



THE INFLUENCE OF ACHIEVEMENT, RECOGNITION, LEADERSHIP AND ISLAMIC WORK ETHICS TOWARD JOB SATISFACTION AMONG LECTURERS IN UNGKU OMAR POLYTECHNIC

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ABSTRACT

The study of this research is aimed to analyze the influence of achievement, recognition, leadership and Islamic work ethics towards job satisfaction among lecturers in Ungku Omar Polytechnic. This research is conducted by using a quantitative approach. The total sample is 202 which represents 8 academic departments in Ungku Omar Polytechnic. The data of this study was analyzed using statistical tools analysis namely Statistical Package for the Social Science 27 (SPSS 27) by examining respondent profiles, correlation, and regression analysis. The result of this study indicated that there was a significant positive correlation between achievement, recognition, leadership and Islamic work ethics with job satisfaction among lecturer in Ungku Omar Polytechnic. Based on the findings, it also shows that recognition is the highest influence on job satisfaction.

Keywords: Job satisfaction, Achievement, Recognition, Leadership and Islamic work ethics

INTRODUCTION

Job satisfaction is a crucial component of employee motivation and ensures that individuals consistently perform well at their employment (Amalia, 2018). Furthermore, one of the elements that influences an organization's performance and greatness is the level of job satisfaction of its personnel (Yee, 2018). The level of job satisfaction of the organization's personnel is where the organization's excellence begins. Employees that are happy at work will indirectly contribute to the success of the company, the organisation, and ultimately the country. The amount of job satisfaction possessed by a person can be used by management to determine how the employee feels about his job. It is indisputable that employees want a high level of job satisfaction for themselves, but it all depends on their own feelings about the job (Zaffar et al., 2018a).

Employees must have a high level of job satisfaction in their lives because they spend so much of their lives working to generate their separate economies. Besides that, an employee's level of job satisfaction will influence how he acts and how effective his work is. The role played by each lecturer is also important in the effort to produce a generation that can meet the aspirations of the next country to meet the global workforce and learning demand. This is because lecturers are the closest human beings to students in institutions of higher learning (Markom et al., 2012). As a result, one of the most critical factors in ensuring the quality of higher education is the quality of lectures. Looking at the importance of lecturers, then the lecturers in the organization should be able to carry out their responsibilities very well. It is critical for lecturers to have a high level of job satisfaction in themselves as long as they are employed as educators in higher education. Lecturers also play a significant role in ensuring that learning is more efficient and accurate. Educators are the pillars of an institution's success, and a lecturer's job can have a significant impact on the quality of teaching and learning. However, such responsibilities cannot be carried out well if they themselves are not satisfied and motivated with their duties. As a result of this situation and looking at the need for research on job satisfaction in organizations, a study has been done to look at job satisfaction among lecturers. This study has selected four job satisfaction factors that will be the variables of this study. These factors are achievement, recognition, leadership and Islamic work ethics.

In this study, one theory that has been used is Herzberg's Two Factor Theory. Herzberg's theory of motivation is a theory of motivation first introduced by Frederick Herzberg in 1959. This theory proposes that there are two types of factors that influence employee motivation in the workplace, namely hygienic factors, and motivational factors. The two-factor theory of Herzberg is a prominent hypothesis in the field of employment (Hilmi Atalic, Ali

Can, Nihal Canturk, 2016). Frederick Herzberg investigated why people stay in their employment, and his research aimed to figure out what drove people to stay in their jobs (Wong Khin Sek Edward & Heng Ngee Teoh Dr, 2009). Hygienic factors are factors related to the work environment and working conditions such as salary, physical condition of the workplace, relationships with colleagues, company policies, as well as supervisors. Inadequate hygienic factors can cause dissatisfaction in employees, but if they meet the minimum required standards, it will not increase employee motivation.

Meanwhile, motivation factors are factors related to the job itself such as opportunities to learn and develop, recognition of work achievements, decision making, challenging tasks, and a sense of responsibility towards work. This motivation factor can increase employee motivation and give impetus to achieve better results at work. According to this theory, employees will feel satisfied and encouraged if the motivational factors have been met. However, dissatisfaction with hygienic factors can cause dissatisfaction in employees, even though the motivation factor has been met. Therefore, management must pay attention to these two types of factors to create a good working environment and increase employee motivation.

