

Factors Affecting Job Satisfaction: A Case Study at Fire and Rescue Department of Malaysia Terengganu (FRDMT) Fire Fighters

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Abstract

Job satisfaction involves the emotions and their behavioural expression towards their job. It is known that a job is the activity which involves the satisfaction of emotion and expression. These emotions and behavioural expression is in relation to the pleasant or unpleasant feeling that they experienced towards their job fulfilment within an organization. These feelings are influenced by job-related factors. This had highly suggested that a job satisfaction level should be well accepted and satisfied by any employees to guarantee a minimal turnover for any organization. Therefore, the objective of this study is to identify the factors that influence job satisfaction among Fire and Rescue Department of Malaysia, Terengganu (FRDMT) fire fighters. It involves fire fighters from different grade level. It is important to identify job satisfaction among them in order to acknowledge their expression towards job satisfaction and to accommodate their opportunities to voice their opinion anonymously. This study uses primary data of 234 Fire and Rescue Department of Malaysia, Terengganu (FRDMT) fire fighters. Stratified random sampling technique was utilized for data collection, which is then analyzed using the descriptive and correlation analysis in order to achieve the objectives of the study. The findings showed that only working environment and co-workers significantly influence job satisfaction. Meanwhile, for the other three variables, namely promotion, reward and leadership style did not influence job satisfaction.

Keywords: Job satisfaction, fire fighters, working environment, promotion, reward, leadership style.

Introduction

Job satisfaction involves the emotions and their behavioural expression towards their job. The direct definition of job satisfaction is emotions as well as behavioural expression of a job. It is known that a job is the activity which involves the satisfaction of emotion and expression. These emotions and behavioural expression is in relation to the pleasant or unpleasant feeling that they experienced towards their job fulfilment within an organization. These feelings are influenced by job-related factors. According to Yilmazel (2013), the job related factors are such as their pay, types of benefits, recognition, working condition, relation with co-workers and supervisors.

When a fire fighter is satisfied with a factor that is related to their job, it is considered that the job satisfaction has been achieved. Factors such as style of management, work culture, teamwork and empowerment give impact toward job satisfaction. Nevertheless, these factors may not provide job satisfaction. In regards of a research done by Abdul Kadar, Abul Kalam, Hoque, Loo-See, Wanke and Arslan (2015), they found that employees reported a high satisfaction level with working environment, supervisor support and co-worker among the selected facet of the job satisfaction. They also reported a low satisfaction level with contingent reward, fringe benefits and pay. The impact of demographic characteristics on job satisfaction and the intention to quit was also examined. Another research

done had also agreed upon this matter which suggested a satisfied employee would not quit their existing jobs (Flinkman, Laine, Leino-Kilpi, Hasselhorn & Salantera, 2008). This had highly suggested that a job satisfaction level should be well accepted and satisfied by any employees to guarantee a minimal turnover for any organization. Job satisfactions have a moderate relationship in establishing factors such as role ambiguity, recognition, supervisor's support and co-worker cooperation. On the other hand, some research found that there is weak relationship between job satisfaction and employees' personal characteristics such as their age, gender, years of experiences, education level as well as their strategic skills. Kavanaugh, Duffy and Lily (2006), explains job satisfaction has not strong relationship with individual characteristics among employees. This highlights that job satisfaction among employees varies with different individuals. According to Norlida, Za'faran, Rabiah and Rohaya (2018), in a model that was introduced by Frederick Herzberg, job satisfaction can be measured through his Two-Factors Theory. This theory supports the satisfaction and motivation in a workplace. The Two-Factors Theory enables motivating factors and hygiene factors in a workplace to be conducted in order to meet job satisfaction. According to Zainudin, Junaidah Hanim and Nazmi (2010), they said that this theory actually supports on satisfaction and motivation of a work setting. The task or the job itself is the motivating factor that provides intrinsic motivation. Further, the hygiene factor discussed is another factor that may cause dissatisfaction among workers, but this factor of hygiene itself may not lead the employees to being motivated.

Due to uncertain factors from previous studies, it is essential to find out what are the real factors that will affect the job satisfaction among Fire and Rescue Department of Malaysia, Terengganu (FRDMT) fire fighters. The objective of this study is to identify the factors that influence job satisfaction among Fire and Rescue Department of Malaysia, Terengganu (FRDMT) fire fighters. It involves fire fighters from different grade level. It is important to identify job satisfaction among them in order to acknowledge their expression towards job satisfaction and to accommodate their opportunities to voice their opinion anonymously. Fire fighters should be able to develop their career with the organization as well as they should be satisfied with their job performances. The main interest and their goal are performing humanitarian services including the protection of lives and properties in any event of fire. Meanwhile, their role in the organization is graded based on their experiences and length of service. To keep everything organized and systematic, an officer who acts as a supervisor is appointed to guide them in the workplace regardless of their age.

Being the important liability to the country, despite all the challenges and hardships faced, it is crucial to establish positive job satisfaction among the firefighters. This is to ensure that the fire fighters' motivation to serve better is at its best. In order to achieve this job satisfaction, it is crucial for the organization to prepare a good environment that involves co-worker relationship, leadership style, promotion and rewards. Fire fighters are encouraged to work hard, obey and become loyal towards their organization. Good motivational and positive amplitude should exist within the workplace in order to determine a job satisfaction. This matter is supported by Amir and Amen (2013), in order for employees to perform better, employees' job satisfaction has become a necessity.

