THE FACTORS THAT INFLUENCE JOB SATISFACTION AMONG CUSTOMS PERSONNEL: A STUDY IN ROYAL MALAYSIAN CUSTOMS SELANGOR

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DECLARATION

I declare that the substance of this project paper has never been submitted for any degree or post

graduate program and qualifications.

I certify that all the supports and assistance received in preparing this project paper and all the

sources abstracted have been acknowledge in this stated project paper.

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ABSTRACT

Revenues play important roles for economic development in any country in this world. It can be described informs of taxes and duties gained. Royal Malaysian Customs (RMC) is a government body that has been appointed to collect the indirect taxes and duties such sales and services tax, import and export duties. The 2011 targeted revenues are amounted to RM 32 billion. On the way of grabbing the victory, the manpower is considered to be the ultimate source to achieve mission and vision of the RMC. The purpose of this study is to identify the factors that affect job satisfaction among customs personnel in RMC Selangor. In measuring the job satisfaction and getting into the result required 157 of RMC Selangor respondents to freely answer the questionnaire. In relation, five (5) variables is perceived to be important is being measured; job satisfaction (3.2734), human resource practice-salary (3.1699) and promotion (2.8362), working environment (3.2840), job stress (3.5318) and personnel values (3.4423). Methodologically, the objectives of this study were gained via the analysis on mean, standard deviation. The analysis on the level of variable found that all variable is moderate in status. While the result form the Pearson Correlation Coefficient shown that, human resource practice-salary and promotion, working environment, job stress and personnel values had positive relationship to the job satisfaction. Indeed linear regression portrayed that there were three most significant relationships towards the job satisfaction among RMC Selangor manpower which is personnel values ($\beta = 0.365$, $p = 0.000$), human resource practice-promotion ($\beta = 0.301$, $p = 0.000$) and job stress ($\beta = 0.120$, $p = 0.038$). In this research, it had proved that human resources practice, working environment, job stress and individual/personal values dimensions have influence on job satisfaction. This was explained via the r square which represents 0.677 or 67.70% as the contributor factor towards job satisfaction. The finding had suggested that RMC Selangor has to beware on these three factors as it represents either future opportunity or threats if failed to be handled carefully

ABSTRAK

Hasil memainkan peranan yang penting dalam membangunkan ekonomi sesebuah negara. Ianya adalah datang daripada cukai dan duti yang dipungut. Jabatan Kastam Diraja Malaysia (JKDM) merupakan sebuah badan kerajaan yang dilantik untuk mengutip cukai tak langsung seperti cukai jualan, cukai perkhidmatan, duti import dan duti eksport. Unjuran hasil pada tahun 2011 bagi adalah sebanyak RM 32 bilion. Ini merupakan satu sasaran dan JKDM perlu memainkan peranan yang besar terutama melalui sumber kakitangannya. Kajian ini bertujuan untuk mengenalpasti faktor-faktor yang mempengaruhi tahap kepuasan pekerjaan di kalangan pegawai kastam di Selangor. Lima (5) pemalar penting diukur dalam kajian ini ialah dimensi kepuasan pekerjaan (3.2734); praktis pengurusan sumber manusia-penggajian (3.1699) dan kenaikan pangkat (2.8362); tekanan pekerjaan (3.5318); persekitaran pekerjaan (3.2840); dan nilai individu (3.4423). Bagi mencapai objektif kajian, soal selidik diedarkan kepada 300 orang pegawai kastam pelbagai peringkat di Selangor, yang dipilih secara rawak. Hanya 157 responden (52.33%) telah menjawab dengan lengkap dan dianalisis. Secara metodologinya analisis min, sisihan piawai, *Pearson Correlation Coefficient* and regrasi linear digunakan bagi tujuan menganalisis data. Hasil analisis min menunjukkan bahawa tahap kepuasan pekerjaan; amalan pengurusan sumber manusia-penggajian dan kenaikan pangkat; tekanan pekerjaan; persekitaran pekerjaan; dan nilai individu adalah berada di tahap sederhana. Sementara itu, analsis Pearson Correlation Coefficient menunjukkan bahawa terdapat hubungan positif bagi kesemua pemalar yang diukur. Kajian ini juga mendapati dimensi praktis pengurusan sumber manusia-penggajian dan kenaikan pangkat, tekanan pekerjaan, persekitaran pekerjaan dan nilai individu adalah penyumbang kepada kepuasan pekerjaan dengan nilai 'r square' 0.677 or 67.70%. Manakala, hanya tiga faktor sahaja yang mempunyai pengaruh yang sangat signifikan iaitu nilai individu (β = 0.365, p = 0.000), praktis pengurusan sumber manusia- kenaikan pangkat (β = 0.301, p = 0.000) dan tekanan pekerjaan (β = 0.120, p = 0.03) ke atas kepuasan pekerjaan. Penemuan yang diperolehi memberi gambaran jelas kepada JKDM Selangor supaya berwaspada dengan tiga faktor paling signifikan yang dinyatakan bagi membolehkan jabatan memberi menilai tambah kepada pembangunan sumber manusia atau menghadapi kegagalan yang akan memberi implikasi negatif kepada jabatan.