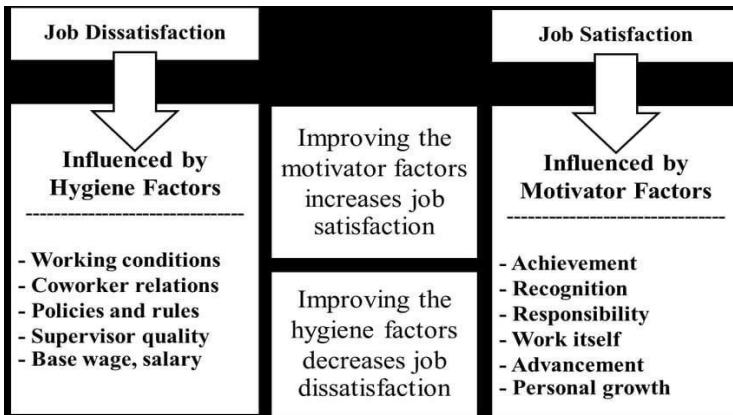


Figure 1: Herzberg's Two Factor Theory 1

The researcher made a research framework to get a clearer picture of this study. The research framework is also important to support and explain the components and context of this study. This research framework builds on the philosophical foundation by addressing the framework for research study. The conceptual framework of the study is illustrated in Figure 2.2 below. The figure showing job satisfaction is as a dependent variable while achievement, recognition, leadership and Islamic work ethics are an independent variable.

Some measurements are relevant shown; first, to determine correlation between demographic with job satisfaction among lecturers in Ungku Omar Polytechnic. Second, to access achievement, recognition, leadership and Islamic work ethics influence job satisfaction among lecturers in Ungku Omar Polytechnic. Lastly, to investigate correlation between achievement, recognition, leadership and Islamic work ethics with job satisfaction among lecturers in Ungku Omar Polytechnic.

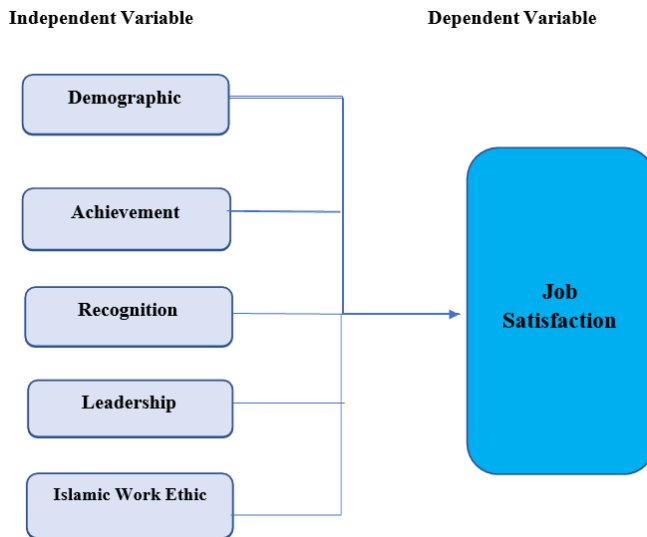


Figure 2: Research Framework

Problem Statement

According to prior research, strong job satisfaction has a good impact on an employee, which is vital for the organization's performance and excellence. Employees with a high level of job satisfaction have been found to have a high level of loyalty to the organisation, give high dedication while executing their jobs, seek to improve organizational performance and productivity, and assist in achieving the organization's vision and purpose (Amalia, 2018). Employees will always be satisfied and comfortable with their jobs if they have a high degree of satisfaction, which will benefit not only the employees, but also the management and organisations involved (Dziuba et al., 2020).

However, there are several issues that occur in the field of education, where job satisfaction is still moderate among employees. According to a study conducted by Bakar Abu et al., (2020), job satisfaction among Tuanku Syed Sirajuddin Polytechnic lecturers was moderate due to higher organizational commitment compared to their job satisfaction. Apart from that, according to

Abd Razak Rohani (2013), Kuala Terengganu Polytechnic staff have a moderate level of job satisfaction, and the management should devise a good mechanism to raise their staff job satisfaction to a higher level. Samsudin Hidayah et al., (2018) also said in his study that the satisfaction level of many lecturers in USM is moderate, and this is worrying and needs to be given attention by the management. This is because this moderate level of satisfaction if not overcome immediately is likely to lead to a low level of satisfaction later. In addition, various problems will occur such as employees not being enthusiastic about work, neglecting assigned tasks, frequent absences and including work strikes. Apart from that, the negative effects of stress can reduce an individual's work productivity and affect job satisfaction (Sucharitha et al.,2020).