Fire fighters are employees that served to the nation's well-being. They help citizens of Malaysia in handling emergency situations. They become the unsung heroes on a daily basis. Fire Fighter's task involves attending emergency cases such as firefighting, road traffic accidents (RTA), water accidents at lakes, river and sea, floods, Hazardous Material (HAZMAT) accidents, landslides and many other disastrous situations from their respective fire stations that have a coverage radius as their main job and responsibilities. On top of that, in regard of being a rescuer is already a tough and dangerous job; fire fighters also need to undergo regular training from time to time. These training and courses are inevitable. They need to commit so that their ability to safe life and consistently being ready for a disaster need to be attended and prepared so that they are always ready and alert.

Job satisfaction plays a huge role in maintaining the level of their loyalty. As long as they stay loyal to the organization, the role and position that was designated to them is not in jeopardy. Fire fighters are also assigned task that is not related to fire fighting and rescue as a balance in the workplace. This is mainly to accommodate their resting time by focusing on job task that could be done indoors instead of outdoors. It is critical if fire fighters are dissatisfied with their workplace environment. They will get disoriented and it will give effect to all fire fighters within the station or team that they were designated. Tella, Ayeni and Popoola (2007), had agreed upon this matter when workers should have a strong desire to remain in their organization as to being committed to their jobs, their effort in giving the best for their organization, the desire to achieve goals on behalf of their organization, as well as believing in their organization. It is important for Fire and Rescue Department of Malaysia, Terengganu (FRDMT) to play a role in motivating fire fighters. Fire and Rescue Department of Malaysia, Terengganu (FRDMT) by providing proper measures to ensure that fire fighters are satisfied with their job. Garland (2002), suggested that if dissatisfaction occurs within an organization, the possibility that it might give impact toward mental and physical health was observed to be of existence. While, Lambert (2001), suggested this matter will as well decrease their job performances.

In order to avoid dissatisfaction, fire fighters will have to motivate and encourage a good working environment that will make fire fighters them to be satisfied with their job and it will help in increasing job performances, job achievements that contribute to the organization. Fire and Rescue Department of Malaysia, Terengganu (FRDMT) plays a huge role in identifying the factors that can affect job satisfaction. Based on the problem statements in this study, the researcher will evaluate the main factors that contribute to job satisfaction among Fire and Rescue Department of Malaysia, Terengganu (FRDMT) fire fighters.

2.Literature Review

2.1 Job satisfaction

An organization would discuss job satisfaction as one of the important factor. Fire fighter satisfaction refers to their duties, roles and commitment towards their position within the organization. Employer usually did not know how satisfied their fire fighters are about their job. According to Charoensukmongkol, Moqbel and Gutierrez-Wirsching (2016), has defined job satisfaction as a pleasurable or positive emotion state that was appraised by one's job and experiences. This makes us believe that by appraising employees, employers would likely to be admirable as much as being well accepted within the organization. It is important that employer should recognize their employee's effort from one task to another.

While, Thompson and Phua (2012), finds that the variation in measuring job satisfaction is to an extent of which they measured feeling about their jobs or their affection towards job satisfaction. In the broader context, job satisfaction is defined as an issue that affected a person's work experience, or their quality at the workplace. In another research done by Tomazevic, Seljak and Aristovnik (2014), they understand that job satisfaction have relationship with other key factors such as general well-being, workplace stress, workplace control, home-work interface and workplace conditions. These factors shall be satisfied so that fire fighters could perform and improve their skills from time to time. It is important that employers become affectionate towards fire fighters job satisfaction.

2.2 Job satisfaction among fire fighters

A study of job satisfaction of fire fighters was made by Jensen and Margaret (2005), they had discovered several aspects of job satisfaction that was discussed as such as satisfaction with working environment, satisfaction with the leadership style, satisfaction with co-workers, satisfaction with job training, satisfaction with job context and overall job satisfaction. Among all the aspects listed it is found that the most positive responses are those among who had been in the firefighting services for three or less years in the department. While fire fighters that had been in the job for four to ten years is only positive for satisfaction with supervisor and overall job satisfaction aspects. Yet no other group have significant positive results statistically.

An argument about volunteer fire fighter, Haski-Leventhal and McLeigh (2009), argued that they voluntarily participated in firefighting work as a pursuit of appreciation and psychological satisfaction. This study had found that volunteers who participated in firefighting have positive and significant effect on job satisfaction through great motivation. Work environment had promoted directly and indirectly toward fire fighters personnel population that suggested job satisfaction may be influenced by various factors in a research conducted earlier by Thompson (2009). While, Rich, Lepine and Crawford (2010), had reported that fire fighter's job engagement positively impact individuals. It impacts their task performance, organizational behavior and overall organizational outcomes.

In most organization, working environment must generally be excellent and job satisfaction should be high (Erez, Johnson, Misangyi, Lepine & Halverson, 2008). A charismatic leader has effected positively within fire fighters community compared to those leaders who has no charisma. Furthermore, motivation, productivity and overall job satisfaction gives impact on fire fighter's working environment through additional positive efforts showed by their leader. Another research conducted by Klassen and Chiu (2010), implied that job satisfaction is directly related to the job or indirectly related to other external factors. However, Thompson and Phua (2012), they suggested that individual perception on their job aspects may greatly influence job satisfaction. Although in determining job satisfaction among fire fighters organization could prevent job dissatisfaction and increase overall job satisfaction by taking measures that would help.

