VALIDATION OF THE WOOD’S JOB SATISFACTION QUESTIONNAIRE AMONG MALAYSIAN NONPROFIT CHARITY ORGANIZATION WORKERS

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ABSTRACT (200 WORDS)
Wood, Chonko, and Hunt developed the Wood Job Satisfaction (JSQ) scale in 1986, aimed to provide the estimate of the respondents’ levels of job satisfaction. It is a psychometric property that has been widely used in various sectors to measure the level of job satisfaction among employees. Nevertheless, in the case of non-profit organization sector in Malaysia, with special reference to zakat institutions, yet there is no study utilizing JSQ as well as examining the reliability and validity of JSQ. Hence, the purpose of this research is to produce the empirical evidence of reliability and validity of the psychometric properties of JSQ by using Rasch analysis. The advantage why opt to utilise Rasch analysis is because it has the capability to produce reliable and valid data and at the same time, it can identify the misfit items. The participants were 123 staff of non-profit organization who had completed the job satisfaction questionnaire. Statistical analysis using Winstep software is selected to measure the reliability and validity of the 14 items, due to its robustness in identifying outliers of respondents and items. Results from the analysis showed that based on positive value of PtMea Corr, it indicates that all items measured were in the same direction in the development of job satisfaction constructs. Interestingly, for item misfits, none of the 14 items were identified as misfits because none of the characteristics were fulfilled. In lieu to this, the Rasch Measurement Model has proven highest degree of reliability and validity in measuring job satisfaction construct. Hence, it can be concluded that the JSQ is useful for assessment of job satisfaction as well as for future researchers to conduct studies on job satisfaction.

Keywords: Validity, Job Satisfaction, Rasch Analysis, Nonprofit Organization, Malaysia

1. INTRODUCTION
According to the seminal work of (Locke 1969) on job satisfaction, job satisfaction is defined as the feelings of an employee has about his or her job experiences in relation to the previous experiences, current expectations, or available alternatives. Job satisfaction is very important in a sense that it greatly affects to the overall performance of institutions, including non-profit institutions. Non-profit institutions, which are known for their culture of overworked and underpaid employees, have even more obstacles to maintain the employees’ job satisfaction. This negative environment has much similarity with one of the non-profit institutions in Malaysia, which is zakat institution. Due to the dissatisfaction of employees at the workplace, until now, zakat institution has not yet reached full potential as an efficient institution (Undisclosed Name, 2013, pers. comm., 15 November). Therefore, the dissatisfaction among employees has created hindrance in institution’s way to progress.

Job satisfaction can be measured through several of ways. In a study done by the Society for Human Resource Management (SHRM), the top three “very important” factors lead to job satisfaction are job security (65%), benefits (64%), and communications between employees and management (62%) (Denes, 2003). In another study of measuring job satisfaction, a focus group on Human Resource professionals listed communication between employees and management (77%) as number one, followed by recognition by management (62%) and relationship with supervisor (61%) (Denes, 2003). While in another focus group, who is consists of the multi-level of employees; they place tangible items as their priorities, which are job security and benefits (Denes, 2003). However, there are varieties of ways in measuring job satisfaction. Hence, this study has utilized the most commonly instrument used in measuring job satisfaction in non-profit organization sector.

One of the most frequently used measurements to assess employee satisfaction is Wood’s Job Satisfaction (Chen, 2009, Seashore, 1974). The reliability and validity of the JSQ has been comprehensively studied in Western countries. However, the reliability and validity of the JSQ has not been examined yet in the Malaysian non-profit charity organization, with special reference to zakat institutions, revealing an obvious gap in the
literature. In this regard, the purpose of the study is to produce the empirical evidence of reliability and validity by using Rasch Analysis, providing a new important contribution to the performance of the non-profit organization literature as well as form a base for future researchers to conduct studies with respect to the zakat sector in Malaysia.

The breakdown of study is as follows: the immediate section discusses the significant developments of zakat institutions in Malaysia. This is followed by the purpose of study, why this study is executed. Section 4 reviews the job satisfaction and its layer of relevant literature. Section 5 explains of methodology and sections 6 discusses on analysis and findings. The paper ends with a conclusion.