According to Mohd Kosnin(2010), being a lecturer is a difficult job because of the numerous and difficult obligations that must be carried out. In order to achieve holistic student, lecturers are responsible for not just giving teaching lectures, but also for giving and grading course work for students. Furthermore, from a leadership perspective, they must provide supervision and preparation in the areas taught. According to Aiman et al., (2020), the leader's leadership will inspire his employees to confidently and passionately complete all of their jobs and responsibilities. Lecturers must also mentor students and serve as a role model for them by setting a positive example, as students closely follow their lecturers' actions. Lecturers have many more responsibilities, both in terms of professional growth, such as taking courses to expand their expertise, and in terms of general policy, such as adhering to the university's and government's policies. All the lecturers' obligations might lead to tension in terms of psychology, physiology, and behaviour.

The behaviour of a lecturer at work is also closely related to Islamic work ethics (Sulastri, 2020). In term of achievement, they are not only educating students, but also carry out various management tasks such as achieving the KPIs of each program, conducting research, publications, innovations as well as being an industrial training coordinator, innovation coordinator, examination officer, quality officer and more that may lead to dissatisfaction (Gul et al., 2021). According to Ismail et al., (2021), achievement can also be defined as the outcome of our performance of work. Work performance, in fact, has a broader definition that includes not only the outcome of work, but also how the work process occurs. Employees must also multitask, alternating between academic and non-academic activities to ensure the organization's seamless operation. As a result, university professors are exposed to a variety of issues that might lead to stress (Alquizar, 2018). This is evidenced by cases of suicide due to excessive stress.

According to (Balboa Yvette, 2020), a teacher in Illinois USA, committed suicide on Thanksgiving Day. He worked at a school in Ford Heights Illinois and left a note stating how stressed he was with his work environment. Besides that, as stated in the Surrey Comet (2006) newspaper a professor at the School of Human Resource Management, Kingston University, London had committed suicide due to excessive work pressure. The stressed professor hung herself at home as soon as she told her ex-husband that she had to bear a very heavy workload. From this case, it's clear that, one's job satisfaction also plays an important role in overcoming work stress (Kaba M, 2002). As a result, the management must take steps to guarantee that employees are always satisfied, as employees who are dissatisfied with their jobs are more likely to leave (Ali M et al., 2013). This will subsequently be costly to the organisation because new staff will need to be hired and retrained on organizational matters. Therefore, the management should appreciate their employees. According to Pancasila et al., (2020), employees want to be valued and compensated by their employers. Employee morale will improve as a result of the recognition. Employees will be more motivated if their managers acknowledge their efforts. Apart from that, the issue of job dissatisfaction must be addressed in order to lower stress levels, work-related complaints, and a lack of motivation among lecturers, hence safeguarding their health. Workplace stress has been linked to poor job performance, health, and productivity. Aside from that, job satisfaction is vital, according to Mohd Kosnin Azlina (2010), since employees will do their work honestly and will not complain if they are satisfied with their employment. If they are dissatisfied with their work, none of the work they produce will be sincere.

To prevent this problem from arising, management should take the effort to better control the factors that influence job satisfaction (Abuhashesh et al., 2019). Ability to work, performance, recognition, job diversity, sense of responsibility, progress, compensation, relationship with management, supervisory methods, work environment, policy and organizational practices, job security, social status, power to work, creativity, colleagues, self-reliance skills, moral values, activities, and even social service are all factors that can affect employee satisfaction (Vance, 2006). Management also should pay attention to these six variables, rewards, gratitude, employee engagement in decision-making, work environment, employee empowerment, and career development (Frempong et al., 2018).

By referring to previous studies, there are many factors that can affect a person's job satisfaction. It needs to be given attention to solve problems and concerns that exist as a result of lack of satisfaction among employees. Therefore, the researcher chose to study in more detail about job satisfaction.