2.3 Relationship between job satisfaction with variables

Factors influencing job satisfaction are working environment, promotion, rewards, co-workers and leadership style. Charoensukmongkol et al., (2016), had done a job satisfaction research that took into account co-workers and leadership style support as its main factors. Ruchi and Surinder (2014), they discussed working environment to be

the factor and Payam et al., (2015), discussed rewards as the factor influencing job satisfaction. In addition, Noraani and Zaizura (2013), found promotion opportunity as the factor. Further in this section, researcher studies about the connection between job satisfaction and its variables. These connection is studied to emphasize the relation the factors would influenced in job satisfaction are variables and could determine how far this study could relate into determining job satisfaction levels among fire fighters within Fire and Rescue Department of Malaysia, Terengganu (FRDMT).

2.3.1 Relationship between Job Satisfaction and Working Environment

Many aspects which act and react on fire fighter's body and mind that is influenced by their working environment. Good working condition, refreshment and recreation facility, health and safety facilities as well as fun at workplace is described as the environment that revolves around the workplace. This good quality increases the degree of job satisfaction. Ruchi and Surinder (2014), they found significant relationship between working environment and job satisfaction that was positively accepted among workers of Domino's Pizza in Jaipur, Pakistan. This shows that, job satisfaction and working environment is relatable and could give positive impact towards this study. Working environment in general are workplace surroundings that fire fighters or workers attend on a daily basis. As for fire fighters, they would usually work on shifts disregarding weekends and public holidays. Their working environment should be prepared in handling important holidays that would place certain amount of workers inside their stations and well prepared for emergencies. This moment are arranged carefully so that all fire fighters would be satisfied and well prepared. It is important to ensure positive working environment so that fire fighters could tolerate with sensitive moments and to create a satisfactory working environment.

Based on the importance of working environment, the following hypothesis is presented.

Hypothesis 1: Working environment is positively associated with job satisfaction.

2.3.2 Relationship between Job Satisfaction and Promotion

A method of exchanging involving reallocation at the one state that have higher increment opportunities. Promotion is usually the biggest opportunity that acts a significant role in influencing fire fighters in building a good character in order to achieve it. A study conducted by Zainudin et al., (2010), has concluded that there is significance between these variables. Salman, Muhammad Zohaib and Babak (2012), had compared this variable among private and public universities academicians. They find that academicians from private universities are more satisfied with job promotions compared with those working in public universities. Getting a promotion is usually the goal of every fire fighter. They would accept their employment when there are opportunities to be promoted. Promotion is basically an important variable in relating to job satisfaction. In the Fire Service Department, promotion could be gain through training and examinations. It is important that fire fighters gain strength and knowledge in order to get promoted. Seniority also has become an important reason for promotion. The longer a fire fighter could dominate their position at workplace, the higher the chances are to be promoted. In this study, promotion is a factor that influences job satisfaction among fire fighters. To clarify the relationship technically, this study highlights on the following hypothesis:

Hypothesis 2: Promotion is positively associated with job satisfaction.

2.3.3 Relationship between Job Satisfaction and Co-Workers

Fire fighters work performance usually strongly influenced by co-workers. The quality of relationship between co-workers could give effect on job satisfaction. Charoensukmongkol et al., (2016), said that by getting good support from co-workers, job satisfaction levels will rise. According to Harris, Winskowski, and Engdahl (2007); Gaan (2008); Lawrence and Callan (2011), significant help from co-workers help employees to retain positive job satisfaction disregard organizational changes that might occurs. Having co-workers that could connect healthily would definitely help in maintaining employees' turnover. Creating a great circle of workers would increase performance, productivity and atmosphere surrounding the workplace. As firefighter, teamwork is very important. Firefighter should have professional and teamwork attitude within their department. It is also important for firefighters being able to balance between workplace etiquette and social etiquette so that their main focus is prioritized. This study finds that the relation between job satisfaction and co-workers exists. Researcher would gain this believe throughout this study and proves that it is important for co-workers to stay positive in order to achieve the highest job satisfaction level. To assess the relationship, the following hypothesis is derived:

Hypothesis 3: Co-Workers is positively associated with job satisfaction.

2.3.4 Relationship between Job Satisfaction and Rewards

According to Lee (2011), rewards refer as material compensation that was given to employees in return to their good labor performance in their workplace that might include in their salary such as bonus, incentives or gain-sharing. Elickson (2002) and Igalens and Roussel (2002), also agreed that extrinsic rewards which is measured by pay raise and benefits are positively accepted and is very much associated with job satisfaction. Based on previous research on job satisfaction, it is agreed upon that rewards gives positive impact on job satisfaction. It is important that fire fighters are rewarded accordingly so that they could be loyal with their department. The longer an fire fighter could stay in their workplace, the bigger reward should be initiated. Within Fire and Rescue Department Malaysia, Terengganu (FRDMT), rewards are usually given around the holiday seasons. Since the government is responsible in giving them salary, they find it appropriate to reward government servant during the holiday season to help with holiday expenses for families. Hence, it is assumed that rewards influences job satisfaction as proposed in the hypothesis below:

Hypothesis 4: Rewards is positively associated with job satisfaction.