2. ZAKAT INSTITUTIONS IN MALAYSIA

In Malaysia, zakat institution was informally established since pre-colonial period (Muhammad 1993). Zakat institutions have a role in collecting compulsory donations from eligible Muslims and distributing them to the beneficiaries. Zakat institutions have exhibited a positive increment in collection of zakat due to the corporatization, which was introduced in 1990. Despite the increment in collection of zakat, the distribution of zakat has not yet reached full potential. Ideal zakat institutions should be able to synchronize both collection and distribution of zakat funds (Suhaib 2009). The average percentage of zakat fund distributed is 84.08% among the 14 states, 15.92% of zakat fund were left undistributed, within the same year. Amount of zakat fund undistributed affect the efficiency and potential of zakat institutions (Yusoff 2011).

Before 1990s, the collection and distribution of zakat funds in Malaysia were poorly managed by the zakat institutions (Muhammad 1993). Zakat institutions required changes to improve their performance, especially in zakat collection (Muhammad 1993). As a result, in 1990, the Federal Territory Islamic Religious Council set up a company to manage zakat collection professionally. This attempt to establish a modernized zakat collection and significant changes in zakat institutions performance has reflected a new phase when a number of zakat institutions have been corporatized. Corporatization is a creation of an authorized company that acts as a single entity legally and recognized as such in law (Anon 2002). In the case of zakat institutions, it is a centre of independent department of the respective State Islamic Religious Councils that operate based on the commercial and professional basis (Muda et al. 2006). The corporatization is aimed to strengthen and to improve the collection of zakat funds and further contribute to the efficient performance in zakat institutions whereby, the first corporatized Zakat institutions was the Federal Territory zakat collection unit known as Pusat Pungutan Zakat Majlis Agama Islam Wilayah Persekutuan. The existence of a newly reformed Pusat Pungutan Zakat-Majlis Agama Islam Wilayah Persekutuan has marked a new era in the performance of zakat institutions in which the total of zakat collection has increased tremendously. Prior to 1990, the collection of zakat was disappointing. However, after 1990, the zakat collection has shown a steady increase and remains in incline until 2010 except in 1998-2000 due to the economic downturn.

Pusat Pungutan Zakat-Majlis Agama Islam Wilayah Persekutuan was given the mandate to manage the collection of zakat funds while the distribution of zakat is taken care of by Baitul Mal. As of 2012, there are a total of four states that have corporatized their collection division which are Kuala Lumpur, Pahang, Negeri Sembilan and Melaka. Whereas, another four states have corporatized their collection and distribution divisions that are Selangor, Pulau Pinang, Sabah and Sarawak (Abd. Wahab & Abdul Rahman 2011). Among the aforementioned states, the efficient is Lembaga Zakat Selangor (Kaslam 2011). The corporatization of both collection and distribution of zakat funds has made Lembaga Zakat Selangor as the most efficient zakat institutions as compared to other zakat institutions in Malaysia (Kaslam 2011).

After undertaking on productive way in increasing the collection of zakat fund, zakat institutions has taken further attempt to be more efficient through full integration into the mainstream economy. Defined shortly, integration is assimilation of institutions into the mainstream economy (Abdul Rahim 2007; Akbar & Kayadibi 2012; Khairi & Mohd Noor 2012). To integrate into the mainstream economy, zakat institutions must be efficient (Abdul Rahim 2007). Efficiency of zakat institutions is a requirement to integrate into the mainstream economy (Abdul Rahim 2007).

In order to be relevant, an institution must be integrated into mainstream economy and to integrate into mainstream economy, institutions must be efficient and able to fulfil their objectives. Furthermore, issue of zakat institutions integration into the mainstream economy is now gaining momentum in the recent academic literature (Abdul Rahim 2007; Akbar & Kayadibi 2012; Khairi & Mohd Noor 2012). Following (Abdul Rahim 2007; Akbar & Kayadibi 2012; Khairi & Mohd Noor 2012) this study defines integration as an assimilation of zakat institutions into the mainstream economy, has similar provisions like Inland Revenue Board and become a source of government revenue. Additionally, zakat system has several similarities with Malaysia tax’s system.
(Dolah & Mohd Noor 2009). For example, tax and zakat are collected from eligible payers. The collected amount of tax were then assembled in Federal Consolidated Fund and used for the country’s administration, economic development and social economic (Dolah & Mohd Noor 2009). Whereas, zakat fund is collected on state-based and it has no Federal Consolidated Fund like tax system. The accumulated zakat fund in every state will be distributed to the beneficiaries.