This study was conducted to see the influence of achievement, recognition, leadership and Islamic work ethics on job satisfaction among Ungku Omar Polytechnic (UOP) lecturers. Ungku Omar Polytechnic were chosen as our research sample is because of it has the largest size of respondent and also UOP is the oldest and the first polytechnic in Malaysia. UOP is the first polytechnic establish in Malaysia, so it also has the length of staff services in polytechnic. Most of the lecturers in UOP are seniors with 20 to 30 years of experience. Other than that, Muslim lecturers in UOP is the biggest which is more than 94% of its staff are Muslims. Finally, since the researcher has connection with the staff in UOP so it will make it easier to conduct and to collect data in UOP.

Hypotheses

The research hypotheses are based on the objective of the study.

H1: There is a positive correlation between demographics with job satisfaction among lecturers in Ungku Omar Polytechnic.

H2: There is a positive correlation between achievement, recognition, leadership and Islamic work ethics with job satisfaction among lecturers in Ungku Omar Polytechnic

H3: There is a significant influence between achievement, recognition, leadership and Islamic work ethics that influence job satisfaction among lecturers in Ungku Omar Polytechnic.

METHODOLOGY

This section will discuss the method of this study. This section will go into further detail on the demographic, sample, study design, and data gathering techniques, among other things. A review of the statistical methods used to analyze the data concludes the chapter.

Research Design

According to Ary et al., (2010), a research design is a plan devised by a researcher to advance the understanding of a particular group or phenomenon. Researchers use the quantitative method to identify the influence of achievement, recognition, leadership, and Islamic work ethics toward job satisfaction among lecturers in Ungku Omar Polytechnic. A google forms questionnaire was created and distributed to the respondents via email. The questionnaire data was also analyzed and interpreted using the Statistical Package for Social Sciences (SPSS).

Apart from that, the researcher also uses a hypothesis. The hypothesis will be tested to see how dependent factors and independent variables interact. A hypothesis is a forecast or explanation of the relationship between two or more variables that is tentative. In other words, the hypothesis converts the problem

description into a precise, unambiguous forecast of predicted events. At the end of this study, we will determine the factors that affect job satisfaction among lecturers in Ungku Omar Polytechnic.

Population

The population of this study are all lecturers at Ungku Omar Polytechnic. The PUO website states, there are 470 academic lecturers from eight (8) academic departments in Ungku Omar Polytechnic. The departments are Civil Engineering, Mechanical, Electrical, Commerce, General Studies, Marine, Mathematics & Computer Science and Information Technology & Communication. A total of 212 people will be the sample representing the entire population.

Sampling

Since the researcher uses an online survey, simple random sampling methods are most suited (Dr Manzoor, 2020). The benefit of using this type of sampling method is that it allows the researcher to select respondents from the population with equal opportunity based on the subject. Respondent randomly selected composed of lecturers (Education Officer Higher Scheme DH) who teach in the academic departments of Ungku Omar Polytechnic. A total of 212 people will be the sample size for this study, representing the entire population of the lecturers teaching in eight (8) academic departments in Ungku Omar Polytechnic. The sample size was calculated using Krejcie and Morgan Table. This is because it allows researchers to determine the number of samples more easily through the obtained population.

The questionnaire in this study is modified and improved to suit the research title and the environment of the lecturers at Ungku Omar Polytechnic. The questions were divided into five categories, from A to E. Section A contains demographic information which are the dependent variable and independent variables that run from section B to section E. The data for this study came from a variety of sources in literature. The variable is measured using the Nominal scale and a five-point Likert scale.

Below are the item sources table for developing the questionnaires.

Table 1: Item Development Resources.

Question	Total Question	Sources
Part A (Demographic Information)	10	Develop by Researcher
Part B (Job satisfaction)	5	Ong Choon Hee, Chong Hui Shi, Tan Owee Kowang, Goh Chin Fei & Lim Lee Ping (2020)
Part C (Achievement)	5	Nazrin Zulkafli & Maizatul Haizan Mahbob (2020)
Part D (Recognition)	5	Nazrin Zulkafli & Maizatul Haizan Mahbob (2020)
Part E (Leadership)	5	Rohani Binti Abd Razak, Nik Roslini Binti Nik Ibrahim & Mohd Zuky Bin Hanafi (2013)
Part F (Islamic work Ethics)	5	Junaid Ahmad, Sawira Zahid, Fatima Fazli Wahid & Sabir Ali (2021), Mahdi Khorshid, (2016)

Validity and Reliability

A set of questionnaire items from diverse researchers is compiled for the current investigation. A team of academics from diverse areas and waqf specialists had evaluated this group of items for acceptability and appropriateness. Then, little modifications were made in the questionnaire to suit the present research requirement. Researcher also did a reliability test to the data.