2.3.5 Relationship between Job Satisfaction and Leadership Style

Every person is a leader to themselves but not every person could be a leader in society. Leadership style could be recognized by individual behavior based on their experience or mainly based on their attitude of being a leader. A good leadership style would influence others in achieving goals and outcome from their task (Howell & Costley, 2006; Pardey, 2007). According to Erez et al., (2008), classified leadership styles into three (3) orientations are (1) task-orientated behaviors, (2) relation-oriented behaviors and (3) development-oriented behaviors. He claimed that all orientations have positive impact on employees' perception on their performance while relation and development orientation have positive relation towards job satisfaction. According to Yang and Islam (2012), an intrinsic job satisfaction has significant positive effect towards interaction with their followers through leadership style. Higher education institutions give strong positive significant impact on job satisfaction through this leadership style based on extrinsic and intrinsic factors on job satisfaction. Furthermore, when discussing about leadership styles, fire fighters have strict and discipline working environment. Leadership within the rescue and defense organization must have a standard leadership style that is synchronized to ensure that fire fighters will follow a certain rules and regulation to minimize misused of powers given to them. Becoming a leader in this department is critical. Leaders should have strict exterior that should be respected by their fire fighters from their departments. To examine the relationship between the two variables, the study presents the following hypothesis:

Hypothesis 5: Leadership style is positively associated with job satisfaction.

3. Research framework

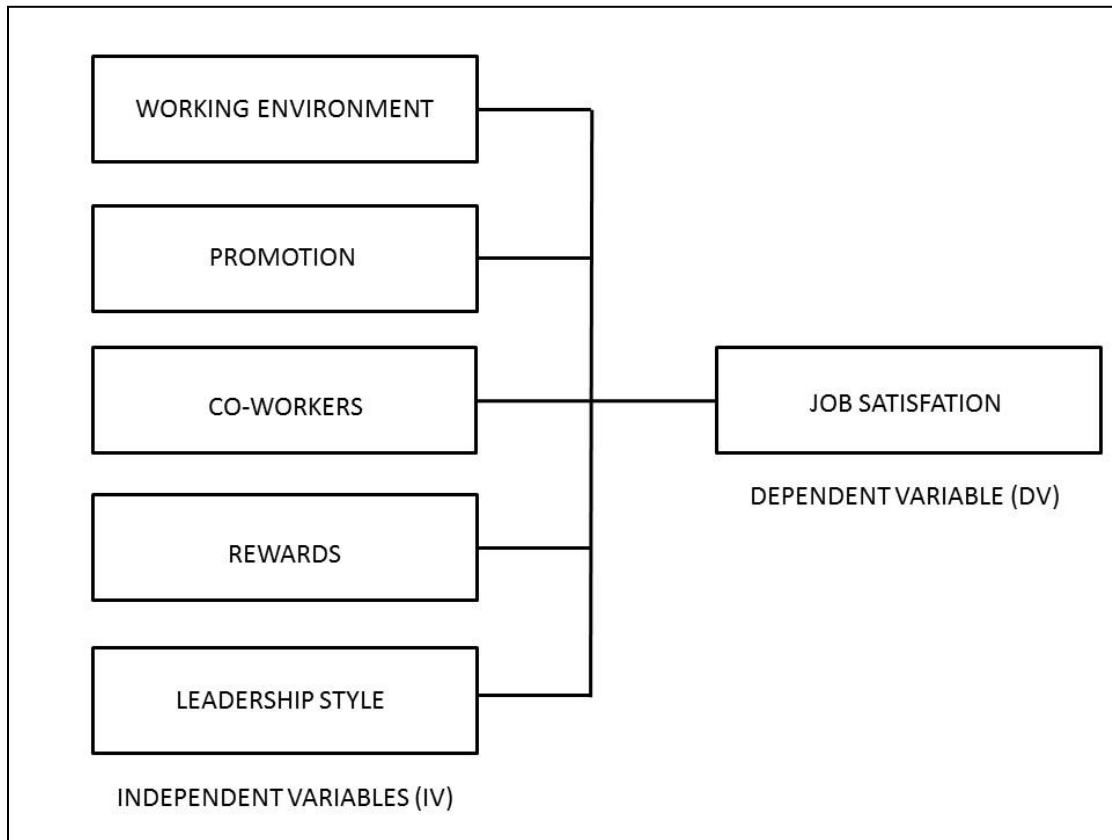


Figure 3.1: Research Framework

4. Research Methods

4.1.1 Population and Sampling

Population for this study covers Fire and Rescue Department of Malaysia, Terengganu (FRDMT) fire fighters. It consists of 637 fire fighters who have been working in eight (8) divisions and sixteen (16) fire stations in FRDMT until present. For this study stratified random sampling will be use. Based on Krejcie and Morgan (1970), the populations are 637 fire fighters where the sample size is 234 fire fighters. For this study the calculation of Stratified Random Sampling is as in table 4.1 below:-

Table 4.1: Population and Sample of Fire and Rescue Department Malaysia, Terengganu (FRDMT) Fire fighters

NO.	LIST OF FIRE STATION IN TERENGGANU	POPULATION (N = 637)	PERCENTAGE (%)	SAMPLE (N = 234)
1	Fire Operation and Rescue Division	10	2	4
2	Operation Management Centre	17	3	6
3	Fire Safety Division	10	2	4
4	Fire Investigation Division	7	1	3
5	Training Division	5	1	2
6	Engineering Division	7	1	3
7	Zone Office 1	9	1	3
8	Zone Office 2	7	1	3
9	Kuala Terengganu Fire Station	115	18	42
10	Chukai Fire Station	47	7	17
11	Kerteh Fire Station	48	8	17
12	Marang Fire Station	36	6	13
13	Jalan Kota Fire Station	26	4	10
14	Kuala Berang Fire Station	42	7	15
15	Besut Fire Station	28	4	10
16	Jerteh Fire Station	28	4	10
17	Setiu Fire Station	38	6	14
18	Wakaf Tapai Fire Station	22	3	8
19	Dungun Fire Station	31	5	11
20	Paka Fire Station	26	4	10
21	AMBS Fire Station	16	3	6
22	Kemaman Fire Station	22	3	8
23	Cheneh Fire Station	18	3	7
24	Kijal Fire Station	22	3	8
TOTAL		637	100	234

