

# The Effect of Salary, Internal Communication, Motivation and Working Hours on Job Satisfaction among Childcare Employees in Kedah

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**Abstract:** - In this study, childcare employees of Kedah State are evaluated for their job satisfaction. Study research on the connectivity between pay, internal communication, motivations, working hour, and job satisfaction by using quantitative methods through questionnaires. 234 respondents are identified are the sample of this study who are the employees the childcare center. The study discovered that internal communication, motivations, and job satisfaction are correlated. However, pay and working hours are not correlated. Satisfied employees found to work in the organizations. Research found a better knowledge of factors influencing job satisfaction in childcare centers. The findings provide a better understanding to the center, importantly to the management, in measuring their employees job satisfaction.

**Key-words:** Job satisfaction, salary, internal communication, motivation, working hour, childcare center.

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## 1 Introduction

Job satisfaction is an accomplishment at work which is connected to productivity and personal affluence. Job satisfaction also proposes power and satisfaction of a person's job. It triggers affirmation, salary, progression and achieving various targets for accomplishment [1]. Job satisfaction is a sentiments and feelings of a person regarding their present job. A person's level of job satisfaction and employment fulfillment could vary from extreme satisfaction to extreme dissatisfaction. Every individual has a different perception regarding employment in terms of their work, colleagues, supervisor, subordinates, and compensation [2].

Although job satisfaction is related to motivation, this relationship is still unclear. Fulfilment is not like encouragement. Job satisfaction is a whole behaviour. For example, it can be related to individual achievement, either quantitative or subjective [3]. Job satisfaction is the inclination of judgment that the activity provides for material and

mental needs [4]. Job satisfaction with a persistent attitude needs constant management [5] [45] [46].

We often overcome news of employee dissatisfaction at the workplace in electronic media. There are issues on insufficient salary, work overload, internal communication between employees (e.g., unreasonable colleagues), employers who lead without motivation, and poor working conditions are among the most reported. In addition, employees' dissatisfaction also often revolved around poor salaries by employers. These factors led to unmotivated workers in the workplace.

This type of employees is found to stay away from job responsibilities, missing while working, surfing the internet, chatting with others, or playing truant by calling in sick. These are signs of decreased productivity levels of workers because they are unsatisfied with their job. A person's behavior is reflected in the action, attitude, or manner they are engaged [6]. This will negatively affect their career

and organization growth. This scenario indirectly affects Malaysia as being one of the growing ASEAN countries.

## 2 Literature Review

### 2.1 Definition of Job Satisfaction

Job satisfaction is significant to measure an organization success and employee's satisfaction. This will indirectly improve the organization's image and productivity and positively motivate the employees. An organization with a lower job satisfaction will not achieve its goal where it has lower production, and demotivated workers to improve their quality of work. A satisfied employee person will bring changes because of joy of working [7]. Job satisfaction is an effective tool to some personal careers, as defined by [8], i.e., job satisfaction is how an individual's approach to their job as well. Researchers use several terms to describe job satisfaction. As mentioned by [9], job satisfaction is how a person's felt all about their duties. Meanwhile, [10] quoted that satisfaction will hold well only when a person has a positive expectation.

Job satisfaction is associated with a helpful workplace. Many organizations focus on achieving a higher level of satisfaction as it is a crucial factor [11]. A job has it types of methodologies in terms of singular angle contrasts, needs, or similar estimations of how it is done [12]. Job satisfaction can be related to how a person feels about the work as per their desire [13]. An employee may have a few parts of obligations, e.g., salary rates, inspiration, supervision, and partners, which could affect workers' perception on their work [14]. Supervisory supervision methods, collaboration with partners, and extra advantages are types of condition of a working environment.

Job satisfaction is a behaviour and internal state [3], while [15] defined job satisfaction as employees loving their work. It also related with a person's behaviour towards their work and at where they are performing that given work. Generally, job satisfaction is intrinsic and extrinsic of feeling exhibited by workers [16].

### 2.2 Theory and Principles of Job Satisfaction

#### 2.2.1 Maslow's Hierarchy of Needs Theory

Theory was introduced by [17], involving five hierarchies of human behavior, i.e., natural human necessity. Requirement ordering is according to a hierarchy in which the least order is physiological requirements, followed by security requirements and social needs. While the need for appreciation is in the fourth position, and the need for self-perfection is at the top hierarchy. The theory states that the lowest human needs, i.e., physiological needs, must be first fulfilled before commencing to the higher-level needs.