The reliability of a test is defined as the degree to which it is consistent and stable in measuring whatever it is measuring. To ensure reliability, the same test must be administered to the same respondents twice, with a short time interval between tests. Only reliability coefficients of 0.6 or higher will be accepted (refer Table 2).

Table 2: Summary of reliability analysis

Variables	Number of Items	Cronbach's Alpha	Reliability
Job Satisfaction	5	0.777	Good
Achievement	5	0.815	Good
Recognition	5	0.816	Good
Leadership	5	0.805	Good
Islamic Work Ethics	5	0.775	Good

One of the most used procedures in social and behavioural sciences is exploratory factor analysis (EFA). Bartlett's Test of Sphericity, which provides a measure of the statistical probability that the correlation matrix has significant correlations among some of its components. The results were significant, $\chi^2(n = 202) = 951.845$ ($p < 0.001$), which indicates its suitability for factor analysis. Meanwhile, the Kaiser–Meyer–Olkin measure of sampling adequacy (MSA), which indicates the appropriateness of the data for factor analysis, was 0.832. In this regard, data with MSA values above 0.800 are considered appropriate for factor analysis. Significant result (Sig. < 0.05) indicates the variables do relate to one another enough to run a meaningful EFA. Finally, the factor solution derived from this analysis yielded five factors for the scale, which accounted for 72.540 per cent of the variation in the data which contribute to influence job satisfaction among lecturers at Ungku Omar Polytechnic (refer Table 3).

Table 3: Factor Analysis

Total Variance Explained						
Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
Job Satisfaction	3.877	77.546	77.546	3.627	72.540	72.540
Achievement	.585	11.702	89.248			
Recognition	.298	5.964	95.212			
Leadership	.166	3.311	98.523			
Islamic Work Ethics	.074	1.477	100.000			

FINDINGS

This chapter presents the study's findings based on statistical analysis of collected data and hypothesis testing. This section includes a presentation on the characteristics of respondent profiles, an analysis of measurement reliability, and a focus on hypothesis testing, correlation testing, and regression analysis.

Normality Test

A z-test is applied for normality test using skewness and kurtosis. A z-score could be obtained by dividing the skew values or excess kurtosis by their standard errors. For medium-sized samples ($50 < n < 300$), reject the null

hypothesis at absolute z-value over 3.29, which corresponds with an alpha level 0.05, and conclude the distribution of the sample is non-normal. From the test result shown in table 4 below, the researcher can conclude that all the data are normally distributed.

Table 4: Normality Test Result.

	N	Minimum	Maximum	Mean	Std Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std Error
Achievement	202	.06	.89	.4974	.32519	.059	.171
Recognition	202	.07	.94	.4768	.32049	.471	.171
Leadership	202	.07	.94	.4757	.31302	.482	.171
Islamic Work Ethics	202	.06	.93	.4889	.32131	.195	.171

Demographic Statistics

A total of 202 responses were obtained from 212 questionnaires. 95.3% of the respondent's response to the questionnaire. The respondents are mostly female, with 137 respondents (67.8%) and 65 male (32.2%). Provided below is the information for respondent's profile (refer Table 5).