For the study purposes, researcher has conducted a survey that involves fire fighters from Fire and Rescue Department of Malaysia, Terengganu (FRDMT) headquarter as well as sixteen (16) fire stations from this state. A set of questionnaire was distributed to fire fighters within these sixteen (16) locations. As for secondary sources, researcher had observed and analyzed data from books and internet write-ups. Researcher then conducted a simple interview session with selected personnel to further clarify the readings. In determining the reliability and validity of the data, analysis of Cronbach's alpha was run to assess the reliability of the instruments and to search for internal

consistency or uniformity of the Likert scale’s items. In this study, the measurement of consistency and stability of dependent and independent variables used the Cronbach’s Alpha. The study explains the values of Cronbach’s Alpha and number of items (N).

Table 4.2: Reliability Analysis

Variables	Number of items (N)	Cronbach’s Alpha
Job Satisfaction	8	0.876
Working Environment	7	0.848
Promotion	5	0.916
Co-Worker	6	0.918
Rewards	6	0.917
Leadership Style	7	0.946

Table 4.2 shows the reliability analysis for the six variables in this study. The highest value of Cronbach’s Alpha is 0.946 represented by Leadership Style, followed by 0.918 represented by Co-Workers, next 0.917 represented by Rewards, next 0.916 represented by Promotion, next 0.848 represented by Working Environment and the lowest value of Cronbach’s Alpha is 0.876 represented by job satisfaction. This indicates that higher the Cronbach’s Alpha the more positive relationship of variables for this study.

5.0 Findings

5.1 Descriptive analysis

Descriptive analysis consists of the element such as maximum, minimum, means and standard deviation which provide descriptive information about a set of data (Sekaran & Bougie, 2016). For this study descriptive analysis comprises the result of maximum, minimum, means and standard deviation. Table 5.1 shows descriptive analysis result of maximum, minimum, means and standard deviations were obtained for dependent and independent variables of Fire and Rescue Department of Malaysia, Terengganu (FRDMT) fire fighters. The table above shows the minimum is 1 for two variables of Promotion and Rewards. Table 5.1 shows, the maximum are 5 for all variables. From the table the mean on job satisfaction is (4.2420 from five-point scale), as the mean of working environment average (3.9597 from five-point scale). Promotion is average (3.5077 from five-point scale). Co-workers are average (4.1724 from five-point scale). Rewards are average (3.5862 from five-point scale) and leadership style is average (4.0043 from five-point scale).

Table 5.1: Descriptive Analysis

	N	Minimum	Maximum	Mean	Std. Deviation
Job Satisfaction	234	2.75	5.00	4.2420	.49515
Working Environment	234	2.43	5.00	3.9597	.52421
Promotion	234	1.00	5.00	3.5077	.84041
Co-Workers	234	2.67	5.00	4.1724	.52293
Rewards	234	1.00	5.00	3.5862	.72808
Leadership Style	234	1.86	5.00	4.0043	.62591
Valid N (listwise)	234				

5.2 Pearson correlation

Table 5.2: Pearson Correlation is significant at the Level (2-Tailed)

		JS	WE	PR	CW	RW	LS
Job Satisfaction (JS)	Pearson Correlation	1	.694**	.339**	.619**	.316**	.451**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	234	234	234	234	234	234
Working Environment (WE)	Pearson Correlation	.694**	1	.437**	.561**	.433**	.448**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	234	234	234	234	234	234
Promotion (PR)	Pearson Correlation	.339**	.437**	1	.346**	.664**	.443**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	234	234	234	234	234	234
Co-Worker (CW)	Pearson Correlation	.619**	.561**	.346**	1	.383**	.560**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	234	234	234	234	234	234
Rewards (RW)	Pearson Correlation	.316**	.433**	.664**	.383**	1	.487**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	234	234	234	234	234	234
Leadership Style (LS)	Pearson Correlation	.451**	.448**	.443**	.560**	.487**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	234	234	234	234	234	234

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

Table 5.2 shows the analysis between job satisfaction, work environment, promotion co-workers, rewards and leadership style. The significant has positive relationship that is analyzed between dependent variable (Job Satisfaction) and all independent variables (Working environment, Promotion, Co-Worker, Rewards and Leadership Style). The significant value is $P < 0.05$, two tailed and it will determine very strong relationship between all variables.

5.2.1 Pearson Correlation between Job Satisfaction and Working Environment

This correlation was analyzed by using mean of job satisfaction with mean of working environment. The result is 0.694 which has positive relationship and significant is 0.000, so the null hypotheses can be rejected. N is refers to 234 respondents.

$$r(234) = 0.694, p < 0.05, 2 \text{ tailed.}$$

From the result, it shows there is significant correlation between job satisfaction with the working environment, and the strength of correlation is very strong because its range between 0.6 to < 0.7 .