The theory positions the individual as integral, related to personality and behavior, and emphasizes motivation. An individual will continue to be motivated to achieve a goal perceived as a requirement that must be met regardless of environment, generation, and cultural differences [17]. Individual needs are also discussed, where it emphasizes personalities associated with personality development with motivation [17]. Motivation is driven by internal needs, which can affect an individual's behavior. An individual should first think of reaching the second stage before the first stage of physiological needs is met [17]. In other words, if the first requirement does not reach perfection, the second requirement will not exist. The theory also states the difference between the needs at the bottom level with high-level needs.

#### 2.2.2 Herzberg's Theory (Herzberg's Motivator-Hygiene Theory)

Federick Herzberg presented this theory in 1957. Motivation and environmental needs (hygiene) influence an employee's motivation [18]. Other factors are achievement, responsibility, recognition, positive feeling of work, respect, and self-growth. Mentioned by [18], that a job with all of this factor will give a satisfaction to that employee.

The second factor affecting job satisfaction is the workplace environment. Absenteeism also causes job dissatisfaction. Environmental is important for job satisfaction, e.g., relationships with colleagues, salaries, job security, corporate policies and administration, work facilities, and also the workplace environment. Job satisfaction is related with workplace conditions which provides facilities to employees [18].

## **2.3 Demographic Factors on Job Satisfaction**

Demographic factors significantly influence a person's attitudes and behaviors [19]. Researchers reported the connection among demographic factors such as age, gender, religion, ethnicity, marital status, and education with and job satisfaction. Other studies findings mentioned that gender affects commitment to the organization. Other factors that are related are salary, promotion, incidental advantages, leadership, work undertakings, and socializing [20].

### **2.3.1 Age**

Generally, work satisfaction is associated with employees' age. Longer serving employees found to have extra added satisfaction and happier compared to younger employees. Elderly employees with a realistic experience have more satisfaction compared younger counterparts. Young workers have less experience than older workers [21]. Studies showed that job satisfaction increased around the age of 40 but declined in middle-aged workers at least until 60. Employees are much satisfied when they achieve their retirement age with seniority and experience. They are also intrinsic, autonomic, and skill factors besides extrinsic factors such as salary.

### **2.3.2 Gender**

Gender differences also found to determine job satisfaction [22]. As an example, women focus on social factors, while men are more focused on salary, progress development and extrinsic aspect. Major differences between men and women also affect job satisfaction [22]. Men are more satisfied working with their colleagues than women. A study among bank managers in Nigeria examined gender difference in salary and advancement and how this distinction affects job satisfaction of both genders [23]. The study revealed that satisfaction among male managers higher than women managers on promotion policies.

### **2.3.3 Marital Status**

An employee's satisfaction level is also affected by marital status. Married workers are having higher level of job satisfaction than unmarried workers. [24], mentioned that married workers are having a better and have a higher commitment than unmarried employees. In conclusion this happens because the commitment is also high.

## **2.4 Factors Affecting Job Satisfaction**

### **2.4.1 Salary**

Salary is a compensation workers received and expressed in monetary paid by the employer for working agreement service that have been or to be done. This factor is also related to an employee's satisfaction, no matter it is subordinate or superior. Wage also determines employee's job satisfaction and often cause work dissatisfaction among employee [18]. Salary is essential to them to satisfy their economic needs [25]. Research that was done among done among lecturers found that those lecturers receiving higher income are having higher satisfaction levels [26]. It is one of the excessive forces for employees. Rewards in terms of money and recognition are highly significant with highly knowledgeable employees. Employee retention occurs when there's minimal recognition and without salary paid. Salary and employee's performance motivates them to be more productive and progress in work. Organization which has concerns and leadership with them performs well [27].

### **2.4.2 Internal Communication**

A good inter communication highly expands monetary outcomes with management solidness [28]. Research was also done to find the connection of correspondence adequacy, hierarchical turnover, and financial performance [29]. Different work level might have different satisfaction [30]. Internal market orientation will have knowledge internally to meet the requirement of employees [31].

Study by [32] found that the primary communication procedure inspected by [33] is honesty and openness of communication happened in between boss and subordinate. A two-way communication is related with predominant subordinate job relationship.

### **2.4.3 Motivation**

Expanding motivation, engagement, and commitment levels are key organizational viewpoints. Rewards and motivating forces would help to achieve an objective. There are two types of motivation, which are intrinsic and extrinsic. A self-generated motivation that satisfies the employees' requirements is intrinsic motivation. The amount of exertion an individual provides to another to propel them is called as extrinsic motivation. Reward basically motivates, attract, and hold the workforce. Organization should have a strategy to reimburse their employees and maintain them encouraged [34].