Table 5: Respondent's Profile

Respondents Demographic		Frequency	Percent
Gender	Male	65	32.2
	Female	137	67.8
Status	Single	14	6.9
	Married	184	91.1
	Divorced	4	2.0
Age	31-40 Years Old	75	37.1
	41-50 Years Old	111	55.0
	51-60 Years Old	16	7.9
Religion	Islam	192	95.0
	Buddhist	5	2.5
	Christian	5	2.5
Ethnic	Malay	192	95.0
	Chinese	5	2.5
	Indian	5	2.5
Education Level	Degree	52	25.7
	Master's degree	145	71.8
	PhD	5	2.5
Years of Service	5-10 Years	7	3.5
	More Than 10 Years	195	96.5
Department	Commerce Department	54	26.7
	Civil Engineering	20	9.9
	Electrical Engineering	20	9.9
	Mechanical Engineering	23	11.4
	General Studies	29	14.4
	Mathematics & Computer Science	22	10.9
	Information & Communication Technology	22	10.9
Position Grade	Marine Engineering	12	5.9
	DH 41/42	29	14.4
	DH 44	101	50.0
	DH 48	64	31.7
	DH 52	8	4.0
Monthly Income	RM 4001 - RM 6000	35	17.3
	RM 6001 - RM 8000	114	56.4
	RM 8001 - RM 10000	50	24.8
	More than RM 10001	3	1.5

Hypotheses Testing

The hypothesized in this study has three (3) direct hypotheses: (H1) positive relationship between demographics towards job satisfaction (Table 6), (H2) positive relationship between achievement, recognition, leadership and Islamic work ethics towards job satisfaction (Table 7), and (H3) significant influence between achievement, recognition, leadership and Islamic work ethics that influence job satisfaction (Table 8). The hypotheses were tested using Correlation Coefficients Analysis (H1 and H2) and Multiple Linear Regression Analysis (H3). All hypotheses are having significantly positive relationship between variables.

H1: There is a positive relationship between demographics towards job satisfaction.

Table 6: Relationship demographic towards job satisfaction

Variables	Job Satisfaction	Gender	Status	Age	Religion	Ethnic	Education level	Year of service	Department	Position grade	Monthly
Job satisfaction	1										
Gender	.066	1									
Status	-.070	-.008	1								
Age	-.064	.031	.208*	1							
Religion	-.024	.009	-.037	.006	1						
Ethnic	-.022	.009	-.038	.007	.100	1					
Education level	.058	-.024	.021	.329*	.017	.017	1				
Year of service	-.137	-.015	.153*	.184*	.043	.043	.019	1			
Department	-.169*	-.081	.060	.070	.104	.104	-.051	.119	1		
Position grade	-.053	.096	.049	.505*	-.113	-.113	.277**	.067	.111	1	
Monthly income	-.239**	.058	.125	.479*	-.105	-.105	.194**	.187**	.123	.718**	1

Table 6 indicates the correlation coefficient between demographic and job satisfaction according to Spearman's Rho Correlation Coefficients. Job satisfaction was positively significant correlated to the gender of the respondent

($r = 0.066$; $p < 0.05$) and education level ($r = 0.058$; $p < 0.05$). This implies that the meaning of job satisfaction is different in terms of gender. Besides that, the higher the level of education, the more it will determine the level of job satisfaction.

H2: There is a positive relationship between achievement, recognition, leadership and Islamic work ethics towards job satisfaction.

Table 7: Relationship variables that influence job satisfaction.

Variables	Job Satisfaction	Achievement	Recognition	Leadership	Islamic Work Ethics
Job Satisfaction	1				
Achievement	0.786**	1			
Recognition	0.926**	0.797**	1		
Leadership	0.742**	0.624**	0.734**	1	
Islamic Work Ethics	0.776**	0.967**	0.783**	0.617**	1

The correlation coefficients for the variables under investigation ranged from 0.617 to 0.967, that shows all independent variables have a positive association with job satisfaction according to Pearson Correlation Coefficients. Recognition has a positive association with job satisfaction ($r = 0.926$). After that, achievement has a positive correlation with job satisfaction ($r = 0.786$). Furthermore, the results show that Islamic work ethics is positively related to job satisfaction ($r = 0.776$). Finally, the leadership correlation coefficient is ($r = 0.742$), indicating that leadership has a positive relationship with job satisfaction. This result also contributes to the study's goal of determining the relationship between independent variables and dependent variables. Because all the Pearson correlation values are positive, it can be concluded that research objective number 2 is achieved.

H3: There is a significant influence between achievement, recognition, leadership and Islamic work ethics that influence job satisfaction among lecturers in Ungku Omar Polytechnic.

