition’, ‘Motivation’ factor and ‘Organizational Commitment’ towards ‘Job Satisfaction’ among employees’ Royal Malaysian Customs Department Johor Bahru in the future.

2. **Independent Constructs (X₁, X₂, X₃)**
   The independent constructs are ‘Stress Condition’ (X₁), ‘Motivation’ factor (X₂) and ‘Organizational Commitment’ (X₃). This research treats these three constructs separately to examine the influence of each construct on job satisfaction toward Royal Malaysian Customs Department.

**Research design**

Research design is a map or blueprint of the research to be carried out. This research used single cross-sectional design since the data was collected only once from the sample of workers at Tower Royal Malaysian Customs Department Johor Bahru branch. Single cross-sectional design is best suited for a research that have many variables and useful to gather information on people’s attitudes and behaviours. This research included all departments in this company that will be selected as respondents [16, 17].

**Data collection method**

This research used primary data via questionnaire. Pilot surveys comprised of ten respondents as sample answered a test-run version of questionnaire to obtain a general idea of the current situation. The questionnaires were prepared bilingually in both Malay and English to help facilitate respondents answer the questionnaire [16, 17].

**Research instruments**

The researcher designed the questionnaire to get information from the respondents. The researcher divided the questionnaire into four sections which are Section A: Demographic Profile, Section B: Job Satisfaction, Section C: Stress Condition, Section D: Motivation Factor and Section D: Organization Commitment. The questionnaire measures factors that contribute to job satisfaction among Royal Malaysian Customs Department employees at Tower Royal Malaysian Customs Department Johor Bahru [16, 17].

**Normality Test**

For a series \{Xₜ\}_{t=1}^{T} with mean \( \mu \) and standard deviation \( \sigma \). Let \( \mu_r = \text{E}[(x - \mu)^r] \) be the \( r \)th central moment of \( X \) with \( \mu_2 = \sigma^2 \). The coefficients of skewness are defined as

\[
\tau = \frac{\mu_3}{\sigma^3} = \frac{E[(x - \mu)^3]}{E[(x - \mu)^2]^{1/2}}
\]

Zero value of \( \mu_3 \) and thus \( \tau \) indicates that the series is symmetrical or in other words normally distributed [16]. A symmetrical series is most favourable and is noted by a skewness measure of between -1.0 to 1.0 [17]. However, generally, the acceptable skewness measure ranges from -3.0 indicating the data is extremely skewed to the left, to 3.0 indicating that the data is skewed to the right [17].
The Reliability Analysis

Coefficient alpha, founded by Lee Cronbach in 1951, tests the internal consistency of a psychometric instrument. The formula for the standardized Cronbach’s alpha is as follows:

\[ \alpha = \frac{N \cdot c}{N-1 + \bar{c}} \]  

where N is equal to the number of items, c-bar is the average inter-item covariance among the items and v-bar equals the average variance.

It can be seen that an increase in the number of items, improves the Cronbach’s alpha. Conversely, a small value of the average inter-item correlation decreases the alpha (holding the number of items constant). Cronbach’s Alpha is calculated for each set of items measuring the same factor to provide proof of reliability and consider the Cronbach’s Alpha value above 0.7 is sufficient [9].

The Structure Equation Modelling (SEM) using AMOS

The statistical technique is employed to model the inter-relationship among variables in the research (Stress condition, motivation factor and organizational commitment). The results of this analysis gives a better understanding of variables that best explained the construct [5].

3. Results

Normality test results

| Variable          | Items                      | Skewness |
|-------------------|----------------------------|----------|
| Job Satisfaction  | Satisfy_my_job (JS1)       | -0.958   |
|                   | Satisfy_my_pay (JS2)       | -0.543   |
|                   | satisfy_co_woker (JS3)     | -0.615   |
|                   | rewarding_performance (JS4)| -0.694   |
|                   | promotion (JS5)            | -1.07    |
|                   | satisfy_career (JS6)       | -0.751   |

Job satisfaction was measured to be skewed by range of skewness. Hence the distribution of data was considered as normally distributed since the value of skewness was within the range of -3.0 to 3.0 (Table 1). Conclusively, all items in job satisfaction was normally distributed. Hence, the required assumption for employing the parametric statistical procedure is satisfied.

| Variable       | Items                | Skewness |
|----------------|----------------------|----------|
| Stress Condition | limit_time (S1)     | -0.296   |
|                 | lack_policies (S2)   | -0.117   |
|                 | inconvenient (S3)    | -0.185   |
|                 | incompatible_request (S4) | -0.468 |
|                 | workload (S5)        | -0.194   |
The value of all items skewness in Table 2 proved to be lower than -0.3 based on stress condition variable items. Since, the distribution is normal, the assumption for employing in statistical procedure is satisfied.