The milestone of zakat integration began in 1978 when rebates were given to individuals who had paid zakat according to section 6A(3) Income Tax Act 1967. In 2004, offshore companies in Labuan were given rebates for business zakat paid according to Section 8(A) & 11 Labuan Tax Act 1990. The Malaysian Government, in its 2005 and 2007 budget tabled in the Parliament by the YAB Prime Minister cum Finance Minister on 10th September 2004 and 1st September 2006 had decided to give tax deductions in Malaysia under the provision of section 44(11A) Income Tax Act.

Introducing of tax rebate on zakat businesses by Malaysian Government in 2005 was another important contributor to partial integration (Abu Bakar & Abdul Rahman 2007). In this measure, payment of zakat business can be deducted to a maximum of 2.5% of aggregate income (Abu Bakar & Abdul Rahman 2007; Barizah et al. 2008). In (Yusoff 2006; Yusoff 2009) he stated the inclusion of zakat in the national budget or expenditures are relatively a new practice.

Currently, zakat institutions have been partially integrated into the mainstream economy (Abdul Rahman 2007). This is evidenced by the acceptance of zakat by the government through tax rebates on zakat income and zakat business, in 1991 and 2005 respectively. In the event of monthly deduction on zakat income, the deduction is made through monthly salary. The amount of zakat could be deducted from the Scheduled Tax Reduction with several conditions. It must be informed at the beginning of the year to Inland Revenue Board and it must have the approval from the zakat’s office. In Peninsular Malaysia, all states have issued a fatwa that impose zakat on employment income as obligatory. For example, Perlis issued such fatwa in October 1991 (Jawatankuasa Syariah Negeri Perlis). Similarly, Kedah also made a similar decision and the decision became part of the law of the state Islamic affairs when it was gazetted in 1986. The next section probes the purpose of study.

3. PURPOSE OF STUDY

The purpose of this study is to determine the reliability and validity of the items in the four constructs of job satisfaction (information, variety of works, closure and pay and benefits) based on the Rasch Measurement model procedures of reliability analysis of items, the separation index, Point Measure Correlation (PTMEA) and fit statistic.

The reliability and validity value of the instruments is vital to maintain the accuracy of the questionnaire from any defect and problems. (Bond & Fox 2007) reliability is measured by the ability of the scale to locate the level of the attribute. Further to this, when diverse populations are employed to assess the same construct in changed environments, the same ability should be produced (Nunnally & Bernstein 1994).

Whilst, validity is the extent to which meaningful inferences can be made from the measurement. Two elements of validity are criterion and construct. Criterion-related validity scrutinizes the measure ability to predict an outcome. Construct validity observes whether the items used in the measure reflect the concept, construct, or dimension being used. Therefore, the use of statistical analysis using Rasch should be done to improve the reliability and validity of the job satisfaction construct.

4. JOB SATISFACTION

Job satisfaction is identified as one of the element which influenced performance of institutions (Khaleque 1984; Liu & Yang 2009; Locke 1976; Tayşir & Tayşir 2012; Vroom 1964; Xu, Wang, & Li 2010). Several studies have shown a positive association between effective human resource management practices and organizational performance (Huselid 1995; Becker & Huselid 2006; Delery & Doty 1996). According to (McGregor 1960; Likert 1961), it was found that the productivity and efficiency could be achieved by the satisfaction of the employees. These studies were consistent with the study done by (Iaffaldano & Muchinsky 1985); job satisfaction of the employees correlated to the performance of institutions. Miller and Monge analyzed job satisfaction and institutions’ performance, and discovered job satisfaction had a positive impact on performance (Locke & Schweiger, 1978; Miller & Monge, 1986).

There was a study in an education sector done by (Ostroff 1992; Michaelowa & Wittman 2007), he was conducted a research on the relationship between job satisfaction of the teachers and the performance of the
school. After examining a sample of 350 schools, based on the findings, he concluded that job satisfaction of the teachers is related to the performance of the schools. The performance of the school was measured by the several performance outcomes such as student academic achievement and teacher turnover rates. The schools with more satisfied teacher tended to be more efficient than schools with dissatisfied teachers. Therefore, this study indicates that job satisfaction is an important well-being process that fosters the institution effectiveness.