5.2.2 Pearson Correlation between Job Satisfaction and Promotion

This correlation was analyzed by using mean of job satisfaction with mean of promotion. The result is 0.339 which has non-relationship and significant is 0.000, so the null hypotheses can be rejected. N is refers to 234 respondents.

$$r(234) = 0.339, p < 0.05, 2 \text{ tailed.}$$

From the result, it shows there is significant correlation between job satisfaction with the promotion, and the good of correlation is moderate because its range between 0.3 to < 0.4 .

5.2.3 Pearson Correlation between Job Satisfaction and Co-Worker

This correlation was analyzed by using mean of job satisfaction with mean of co-worker. The result is 0.619 which has relationship and significant is 0.000, so the null hypotheses can be rejected. N is refers to 234 respondents.

$$r(234) = 0.619, p < 0.05, 2 \text{ tailed.}$$

From the result, it shows there is significant correlation between job satisfaction with the co-worker, and the strength of correlation is very strong because its range between 0.6 to < 0.7.

5.2.4 Pearson Correlation between Job Satisfaction and Rewards

This correlation was analyzed by using mean of job satisfaction with mean of rewards. The result is 0.316 which has relationship and significant is 0.000, so the null hypotheses can be rejected. N is refers to 234 respondents.

$$r(234) = 0.316, p < 0.05, 2 \text{ tailed.}$$

From the result, it shows there is significant correlation between job satisfaction with the rewards, and the good of correlation is moderate because its range between 0.3 to < 0.4.

5.2.5 Pearson Correlation between Job Satisfaction and Leadership Style

This correlation was analyzed by using mean of job satisfaction with mean of leadership Style. The result is 0.451 which has relationship and significant is 0.000, so the null hypotheses can be rejected. N is refers to 234 respondents.

$$r(234) = 0.451, p < 0.05, 2 \text{ tailed.}$$

From the result, it shows there is significant correlation between job satisfaction with the leadership style, and the good of correlation is very moderate because its range between 0.4 to < 0.5.

5.3 Multiple Regression

Table 5.3: The Relationship between Working Environment and Job Satisfaction

Independent Variables	Job Satisfaction
	Beta Coefficient and Significant Level
Working Environment	.506**
R	0.751
R ²	0.563
Adjust R ²	0.554
t- Value	8.998
Sig. F Value	.000

Note: significant levels: ** p < 0.01, * p < 0.05

Table 5.3 shows the relationship between Working Environment and Job Satisfaction is significant (t- Value = 8.998, P < 0.01). The value of R² is 0.563 indicating that 56.3% of the variance in Job Satisfaction is significantly explained by all the independent variables. The remaining 43.7% is explained by variables not included in the analysis. Working Environment also was found to contribute positively and significantly in explaining the variance in Job Satisfaction which is $\beta = 0.506$, P < 0.01. Therefore, the hypothesis 1 is supported.

Table 5.4: The Relationship between Promotion and Job Satisfaction

Independent Variables	Job Satisfaction
	Beta Coefficient and Significant Level
Promotion	0.028
R	0.751
R ²	0.563
Adjust R ²	0.554
t- Value	0.466

Sig. F Value	0.642
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Note: significant levels: ** $p < 0.01$, * $p < 0.05$

Table 5.4 shows the relationship between Promotion and Job Satisfaction is significant (t - Value 0.466 = $P > 0.05$). The value of R^2 is 0.563 indicating that 56.3% of the variance in Job Satisfaction is significantly explained by all the independent variables. The remaining 53.7% is explained by variables not included in the analysis. Promotion also was found not to contribute positively and significantly in explaining the variance in Job Satisfaction which is $\beta = 0.028$, $P > 0.05$. Therefore, the hypothesis 2 is rejected.

Table 5.5: The Relationship between Co-Workers and Job Satisfaction

Independent Variables	Job Satisfaction
	Beta Coefficient and Significant Level
Co-Worker	0.313**
R	0.751
R^2	0.563
Adjust R^2	0.554
t- Value	5.380
Sig. F Value	0.000

Note: significant levels: ** $p < 0.01$, * $p < 0.05$

Table 5.5 shows the relationship Co-Workers and Job Satisfaction is significant (t - Value = 5.380, $P < 0.01$). The value of R^2 is 0.563 indicating that 56.3% of the variance in Job Satisfaction is significantly explained by all the independent variables. The remaining 53.7% is explained by variables not included in the analysis. Co-Worker also was found to contribute positively and significantly in explaining the variance in Job Satisfaction which is $\beta = 0.313$, $P < 0.01$. Therefore, the hypothesis 3 is supported.

Table 5.6: The Relationship between Rewards and Job Satisfaction

Independent Variables	Job Satisfaction
	Beta Coefficient and Significant Level
Rewards	-0.78
R	0.751
R^2	0.563
Adjust R^2	0.554
t- Value	-1.257
Sig. F Value	0.210

Note: significant levels: ** $p < 0.01$, * $p < 0.05$

Table 5.6 shows the relationship Rewards and Job Satisfaction is significant (t - Value -1.257 =, $P > 0.05$). The value of R^2 is 0.563 indicating that 56.3% of the variance in Job Satisfaction is significantly explained by all the independent variables. The remaining 53.7% is explained by variables not included in the analysis. Rewards also was found not to contribute positively and significantly in explaining the variance in Job Satisfaction which is $\beta = -0.78$, $P > 0.05$. Therefore, the hypothesis 4 is rejected.