Motivating expert workforces is like motivating volunteers [35]. In 2004, a study revealed that employees highly educated are less satisfied, and education level does not affect intrinsic work motivation [36]. Skilled employees were more motivated. However, fewer satisfied with lower educational level had no effect. This could be presumed that experienced educated employees are expanded with challenging tasks.

### 2.4.4 Working Hour

Working time satisfaction are imperative by self-decided working hours. Individuals with independence time of working able to take control of their work arrangement. Meanwhile, those with lesser self-sufficiency has lower level of satisfaction.

Working time satisfaction are influenced by weekly hours reduction which gives a positive effect. This involved male and females also who work part-time are enjoying and fulfilling their work [37]. There were no communication influences found for gender. Over-work time and underemployment impacts similarly among ladies. A man who is not employed has higher satisfaction levels, but however the impact is not measured critically. Job satisfaction is emphatically influence by working time also in extended working hours. Long work hours will lead to lower profitability with lower working environment ability [38].

## 3 Research Methodology

### 3.1 Research Framework

Study aimed to identify factors influencing job satisfaction among childcare center employees. Below framework used for this study was adapted from [23]. Four categories are being studied affecting job satisfaction: salary, working hours, motivation, and internal communication, as shown in Fig. 1.



Fig. 1: Research Framework

### 3.2 Hypothesis

- H<sub>1</sub>: Salary is significant with job satisfaction.
- H<sub>2</sub>: Internal communication is significant with job satisfaction.
- H<sub>3</sub>: Motivation is significant with job satisfaction.
- H<sub>4</sub>: Working hour is significant with job satisfaction.

### 3.3 Research Design

Research has used quantitative research design with statistical data as the research medium. The relationships between the variables were done through quantitative data collection to describe more on the investigation. Respondents from the childcare centre are randomly selected. The primary data of this study was collected through questionnaires. According to [39], with this method, respondents will be able to answer the items provided. Biasness issue will be reduced as the researcher does not influence the respondents unless they are from the same location. He added that researchers will have plenty of space to ask questions compared to an interview, which will instigate biasness besides time limitation.

### 3.4 Research Methods

Social Science (SPSS) software was conducted to analyse the data obtained at the childcare centres in Kedah. The conclusion of this research will depend from the final findings of this research statistical also from previous studies added as additional inputs.

### 3.5 Analysis Units

The unit of analysis of this study are those employees working in registered and licensed childcare centres in Kedah, Malaysia. Those employees that were chosen are the front-line (teachers or better known as nannies in the Malaysian context) who has the major role in caring for and guiding the children. They are also identified as the contact persons in between the supervisors or managers, or owners of the childcare centres and the parents of the children.

### 3.6 Sampling Design

The upcoming paragraphs will discuss on the sampling design which is about the population, sampling frame, sampling technique, and sample size.

### 3.6.1 Population and Sampling Methods

The population of this study is 209 childcare centre workers registered under Jabatan Kebajikan Masyarakat in the State of Kedah. The specific population for the study should contain the number of all employees of registered and licensed childcare centres operating in Kedah.

### 3.6.2 Sample Size

According to [40], the sample size for the population of 209 should be approximately 3 times more for a childcare center; hence, 3 employees × 209 yielded the population of 627. The population was determined as the employees of childcare centers around Kedah, with a sample size of 234 respondents, who were randomly selected to answer the questionnaire.

### 3.7 Target Population

State of Kedah was chosen as the focus of the study because the researcher's hometown is in the state.

### 3.8 Questionnaire Design

Questionnaire is an efficient data collection tool used in descriptive studies [41]. It has able to save time and costs and collect larger amount of quantitative data. Questionnaire of this study was designed to investigate the factors that influence job satisfaction in childcare centres among employees. Respondents were asked to rate their levels of agreement on the five-point Likert scale.

Likert scale represented by:

- 1- Strongly Disagree
- 2- Disagree
- 3- Agree nor Disagree
- 4- Agree
- 5- Strongly Agree

### 3.9 Data Analysis

#### 3.9.1 Primary Data

Primary data are information attained from the respondents. The questionnaire is bilingual, i.e., Bahasa Malaysia and English. It allows easy understanding of the respondents.

#### 3.9.2 Secondary Data

This study also uses secondary data to obtain more in-depth information through journals, academic reports, books, articles, and statistical data.

