THEORETICAL SUPPORT FOR STAFF SATISFACTION IN HIGHER EDUCATION INSTITUTIONS: A CONCEPTUAL FRAMEWORK
(Sokongan Teoretikal bagi Kepuasan Kakitangan di Institusi Pengajian Tinggi: Suatu Kerangka Konseptual)

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ABSTRACT

In this paper, the theoretical foundation for staff satisfaction in Higher Education Institutions (HEIs) conceptual framework is discussed. Several constructs are identified based on the evidence from previous studies. This framework has been developed based on the relationships of these constructs and staff satisfaction as evidence from past studies that have been supported by three theories in the field of psychology. Seven salient constructs of the framework are: (1) leadership, (2) staff involvement, (3) workload, (4) self-development, (5) working environment, (6) communication, and (7) job satisfaction. All constructs have been found to be inter-related and contributed to overall satisfaction of HEI members of staff in the organisations which could possibly enhance their intention to stay or to leave their respective workplace. The framework is potentially useful for future testing and validation in the context of higher education setting.

Keywords: staff satisfaction; turnover intention; higher education institutions

ABSTRAK

Dalam makalah ini, asas teoretikal kepada kerangka konseptual bagi kepuasan kakitangan di Institusi Pengajian Tinggi (IPT) dibincangkan. Beberapa konstruk telah dikenal pasti dan disokong daripada kajian lepas melalui kajian kepustakaan. Kerangka ini telah dibina berdasarkan hubungan konstruk-konstruk dengan kepuasan kakitangan dalam kajian-kajian lepas yang disokong oleh tiga teori dalam bidang psikologi. Tujuh konstruk penting dalam kerangka ini adalah: (1) kepimpinan, (2) penglibatan kakitangan, (3) beban kerja, (4) peningkatan diri, (5) suasana pekerjaan, (6) komunikasi, dan (7) kepuasan bekerja. Semua konstruk tersebut didapati berkait antara satu sama lain dan menyumbang kepada kepuasan kakitangan secara menyeluruh di IPT yang berkemungkinan boleh meningkatkan niat kakitangan untuk kekal bekerja atau sebaliknya di organisasi tersebut. Kerangka ini mempunyai potensi untuk digunakan bagi tujuan pengujian dan pengesahan dalam konteks persekitaran pendidikan tinggi pada masa akan datang.

Kata kunci: kepuasan kakitangan; niat berhenti kerja; institusi pengajian tinggi

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