Table 5.7: The Relationship between Leadership Style and Job Satisfaction

Independent Variables	Job Satisfaction
	Beta Coefficient and Significant Level
Leadership Style	0.074
R	0.751
R^2	0.563
Adjust R^2	0.544
t- Value	1.299
Sig. F Value	0.195

Note: significant levels: ** $p < 0.01$, * $p < 0.05$

Table 5.7 shows the relationship Leadership Style and Job Satisfaction is not significant (t - Value 1.299 = $P > 0.05$). The value of R^2 is 0.563 indicating that 56.3% of the variance in Job Satisfaction is significantly explained by all the independent variables. The remaining 53.7% is explained by variables not included in the analysis. Leadership Style is also was found not to contribute positively and significantly in explaining the variance in Job Satisfaction which is $\beta = 0.074$, $P > 0.05$. Therefore, the hypothesis 5 is rejected.

From the foregoing therefore, the following of hypotheses testing for this study is displayed in Table 5.8.

Table 5.8: Summary of Hypotheses Testing Results from Multiple Regression Analysis

Hypotheses		Result
H1	There is a significant relationship between working environment with the job satisfaction	Supported $\beta = 0.506$, $P < 0.01$)
H2	There is not significant relationship between promotion with the job satisfaction	rejected $\beta = 0.028$, $P > 0.05$
H3	There is a significant relationship between co-workers with the job satisfaction	Supported $\beta = 0.313$, $P < 0.01$
H4	There is not significant relationship between rewards with the job satisfaction	rejected $\beta = - 0.78$, $P > 0.05$
H5	There is not significant relationship between leadership style with the job satisfaction	rejected $\beta = 0.074$, $P > 0.05$

6. Conclusion and Recommendations

This study explains the factors that influence job satisfaction among Fire and Rescue Department of Malaysia, Terengganu (FRDMT) fire fighters. This study will discuss hypotheses statements below:

6.1.1 Hypothesis 1: There is significance relationship between working environment and job satisfaction

The multiple regression analysis indicated that working environment has significant relationship with job satisfaction. As result of multiple regression analysis, working environment found to contribute positively and significantly to job satisfaction where $\beta = 0.506$, $P < 0.01$. There is a significant relationship between working environment with job satisfaction. This means that hypothesis 1 accepted for this study. The finding was supported by Jensen and Margaret (2005), working environment in general refers to the workplace surroundings that fire fighters attend for daily basis. They found working environment as an element that influence job satisfaction among fire fighters in their study. Besides that, previous study by Ruchi and Surinder (2014), found significant relationship between working environment and job satisfaction that was positively accepted among workers of Domino’s Pizza in Jaipur, Pakistan. This shows that, working environment and job satisfaction is relatable and could give positive impact towards one’s working performance.

One possible reason could be supporting this finding is working environment as an element of job satisfaction that supports fire fighters comfortable in their daily work. This includes physical, psychological and sociological to create good working condition of a fire station. For example, fire station has latest facilities and equipment’s which allow the fire fighters to do their job. This indicates that fire fighters are satisfied with their job. That is a reason which highlights that working environment is significantly related to job satisfaction.

6.1.2 Hypothesis 2: There is significant relationship between promotion and job satisfaction

The multiple regression analysis indicates that promotion has significant relationship with job satisfaction. The result of multiple regression analysis showed that promotion was not found to contribute positively and significantly to job satisfaction where $\beta = 0.028$, $P > 0.05$. There is no significant relationship between promotion with job satisfaction. This means that hypothesis 2 was not accepted for this study. This finding was supported by Chimanihire, Mutandwa, Gadzirayi, Muzondo, and Mutandwa (2007), where most of the academic staffs in tertiary institutions in Zimbabwe were not satisfied with their job due to high volume of workload and less of promotion by employer. The result showed that promotion was not significantly and positively related to job satisfaction.

One possible reason to support this finding can be explained from the point of less of promotion conducted in the organization. Besides that, the organization's policy also played role in setting up the quota for any single post. For example, when fire fighters apply for a promotion offer, the management will set up an amount for particular post but they only accommodate for a few candidates. Thus, this situation makes them feel that organization is unsuccessful to fulfill their promotion needs.

6.1.3 Hypothesis 3: There is significant relationship between co-workers and job satisfaction

The multiple regression analysis indicated that co-workers have significant relationship with job satisfaction. As a result of multiple regression analysis, co-workers found to contribute positively and significantly to job satisfaction where $\beta = 0.313$, $P < 0.01$. There is a significant relationship between co-workers with job satisfaction. This means that hypothesis 3 was accepted for this study. This finding is supported by Charoensukmongkol et al., (2016), who found that good support from co-workers will increase job satisfaction. Arslan et al., (2015), highlighted that employees reported a high satisfaction level with support of co-worker. Zainudin et al., (2010), found that good relationship with co-workers contributes toward job satisfaction level among UiTM Kelantan lecturers. The result showed that there is a significant relationship between co-workers with job satisfaction.

One possible reason to support this finding can be proven from the point of relationship and communication between fire fighter and co-workers. For example, fire fighter and co-workers need to have good team work among each other. This situation will create harmony relationship among fire fighters and co-workers. Because of this reason, it is inevitable that having co-workers that are comfortable to work with ensures the better job satisfaction.