### 3.10 Research Instruments

Studies questionnaires has 33 items directed bilingually. There are three sections that include questions related to job satisfaction among employees, i.e., parts A, B, and C. Part A contains questions related to the respondents' demographics, part B contains questions related to job satisfaction, and part C contains questions related to factors that influence job satisfaction. Bahasa Malaysia is used in this questionnaire is to ease respondents to understand the questions and answers.

#### 3.10.1 Part A: Demographic Measurement Variables

Part of this study is about respondents' demographic information such as gender, age, marital status, ethnic group, religion, working year experience, and higher education level of the employees. This variable is measured through nominal scales.

### 4 Findings

Figure 4.1 shows the respondents' responses. The questionnaire was distributed to 238 (S = 238) employees in childcare centers in Kedah Darul Aman. It was distributed from April 23 to March 15 by the researcher herself. 234 of questionnaires were recovered, and 4 of them were not returned to the researcher. All questionnaires were returned in good condition.

#### 4.1 Descriptive Analysis of Research Variables

Descriptive statistical analysis was used to measures the frequency mean score of research main variables on factors that influence job satisfaction. Mean score value of 3.00 and above predicts that variables are at a reasonable level to fair. Apart from that, mean value of below 3.00 indicates low forecast perception.

Table 1. Descriptive Analysis

VARIABLE	MEAN	STANDARD DEVIATION
JOB SATISFACTION	3.9826	0.54758
SALARY	2.6265	0.35033
INTERNAL COMMUNICATION	4.2037	0.51636
MOTIVATION	3.8752	0.53334
WORKING HOUR	2.2692	0.33714

Likert scale is used to measure the variable. In Table 1, the mean value of dependent variables, i.e., job satisfaction and independent variables

moderately influence work satisfaction. The mean value for the dependent variable,  $M = 3.9826$ , independent variables are salary ( $M = 2.6265$ ), internal communication ( $M = 4.2037$ ), motivation ( $M = 4.0553$ ) and working hour ( $M = 2.2692$ ). With this, job satisfaction score is at a moderate level and employees of childcare centers in Kedah are moderately satisfied and both positively and negatively as the mean value for salary factor and working hour factor is in low forecast perception, i.e., below 3.00. Standard deviation for job satisfaction is 0.54758, and salary (0.35033), internal communication (0.51636), motivation (0.53334), and working hours (0.33714).

#### 4.2 Pearson Correlation Analysis

Correlation indicates the connection between two variables in one direction. In this analysis a significant confidence level should be in between 0.01 to 0.05 (Reeves, 1992).

Table 2. Pearson Correlation Finding

		JOB SATISFACTION	SALARY	INTERNAL COMMUNICATION	MOTIVATION	WORKING HOUR
JOB SATISFACTION	Pearson Correlation	1	0.081	0.636**	0.566**	0.074
	Sig. (2-tailed)		0.217	0.000	0.000	0.260
	N	234	234	234	234	234
SALARY	Pearson Correlation	0.081	1	0.055	0.035	0.005
	Sig. (2-tailed)	0.217		0.405	0.592	0.942
	N	234	234	234	234	234
INTERNAL COMMUNICATION	Pearson Correlation	0.636**	0.055	1	0.654**	0.075
	Sig. (2-tailed)	0.000	0.405		0.000	0.251
	N	234	234	234	234	234
MOTIVATION	Pearson Correlation	0.566**	0.035	0.654**	1	0.044
	Sig. (2-tailed)	0.000	0.592	0.000		0.499
	N	234	234	234	234	234
WORKING HOUR	Pearson Correlation	0.074	0.005	0.075	0.044	1
	Sig. (2-tailed)	0.260	0.942	0.251	0.499	
	N	234	234	234	234	234

\*\* The correlation is significant at the 0.01 stage (2-tailed)

From Table 2, salary, internal communication, motivation, and working hour, are correlated with job satisfaction, at 0.081, 0.636, 0.566, and 0.074. The correlation between internal communication and motivation, are associated with a moderately strong coefficient. Meanwhile, the salary and working hours exhibit low correlation coefficients. Only internal communication and motivation are significantly and positively correlated to job satisfaction. The other variables, salary and

working hours, are insignificant and negatively correlated to job satisfaction.

#### 4.5.1.1 Hypotheses Development

Four hypotheses have been outlined to be tested. Pearson correlation test has been used to test those hypotheses.

##### i. Hypothesis 1

Table 3. Relationship between Salary Factor and Job Satisfaction.