In another study done by (Delery & Doty 1996) in banking sector, they have found that the relationship between job satisfaction and profit (performance) among the sample of banks was positively related. In a study of manufacturing sector, (Youndt et al, 1996) have found that job satisfaction was positively related to the indicators of operational performance. Additionally, in petro-chemical refineries sector, Wright and team (1999) conducted a study on examining the impact of job satisfaction mainly on compensation on 190 US petro-chemical refineries. They have found that there is a direct positive relationship between job satisfaction on the performance of firm. This finding was supported in another study done by Paul and Anantharaman (2003), they found the job satisfaction mainly on compensation and incentives had a direct effect on the operational performance parameters.

5. METHODOLOGY

Section 5 consists of few subtopics in discussing the research methodology. The subtopics are census survey, instrument, measurement, and plan for data analysis.

5.1 Census
This section discusses the census methodology that used to generate respondents for this study. Census requires to collect data from member of the population being studied (Harding 2006). The justification of why utilizing census survey is because zakat institutions in Malaysia face the understaffing issue (Mohd Noor et al. 2011; Sadeq 1993). According to the Research Observation Unit of University of the West of the England (2007), if the population is small and having issue such as short of staff, then it is often feasible to undertake a census. Additionally, in census survey, it requires the researcher to define boundaries of the population. Hence, the boundary of population is limited to the respondents whom their workplace (zakat institution) is based in Melaka and Negeri Sembilan only. For this study, the census frame of the study covers 163 employees of zakat institution in Melaka and Negeri Sembilan. The rationale these institutions were chosen because they hold similarities in few aspects such as status of corporatization, the slight similarity in their annual average collection and they being typical zakat players in the zakat industry. Other than that, the respondent frame is the register of employees obtained from Human Resource Unit. The information of total number of employees were obtained after several formal processes were done.

5.2 Instrument
Data can be collected in a number of ways including questionnaire. Since this is a noneexperimental research, the instrument that used in this study is a structured questionnaire. According to (Sekaran & Bougie 2011), the questionnaire is a preformulated written set of questions to which respondents record their answers, usually within rather closely defined alternatives. This instrument is also commonly used by researchers for data collection (Clarke & Dawson 1999; Pettigrew, Christ, Wagner, Meertens, Van Dick & Zick 2008).

The construct of items measured in four point (no mid-point) Rensis Likert scale, respondents were asked to rate their agreement utilizing a four point Likert scale where 1 = strongly disagree, 2 = disagree, 3 = agree, 4 = strongly agree. In addition, it was found in pilot study, the respondent answered most of the questions at middle point. Hence, for this final survey, the researcher has dropped the middle point in order to avoid the respondents who are tended to rate at middle point rather than give a real evaluation.

This questionnaire is written in English and then being translated into Bahasa to provide a better understanding to the respondents. The translation of the questionnaire was done by Institut Terjemahan Negara whereby, the translator took about three weeks to completely translate the questionnaire into Bahasa. Therefore, by providing the bilingual questionnaire to the respondents, it is hope that there will be no issue in understanding the questionnaire.

5.3 Measurement
The job satisfaction scale developed by (Wood et al. 1986) provided the estimate of the respondents' levels of job satisfaction (information, variety of works, closure as well as pay and benefits). This scale consists of 14 items scored with a four-point Likert scale. This scale has an established reliability level, with an alpha
coefficient of .89 for the scale (Wood et al. 1986). However, in the case of non-profit organization, the reliability value remains unclear.

5.4 Plan for data analysis
The process of analysing data and finding analysis begins after all the data and information had been gathered through the questionnaire distribution. Since the objective of this study is to examine the reliability and validity of the instruments, hence, the robust statistical tool is employed that is Winsteps®.

6. FINDINGS
Section 6 consists of two subtopics in discussing the analysis and findings. The subtopics are profile of respondent and rasch analysis.

6.1 Profile of respondents
The profile of respondent is to provide description background information of respondent. The respondents were asked about their profile in demographic section, which are gender, job status, educational attainment, age and years of services at the current organization. As tabulated in Table 1, male respondents made up a higher proportion (52.85 percent) than female respondents (47.15 percent). Therefore, more than half of the respondents consist of male respondents.