6.1.4 Hypothesis 4: There is significant relationship between rewards and job satisfaction

The multiple regression analysis indicates that rewards have significant relationship with job satisfaction. As result of multiple regression analysis, rewards was not found to contribute positively and significantly to job satisfaction where $\beta = 0.028$, $P > 0.05$. There was no significant relationship between rewards with job satisfaction. This means that hypothesis 4 was not accepted for this study. This finding is supported by Abdul Kadar et al., (2015), in his study, where he reported that a low job satisfaction level is due to less of rewards by employer.

One possible reason to support this finding can be proven when the upper management provide less incentives or gifts to the fire fighters who have put their life over other things else. In return, they did not get any favor from the management. This has caused the fire fighters to feel less motivated which then can affect their job satisfaction. Eventually, this will affect their level of performance. Apart from the incentives and gifts, the restriction or limitation of allowing the fire fighters to attend any courses abroad could also lead to low job satisfaction. This is because, some fire fighters really indulge themselves in the profession to the extent they see attending courses to sharpen their skill as a reward from the management.

6.1.5 Hypothesis 5: There is significant relationship between leadership style and job satisfaction

The multiple regression analysis indicates that leadership style has significant relationship with job satisfaction. As the result of multiple regression analysis, leadership style was not found to contribute positively and significantly to job satisfaction where $\beta = 0.028$, $P > 0.05$. There is no significant relationship between leadership style with job satisfaction. This means that hypothesis 5 was not accepted for this study. Kavanagh et al., (2006), explained that job satisfaction has no strong relationship with individual characteristics or leadership style among employees. They found that the relationship is weak based on employees' personal characteristics or leadership style.

One possible reason to support this finding can be proven from point of weakness of leadership style to give information, instructions and decision making. For example, the management fails to give the right information and instructions for fire fighters to attend firefighting training and safety and health course. This situation will result in failing the firefighters to get the latest information related these courses. When this happens, the ability to offer skillful fire fighters are compromised which then resulted to poor working performance. As a result, this will affect the quality of firefighters who should be able to offer great service to the nation.

6.2 Research Contribution

There are two (2) research contributions for this study. They are theoretical contribution and managerial contribution. These contributions are discussed as below:

6.2.1 Theoretical Contributions

Theoretical contributions for this study are as follows. There are three (3) theoretical contributions for this study:

Firstly, the study provides main demographic factors that influence job satisfaction among Fire and Rescue Department of Malaysia Terengganu (FRDMT) fire fighters. The demographic factors that being analyse in this study are gender, age, grade, level of education, length of service and location of workplace. From the result being analyze in frequency analysis the highest percentage is gender where male is higher than female.

Secondly, research findings provide information of relationship between independent variables with dependent variable among Fire and Rescue Department of Malaysia Terengganu (FRDMT) fire fighters. The independent variables for this study are working environment, promotion, co-workers, rewards and leadership style. The dependent variable is job satisfaction. From the result found of multiple regression analysis it was found that working environment and co-workers significant to job satisfaction. Therefore the effect in job satisfaction is well related to working environment and also co-workers.

Thirdly, the findings will provide the information of the main factor that influences to job satisfaction among Fire and Rescue Department of Malaysia Terengganu (FRDMT) fire fighters. From the data found in multiple regression analysis it was found that working is the main factor that influences to job satisfaction. As in the previous study by Ruchi and Surinder (2014), it support working environment as factor that influences to job satisfaction.

6.2.2 Managerial Contributions

Based on the result found in this study, the outcome of the findings will help top management in Fire and Rescue Department of Malaysia, Terengganu (FRDMT) to have and overview in decision making process. There are two (2) managerial contributions for this study.

Firstly, the management will be able to identify the factors positively related to job satisfaction. From the result outcome of multiple regression analysis it was found that working environment and co-workers are the factors that influence to job satisfaction. Thus, management have to maintain the situation of working environment and co-workers in Fire and Rescue Department of Malaysia, Terengganu (FRDMT). To sustain working environment management needs to provide more facilities and equipment's in order to develop competency and efficiency among Fire and Rescue Department of Malaysia, Terengganu (FRDMT) fire fighters. For the next factor that is co-workers the management needs to arrange good communication and relationship between management and fire fighters.

Next, the management will be able to identify the factors negatively related to job satisfaction. From the result outcome of multiple regression analysis it was found that promotion, rewards and leadership style are the factors that not influence to job satisfaction. Thus, the management needs to improve more opportunities promotions for fire fighters. Next, for rewards the management needs to have more interesting rewards to offer for fire fighters. The last factor is leadership style. In leadership style management needs to be more professional and accurate in the decision making. This will make the fire fighters more comfortable and understandable in the leadership style in Fire and Rescue Department of Malaysia, Terengganu (FRDMT).

6.3 Recommendations

For recommendation the researcher have outline two (2) elements that are organization and future research.

6.3.1 Organization

From the outcome of this study, the researcher recommends to expand independent variables (working environment, promotion, co-workers, rewards and leadership style) due to the different needs of the fire fighters in the organization. In order to reach the maximum level of job satisfaction, the researcher needs to fulfil the different need of fire fighters. Due to this reason the researcher has to improve the study in different perspective. This study will help the organization in managing the need of fire fighters in increasing the level of job satisfaction.

6.3.2 Future research

From the outcome of this study, the researcher want to recommend more than five (5) independent variables and the researcher suggests improvise on the independent variables selected. The selection of independent variables needs to accommodate current situation of particular organization. The researcher also suggests that future research on job satisfaction needs to include more related independent variables. Besides that, the researcher also suggests to run this research for all states in entire Malaysia.

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