DEPENDENT VARIABLE	DIMENSION	CORRELATION COEFFICIENT (R)	SIGNIFICANT
JOB SATISFACTION	SALARY	0.046**	0.346

H<sub>1</sub>: There is no significant relationship between salary and job satisfaction.

Table 3 shows salary is significant,  $p = 0.346$  and  $P > 0.01$ . Relationship between job satisfaction and salary factor is very weak ( $r = 0.046$ ). Once job satisfaction increases, salary factor will also increase, and vice versa. Therefore, H<sub>1</sub> were rejected. Findings shows salary factor alone is not significantly affecting the job satisfaction.

##### ii. Hypothesis 2

Table 4. Relationship between Internal Communication Factor and Job Satisfaction.

DEPENDENT VARIABLE	DIMENSION	CORRELATION COEFFICIENT (R)	SIGNIFICANT
JOB SATISFACTION	INTERNAL COMMUNICATION	0.405**	0.000

H<sub>2</sub>: There is no significant relationship between internal communication and job satisfaction.

Table 4 represent the internal communication factor value,  $p = 0.000$ ,  $P < 0.01$  which shows a significant relationship among internal communication and job satisfaction. Internal communication and job satisfaction are significant ( $r = 0.571$ ) simultaneously shows positive correlations and interconnection with each other. Researchers accepted H<sub>2</sub>. Results indicate that internal communication factor has a moderate relationship with job satisfaction.

iii. Hypothesis 3

Table 5. Relationship between Motivation Factor and Job Satisfaction

DEPENDENT VARIABLE	DIMENSION	CORRELATION COEFFICIENT (R)	SIGNIFICANT
JOB SATISFACTION	MOTIVATION	0.320**	0.000

H<sub>3</sub>: There is no significant relationship between motivation and job satisfaction.

Table 5 shows motivation factor and job satisfaction are at a moderate correlation (r = 0.320), with the significant value motivation factor of p = 0.000, P < 0.01. When job satisfaction score increases, motivation also increases, and if the work satisfaction score decreases, vice versa. Therefore, H<sub>3</sub> is accepted.

iv. Hypothesis 4

Table 6. Relationship between Working Hour Factor and Job Satisfaction.

DEPENDENT VARIABLE	DIMENSION	CORRELATION COEFFICIENT (R)	SIGNIFICANT
JOB SATISFACTION	WORKING HOUR	0.005**	0.260

H<sub>4</sub>: Working hour is not significantly related with job satisfaction.

Table 6 shows working hours and job satisfaction are at a very weak correlation coefficient satisfaction (r = 0.005), with a significant value for the work factor of p = 0.260, p > 0.01.

4.5.2 Multiple Regression Analysis

According to correlation analysis only two variables are significantly and positively correlated. Another two variables are not significant with a negative correlation. Regression analysis technique is a best predictor of dependent variables from independent variables (Rizaimy et al., 2012). Thus, study was continued with this analysis.

Table 7. Summary of Multiple Regression

MODEL	R	R SQUARE	ADJUSTED R SQUARE	STD ERROR OF ESTIMATE
1	0.669	0.447	0.437	0.41074

Table 7 shows the relationship between independent variables, i.e., factors affecting job satisfaction and job satisfaction as a dependent variable (R = 0.669) or 66.9%. Meanwhile, the R<sup>2</sup> value is 0.447 or 44.7%, indicating that only 44.7% of changes in dependent variables (job satisfaction) are due to the variation of independent variables (factors that influence job satisfaction), while 55.30% are influenced by other factors apart of this study.

Table 8. ANOVA Multiple Regression

MODEL	SUM OF SQUARE	DF	MEAN SQUARE	F	SIG
1 Regression	31.229	4	7.807	46.276	0.000
Residual	38.635	229	0.169		
<b>Total</b>	<b>69.863</b>	<b>233</b>			

Table 8 describes the results of ANOVA multiple regression. The data display shows the extent to which the model used by researchers in conducting this investigation is significant or vice versa. Referring to the ANOVA table, the value of F = 46.276 is significant at P = 0.000, P < 0.05. This shows a correlation between the independent and dependent variables at the significant level of p < 0.05. The results of this forecast indicate that 44.7% of the variance (R<sup>2</sup>) in job satisfaction is significantly reflected by independent variables (factors that influence job satisfaction). The coefficient table above is the overall conclusion beta value and significance of every independent variable in this research. This table helps to explain independent variables in explaining variance in job satisfaction.