The highest proportion is permanent status, which is 74.80 percent, while the lowest is contract, which is 8.94 percent. Temporary status is only made up of 16.26 percent. Therefore, the majority of employees are permanent. The respondents’ academic qualifications. 36.59 percents of respondents possessed diplomas, while only 18.70 percent with degrees. 26.83 percents of respondents possessed Malaysia Certificate of Education, 11.38 percent have Malaysia Higher Certificate of Education and only 6.50 percent possessed Malaysia Higher Religious of Certificate. Therefore, most of the zakat personnel possessed diploma certificate. The mean of respondents’ age is 34.81 years old. It indicates that at average the respondent is aged 34 years old. The mean of length of services at the current organization is 9.43 years. It indicates that at average, the respondents have been worked at the current organization is 9 years.

<table>
<thead>
<tr>
<th>Items</th>
<th>Characteristics</th>
<th>Percent</th>
<th>Frequency</th>
<th>Mean (μ)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>Female</td>
<td>47.20</td>
<td>58</td>
<td>5.285</td>
</tr>
<tr>
<td></td>
<td>Male</td>
<td>52.80</td>
<td>65</td>
<td></td>
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<tr>
<td>Total</td>
<td></td>
<td>100 %</td>
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<td></td>
</tr>
<tr>
<td>Job status</td>
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<td>74.80</td>
<td>92</td>
<td>1.3415</td>
</tr>
<tr>
<td></td>
<td>Temporary</td>
<td>16.50</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Contract</td>
<td>8.70</td>
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<td></td>
<td>100 %</td>
<td>123</td>
<td></td>
</tr>
<tr>
<td>Education attainment</td>
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</tr>
<tr>
<td></td>
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<td>Bachelor Degree</td>
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<tr>
<td>Total</td>
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<tr>
<td>Age of respondent</td>
<td>Mean (μ)</td>
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<td>-</td>
<td>34.81</td>
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<tr>
<td>Length of services</td>
<td>Mean (μ)</td>
<td></td>
<td>-</td>
<td>9.43</td>
</tr>
</tbody>
</table>

6.2 Rasch analysis
Rasch Measurement Model is used in the process of reliability and validity analysis. This is the stage of data analysis, which analysed through WinSteps®, a Rasch Measurement Model software which is administered during final survey. This is an initial analysis to check whether the respondents answered consistently and logically (Leitao & Waugh 2012). The Rasch Measurement Model can facilitate reliable, valid and more efficient assessment (Abdul Aziz 2011). Other than that, Rasch Measurement Model can produce complete, unbiased and precise data (Huang & Page 2002).

Rasch Measurement Model is executed in this study due to its capability to produce reliable and valid data and at the same time it can identify the misfit items and persons (Abdul Aziz 2011). Utilizing Rasch Measurement Model provides an advantage because the existing software (SPSS) cannot measure the reliability of respondents in answering the items. Raw data cannot be measured in their raw state because they have an inferential value. As such, the advantage of the Rasch Measurement Model can transform ordinal raw data into interval-scaled data (Andrich 1978; Mohd Ishar & Masodi 2012; Pallant, Miller & Tennant 2006; Tennant & Conaghan 2007).

Summary statistic
From Table 2, the result from the 123 respondents were analyzed and presented. A total of 1664 data points from the 123 respondents on the 14 items that measured job satisfaction. The 1664 data points explained was large enough to remain useful and stable for person measure estimates and to obtain useful and stable item calibrations. This generated a log-likelihood chi-square value of 1987.60. In addition, the summary statistic revealed that the Cronbach alpha (α) value was 0.90, which is acceptable (Bond & Fox 2007; Nunally & Bernstein 1994) in indicating the reliability as well as the level of consistency in measuring job satisfaction among employees in zakat institutions. The ‘person’ reliability was 0.86 which is a good reliability (Fischer 2007) for repeatability of person ordering and showed the person response validity. In other words, it explains the stability and consistency of giving response. The ‘item’ reliability was deemed poor (Fischer 2007) of 0.59, however it still indicated a reliability of being able to discriminate the person satisfy-ability and difficulty of tasks. The person separation index was at 2.16, showing the spread of person along a ruler and item separation index at 1.20, indicating a smaller range of items than persons, and a less broad range of item difficulty. Hence, the summary statistic in Table 2 indicates that the Cronbach alpha value, person reliability and separation index for persons had a sufficient value.