Table 3. Normality for motivation factor.

| Variable                | Items                                | Skewness |
|-------------------------|--------------------------------------|----------|
| Motivation Factor       | enormous_sacrifices (M1)             | -0.272   |
|                         | civic_duty (M2)                      | -0.204   |
|                         | contribute_community (M3)            | -0.281   |
|                         | public_official (M4)                 | -0.165   |
|                         | ethical_behaviour (M5)               | -0.322   |

Motivation factor variable items showed a reading of skewness lower than -0.3 (Table 3). The distribution of data was considered as normally distributed since the value of skewness within the range of -3.0 to 3.0. Conclusively, the required assumption for employing the parametric statistical procedure is satisfied since all items in the motivation factor is proven to be normally distributed.

Table 4. Normality for organizational commitment.

| Variable               | Items                                | Skewness |
|------------------------|--------------------------------------|----------|
| Organizational Commitment | proud (C1)                          | -0.606   |
|                        | Extremly_glad (C2)                   | -0.589   |
|                        | best_organisation (C3)               | -0.942   |
|                        | inspires (C4)                        | -0.706   |
|                        | great_effort (C5)                    | -1.001   |

The value of skewness was lower than -0.3 (Table 4) based on organizational commitment variable items. Since, the distribution is normal, the assumption for employing in statistical procedure is satisfied.

Reliability analysis

Table 5. Reliability statistic.

| Variables                      | No of Items | Cronbach’s Alpha | Findings   |
|--------------------------------|-------------|------------------|------------|
| Job Satisfaction (Y)           | 6 (J51 – J56) | 0.950            | Acceptance |
| Stress Condition (X1)          | 5 (S1 – S5)  | 0.949            | Acceptance |
| Motivation Factor (X2)         | 5 (M1 – M5)  | 0.933            | Acceptance |
| Organizational Commitment (X3) | 5 (C1 - C5)  | 0.941            | Acceptance |
The reliability of the constructs was statistically analysed using Cronbach’s Alpha. Based on Table 5, all reliability measure has exceeded 0.70 which is the recommended cut off value [9]. Conclusively, all items in provided reliable measure towards respective variable.

**Final standardised estimates**

The standardized regression weights are shown in Figure 2. The acceptance level for fitness indexes were achieved where RMSEA = 0.061 is less than 0.08, ChiSq/df = 1.472 less than 5.0, and CFI = 0.967 greater than 0.90.

![Figure 2. Final model.](image)

The value of R2 is 0.29, indicate the contribution of independent variables construct Stress Condition, construct Motivation Factor and construct Organizational Commitment in estimating dependent (Job Satisfaction) by 29%.

**The standardized beta estimate**

| Construct                  | Estimate | Interpretation                                                                 |
|----------------------------|----------|-------------------------------------------------------------------------------|
| $X_1$ (Stress Condition)   | -0.028   | When Stress Condition increases by 1 standard deviation, Job Satisfaction goes down by 0.028 standard deviations. |
| $X_2$ (Motivation Factor)  | -0.003   | When Motivation Factor goes up by 1 standard deviation, Job Satisfaction decreases by 0.003 standard deviations. |
| $X_3$ (Organizational Commitment) | 0.541     | Job Satisfaction elevates by 0.541 standard deviations, Organizational Commitment also rise by 1 standard deviation, |

Path Analysis of Awareness, Knowledge, and Corporate Value of Integrity
Table 7. p-value of y-variable.

| Variable             | Path          | Variable            | Estimate | P   |
|----------------------|---------------|---------------------|----------|-----|
| Job Satisfaction     | <---          | Stress Condition    | -0.035   | 0.819 |
| Job Satisfaction     | <---          | Motivation Factor   | -0.004   | 0.978 |
| Job Satisfaction     | <---          | Organizational Commitment | 0.376   | 0.001 |

Path Analysis of Awareness, Knowledge, and Corporate Value of Integrity shows the path analysis of Stress Condition, Motivation factor, and Organizational Commitment towards Job Satisfaction among employee Royal Malaysian Customs Department. There is only one significant value less than 0.05 which is between Organizational Commitment and Job Satisfaction (Table 6-7). It can be deduced that Organizational Commitment significantly contribute to Job Satisfaction.