Table 9. Multiple Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.596	.342		1.744	.083
SALARY	.073	.077	.046	.944	.346
INTERNAL COMMUNICATION	.489	.069	.461	7.082	.000
MOTIVATION	.268	.067	.261	4.022	.000
WORKING HOUR	.044	.080	.027	.554	.580

a. Dependent Variable: JOB SATISFACTION

Table 9 represent Beta and T values for dimensions of factors affecting job satisfaction. The value for salary is 0.046 and 1.744, while significant values are 0.01 (p = 0.01, p < 0.05). Beta and T values of internal communication are 0.461 and 7.082, with significant values 0.000 (p = 0.000, p < 0.05). The Beta and T values for motivation are 0.261 and

4.022, with significant value of 0.000 ( $p = 0.000$ ,  $p < 0.05$ ). The Beta value for working hour is 0.027 and 0.554 for T values, with an equal significant value for both variables with 0.580 ( $p = 0.580$ ,  $p > 0.05$ ).

Identified that independent variables are related to internal communication ( $p = 0.00$ ), motivation ( $p = 0.00$ ) significant with the p value where the p value is smaller than 0.05 ( $p < 0.05$ ) to job satisfaction.  $H_2$  and  $H_3$  are accepted:

$H_2$ : There is a positive and significant relationship between internal communication and job satisfaction.

$H_3$ : There is a positive and significant relationship between motivation and job satisfaction.

The salary ( $p = 0.346$ ) and the working hour factors ( $p = 0.580$ ) show insignificant values, where the value of P is greater than the value of 0.05 ( $P > 0.05$ ).  $H_1$  and  $H_3$  are rejected:

$H_1$ : There is no significant relationship between salary and job satisfaction.

$H_4$ : There is no significant relationship between working hour and job satisfaction.

## 5 Discussion of Findings

Research firstly found salary and job satisfaction are not significant. Only salary able to enhance job satisfaction and reduce dissatisfaction [22]. Higher salary increases employee's productivity. Satisfactory salary improves work quality and encourage employees to perform better.

Internal communication positively affects employee job satisfaction for this study. Supervisors also tries to satisfy their subordinates' needs and ensure the employees will fulfil and remain at the workplace even though they are more inclined to business, current work economic situations or even competition inside childcare industries. As mentioned by [42], childcare employees are having job satisfaction with a good supervisor focusing on essential angles identified according to their needs.

Thirdly, motivators or satisfiers contributes to dissatisfaction at work. Individual were challenged to perform well to show their potential. There are different range of angles in work motivation. Intrinsic motivations are gotten from work. Employee's fundamental needs supposed to be

satisfied by work. Employees always wanted to be appreciated. Gratefulness also contributes to job satisfaction.

This study shows no association of working hours with employee job satisfaction. Employees are unsatisfied with long working hours at the centres, although they enjoy the working environment. Lesser working hours per week increases work time satisfaction. These findings are in line with [43], where women and men who worked part-time are more satisfied compared to full time workers. As mentioned by [44], working time satisfaction tends to bring down with shift plans working time. Upsetting jobs depicted by frequently skipped breaks and unpaid extra time.

## 6 Conclusion

Study aims to find relationship of job satisfaction between pay, internal communication, motivation, working hours, and job satisfaction. should completely focus on job satisfaction elements to improve childcare employee's quality work. Inefficient management with poor planning, organizations are likely to lose their employees. Findings show that favorable working conditions and good communication increase employee loyalty.

In addition, an organization must also need attend to take care the concerns of their employee's concerns, work assigned with proper understanding of the job description, re-creating work schedules in a better structure.

After all, job satisfaction is crucial to any business. In this way, job satisfaction should come first to encourage employees to continue to serve in the organization. There are various reasons why employees become disillusioned with their jobs such as lack of recognition or limited opportunities, long working hours, heavy workload, less pay, and other reasons that pushed employees to leave the company.

## 7 Recommendation for Future Research

Future studies should look at the effects of longer working hours or shifts on job satisfaction. For example, childcare educators may have offered with the best pay for fewer working hours with morning and evening shifts, that give them work satisfaction.



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-Yaty Sulaiman was responsible for conceptualization, funding acquisition, project administration, resources, and supervision.

-Nur Zalikha 'Akalili' Muhamad Kashfi was responsible for data curation, formal analysis, methodology, validation, and writing the original draft.

Mohd Yusri Shahril Ismail was responsible for review of the article.

-Ariana Arif was responsible for editing of article.

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