Moreover, mean for item (Mean Raw) has been calibrated to 0.00/logit for an arbitrary start point scale. The mean for the person (Mean Person) is 63.62/logit, which is apparently higher than the Mean Raw, indicating that on average all of the employees agreed that their job satisfies their needs.

<table>
<thead>
<tr>
<th>Item</th>
<th>Mean Raw</th>
<th>Mean Person</th>
<th>Raw Score</th>
<th>Person Score</th>
<th>Measure</th>
<th>Error</th>
<th>NMSQ</th>
<th>ZSTD</th>
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<td>20.00</td>
<td>10.00</td>
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<td>2.00</td>
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<td>1.00</td>
<td>3.00</td>
<td>1.00</td>
</tr>
</tbody>
</table>

**Item fit statistic for job satisfaction**

Table 3 illustrates item statistic of job satisfaction construct. Before deleting and rephrasing the items, the analysis to identify misfit item is necessary. In Rasch Measurement Model, the misfits item reported are to check any misfits or outliers of data with three characteristics need to be fulfilled. According to (Abdul Aziz 2011), there are three criteria to be considered in examining the misfits data. The items are considered misfits with the model if the point measure correlation (PtMea Corr) is larger than 0.4 and less than 0.85 (0.4<PtMea Corr<0.85), the outfit mean square (MNSQ) is larger than 0.6 and less than 1.4 (0.6<MNSQ<1.4), and the outfit Z-standard (ZSTD) is larger than -2 and less than +2. If the item has fulfilled the characteristics, the item will retain for further analysis. But if the item failed to fulfill the characteristics, the items need to be deleted or removed for future analysis. Hence, based on positive value of PtMea Corr, it indicates that all items measured were in the same direction in the development of constructs. For item misfits, none of the 14 items were identified as misfits because none of the characteristics were fulfilled. This indicates that all the respondents’ responses fit with the Rasch Measurement Model.

In the table, it measures difficulties and easiness of items. Due to that, in measuring job satisfaction, the result indicates that item (JS9) is difficult to agree due to lowest score (337). In addition, item (JS7) is easy to agree due to its highest score (368). The item (JS7) both high and low ability respondents able to respond to the item, compared to the item (JS9), only high ability respondents able to answer it.
7. CONCLUSIONS
This study is done to validate Wood’s job satisfaction psychometric property among Malaysia nonprofits charity organization. There are four dimensions of Wood’s job satisfaction property; information, variety of works, closure as well as pay and benefits. The satisfaction of employees was asked based on four dimensions whereby, these four dimensions are the commonly used dimensions in examining job satisfaction among internal forces.

In the same vein, job satisfaction is important because a satisfied employee is a productive employee. If employee is satisfied then it will create a good working environment and a pleasant ambiance in the organization as well as able to perform in productive, positive, and efficient manner. Hence, job satisfaction is important in ensuring a well run of organization. Other than that, from methodology part, the table of summary statistics and item fit statistic were presented. Based on the table of summary statistic, it showed the high value of Cronbach alpha, which is 0.90, indicates an acceptable range of reliability. Besides indicating the reliability of constructs, it also indicates the level of consistency in measuring job satisfaction among employees in zakat institutions. Interestingly, the positive value of point measure correlation indicates that all the 14 items were in the same direction in the development of job satisfaction construct. None of the 14 items were identified as misfits because none of the characteristics were fulfilled. Such characteristics are 0.4-point measure correlation<0.85, 0.6-outfit mean square<1.4 and -2< outfit Z-standard<-2. In lieu to this, Rasch Model is effective as can be seen through (i) the use of valid items to define the construct, (ii) a clear definition of the measureable construct and consistent with theoretical expectations, and (iii) the ability of the items that are consistent with the purpose of measurement. Overall, significant findings have answered all the research objectives to examine the suitability of items in the job satisfaction construct. The Rasch Measurement Model has proven highest degree of reliability and validity in measuring job satisfaction construct. Hence, it can be concluded that the JSQ is useful for assessment of job satisfaction as well as for future researchers to conduct studies on job satisfaction among internal forces.

REFERENCES


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