The Path Analysis Measure of Strength and Magnitude of Association between Variables

Table 8. p-value of x-variables.

| Variable   | Path   | Variable   | Estimate |
|------------|--------|------------|----------|
| Motivation | <-->   | Commitment | 0.114    |
| Commitment | <-->   | Stress     | 0.081    |
| Motivation | <-->   | Stress     | 0.725    |

The path analysis (Table 8) measures strength and magnitude of association between variables. The estimated correlation between motivation factor and stress condition showed a strong positive association with \( k = 0.725 \). Organization commitment and stress condition has weak positive association (0.081), while motivation factor and commitment organization has weak positive association (0.114). Thus, the motivation factor and stress factor have strong association than organization commitment.

4. Conclusions and Discussions

Conclusively, the relevant factors that influence job satisfaction among Royal Malaysian Customs Department employees in this research has been analysed and defined. The factors are stress, motivation, and organization commitment. The result revealed that ‘Organization Commitment’ leads to ‘Job Satisfaction’. A strong and reliable model was defined that proved that there are significant relationships between the three factors. It is proposed in order to provide more reliable results that the number of respondents should be increased. Furthermore, other independent variables should be considered in the questionnaire as well as the number of items. Furthermore, the distribution of questionnaires should be monitored by the researcher to ensure respondents’ full intention while giving their responses.

Acknowledgement

The research work is supported by FRGS (Fundamental Research Grant Scheme) grant (vot 1498), Ministry of Higher Education, Malaysia.
References

[1] Allen N J and Meyer J P 1990 The Measurement and Antecedents of Affective, Continuance and Normative Commitment to the Organization *Journal of Occupational Psychology* 63 1–18

[2] Bentler P M 1990 *Comparative fit indexes in structural models*. *Psychological Bulletin* 238–246

[3] Bin Shafi M A, Bin Rusiman M S and Che Yusof N S H 2014 Determinants Status of Patient After Receiving Treatment at Intensive Care Unit: A Case Study in Johor Bahru. *I4CT 2014 - 1st International Conference on Computer, Communications, and Control Technology, Proceedings 30 September 2014*, 6914150 80 – 82

[4] Cooper C L and Payne R 1978 *Stress At Work* (London: Wiley)

[5] Daft R L 2008 *New Era Of Management* (USA: Thomson South Western)

[6] Hackman J R and Oldham G R 1976 Motivation Through The Design Of Work: Test Of A Theory. *Organizational Behavior and Human Performance* 250-279

[7] Jackson S E 1983 Participation In Decision Making As A Strategy For Reducing Job-Related Strain *Journal of applied Psychology* 3-19

[8] Meyer J P and Allen N J 1993 Commitment To Organizations And Occupations: Extension And Test Of A Three – Component Conceptualization *Journal of Applied Psychology* 538 – 551.

[9] Nunally J C & Bernstein I H 1999 Psychometric Theory. *Journal of Physcho Educational assessment* 275-280

[10] Shafi M A and Rusiman M S 2015 The Use of Fuzzy Linear Regression Models for Tumor Size in Colorectal Cancer in Hospital of Malaysia *Applied Mathematical Sciences* 9 (56) 2749-2759

[11] Rusiman M S, Nasibov E and Adnan R 2011 The Optimal Fuzzy C-regression Models (OFCRM) in Miles per Gallon of Cars Prediction, *Proceedings – 2011 IEEE Student Conference on Research and Development, SCOReD 2011*, 6148760 333-338

[12] Rusiman M S, Hau O C, Abdullah A W, Sufahani S F, Azmi N A 2017 An Analysis of Time Series for the Prediction of Barramundi (Ikan Siakap) Price in Malaysia *Far East Journal of Mathematical Sciences* 102(9) 2081-2093

[13] Nor M E, Rusiman M S, Mohamad N A I and Lee M H 2017 Directional Change Error Evaluation in Time Series Forecasting *AIP Conference Proceedings* 1830 (1) 080013

[14] Stuart A and Ord J K 1994 *Kendall's Advanced Theory of Statistics volume I: Distribution Theory* (New York: John Wiley and Son, Inc)

[15] Wheaton W C, Torto R G and Evans P 1997 The Cyclic Behaviour Of The Greater London Office Market *Journal of Real Estate Finance and Economics* 15(1) 77–92.

[16] Awang Z 2010 *Research Methodology for Business and Social Science Malaysia* (UPENA)

[17] Awang Z 2012 *Research Methodology and Data Analysis 2nd ed* Selangor (Dee Sega Enterprise)