Table 8: Multiple Linear Regression Analysis

Model	Unstandardized Coefficients	Standardized Coefficients	t-value	Sig. (P-value)
	B-value	β -value		
Achievement	B = 0.014	β = 0.016	0.369	0.713
Recognition	B = 0.753	β = 0.743	15.475	0.000
Leadership	B = 0.122	β = 0.123	3.234	0.001
Islamic Work Ethics	B = 0.123	β = 0.131	2.508	0.013
F- value	332.156			
F-Sig.	0.000			
R	0.933			
R ²	0.871			
Adjusted R ²	0.868			
**Degree of Confidence: 95%. Sig. (p< 0.05)				

Major findings from this regression analysis indicate that ($R=0.933$) means that there is a high positive relation between independent variables and dependent variables. Independent variables (achievement, recognition, leadership and Islamic work ethics) for 87.1 % significant variance of job satisfaction ($R^2 = 0.871$). Adjusted $R^2 = 0.868$ should be the same or close to the R value and F value = 332.156 which is higher than 1, sig = 0.000) indicates that the model used in this study is fit. B-value is used to measure the strength of independent variables towards dependent variables. It identified that B-value for recognition is the strongest variable that influences job satisfaction (B-value = 0.753). Meanwhile, P-value greater than 0.05 for independent variable, achievement (0.713) in that case means, increases in the achievement associated with decreases in the dependent variable, job satisfaction. Lastly, standardized coefficient beta values among achievement, recognition, leadership, and Islamic work ethics are ($\beta= 0.016, 0.743, 0.123$ and 0.131). It shows that recognition is the highest influence on job satisfaction.

CONCLUSION

As mentioned before, this study was undertaken to see the influence of job satisfaction among lecturers at Ungku Omar Polytechnic. The researcher has selected four job satisfaction factors that will be the variables of this study. These factors are achievement, recognition, leadership and Islamic work ethics. There are some objectives that will serve as a goal for the researcher in order to complete this study. Looking at the first objective, the result shows that demographic relates with the job satisfaction among lecturers in Ungku Omar Polytechnic. All the respondent's demographic factors have a relationship that influences job satisfaction. The correlation coefficients for the demographics

under investigation show there are 2 demographics variables (gender and education level) that have a positive association with job satisfaction according to Spearman's Rho Correlation Coefficients. Hypothesis 1 stated there is a positive correlation between demographics and job satisfaction. This implies that the meaning of job satisfaction is different in terms of gender. The result was also supported by past research, (Westover et al.,2019).

Then the second objective in this research is to investigate the correlation between achievement, recognition, leadership and Islamic work ethics with job satisfaction among lecturers in Ungku Omar Polytechnic. The researcher found that the correlation coefficients for the variables under investigation show that all independent variables have a positive association with job satisfaction. Recognition has a positive association with job satisfaction. After that, achievement has a positive correlation with job satisfaction. Furthermore, the results show that Islamic work ethics is positively related to job satisfaction. Finally, the leadership correlation coefficient indicates a positive relationship between leadership and job satisfaction.

The last objective for this research is to assess if achievement, recognition, leadership and Islamic work ethics influence job satisfaction among lecturers in Ungku Omar Polytechnic. Based on the research done, the result shows that recognition, leadership and Islamic work ethics influence job satisfaction among lecturers in Ungku Omar Polytechnic except for achievement. Achievement in this sense means that an increase in achievement can actually be associated with a decrease in job satisfaction. The finding provides the same results as with previous studies by Schroder (2008), there are no significant differences between levels of job satisfaction and achievement. From the result, it's clear that Hypothesis 3 is not fully supported, because only 3 independent variables have significant influence with job satisfaction among lecturers in Ungku Omar Polytechnic. Besides that, from the Multiple Regression Analysis, B-value is used to measure the strength of independent variables towards dependent variables. From that analysis, it can be identified that B-value for recognition is the strongest variable that influences job satisfaction. It shows that recognition has the highest influence on job satisfaction.

In a nutshell, the proposed framework in this study has been substantially approved. Continued studies in this research should be conducted to identify more reasons for job satisfaction among lecturers at Ungku Omar Polytechnic. Future researchers can use the recommendations of this study as a guideline to conduct more effective research. In conclusion, this study found a significant positive correlation between achievement, recognition, leadership, and Islamic work ethics and job satisfaction among Ungku Omar Polytechnic lecturers. Lastly, more research on achievement variables can be conducted

because it has a lower influence on job satisfaction among lecturers at Ungku Omar Polytechnic.

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