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CHAPTER ONE

INTRODUCTION

1.1   Introduction

Every person living in this world aims at achieving success in life. Satisfaction is the right feeling to describe; the sense of contentment that one enjoys at the completion of a task or journey. Satisfaction may derived from a victory in war, having a blessed family, scoring straight a's in examination, having able to posses desired material and more. As human being, job is a necessity factor to gain source of income. One has to work to get payment in order to sustain the cost of living. But, although job is an important contributing factor as it sounds; helps to determine a person standard of living and status, satisfaction on the job performed remain as the conservation factor towards the continuity of the job itself. It is believed that when a person is satisfied with his or her job, the person will have the tendency to remain in the organization that he or she is belongs besides, Robbins and Judge (2009) said organization with more satisfied employees tend to be more effective than organization with fewer satisfied employees.

Job satisfaction is not a new way of managing people but is a merely source of retaining good employees. Organization has to create the source of job satisfaction and the employees have to move positively to grab what job satisfaction has to offer. There are many considerable factors that create and influence job satisfaction among employees such human resource practices, stress, working environment and values of the employees itself.

Relating to human resources practices, promotion, salary, performance appraisal system and training could be argued to have vacuumed the state of job satisfaction dimension. Promotion is always being considered as a powerful method to increase job satisfaction. In a materialistic motion, promotion as a package comes with the hike in monthly payment and organization often view this, as a tool to retain the employees. While, salary is an embedded factor to job satisfaction among employees. Traditionally it is valued by the labor force as an income that enables them to sustain the cost of living.

More over, performance appraisal system is a part from human resource practice that has direct link to job satisfaction. Through performance management system, one's performance in an organization is rated and the annual output is measured to enable commensurate return such incentives, increment and bonus is given. Vividly, this proved that when employees are satisfied with the way they are rated and compensated in return of a good output, their employment span in an organization will be further enhanced thus creating sense of loyalty. In deed, Carraher, Scott, Sullivan, Mulvey, Scarpello and Ash (2004) agreed that pay and satisfaction are important for attracting employees. They exhibit significant relationship with organizationally important outcomes such absenteeism, turnover intention, perceived organizational attractiveness for job seekers, organizational citizenship behavior and job performance (Carraher, Gibson and Buckley (2006).

Training is another tool to enhance job satisfaction among employees. Training is given not just to minimize the performance gap (Aguinis, 2009) but it also to enrich the human capital via

value add knowledge in performing work assignments. The flexibility to act via rigorous training will enable one to reduce work tension or its failure may lead into workforce stress.

While, one factor that will always eternally exist in any organization is stress. According to (Robbins and Judge, 2009) stress is often a contributing factor to job dissatisfaction. A study conducted by Gavin, Hammer and Taylor (1985), pertaining to job satisfaction of internal auditors proposed that high job stress as one cause of internal auditor job dissatisfaction. Excessive stress had effects on job satisfaction that also include increased absenteeism which in the long run resulted in increased job turnover and productivity reduction of internal auditor. Besides the biggest losses that a company faces when the internal auditor leave that organization, it affected the overall flow of the organizational operation and negatively diminished staffs' morale of the internal audit department. Therefore, it is suggested that the issue of excessive job stress to be well understood and taken seriously by the organization.

Physiologically, the stress response is a mobilization of the body's natural energy resources when confronted with a stressor in his or her environment. A stressor may be defined as any "demand made by the internal or external environment that upsets a person's balance and for which restoration is needed" (Matteson, 1987). Via many extension researches, excessive stress level negatively influence productivity and thus performance of employees and job stress in this context are predictive of job dissatisfaction with a greater propensity to leave the organization (Cummins, 1990). Job stressors may refer to any characteristic of the workplace that poses a threat to the individual. French and Kaplan (1972) noted that job stressors can relate to either job demands a person cannot meet or the lack of sufficient resources to meet job needs. Frequent discussed topic relating to the organizational environment as a potential sources of stress always

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pointing out that task demand, role demand and interpersonal demand collided and thus producing employees with stress out symptoms and lead into pathetic ends: turnover.

Working environment exist coherently with the establishment of an organization. Working environment includes procedures, work setting and even extends to work autonomy. Schneider and Bowen (1995) defined the climate in an organization as the perceptions that employees share about what is important in the organization, obtained through their experiences on the job and their perceptions of the kinds of behaviors management expects and supports. Job satisfaction has direct linked with the working environment via the assumption that if employees feel comfortable and satisfied with the organizational environment, the level of satisfaction will increase. Working environment has association link with stress. (Kirkcaldy, Cooper, and Furnham, 1999), supported the prediction that workplace factors will have direct effects on stress and job satisfaction as well as stress influencing job satisfaction. Besides, working environment effects' extended into productivity. Providing well organizational climate is crucial as (Jones, 2001) states that "It is both an employer's responsibility, and in her interest, to ensure that employees work in a positive atmosphere because conditions at work can either maximize or minimize productivity and cause or prevent stress and fatigue".

In addition to what influences job satisfaction is the value of the employee itself. The definition of values extends to how fit the employee is for the job, the job specification, personality attribute, passion and even integrity level. (Holland, 1985) states that an employee's satisfaction with his or her job as well as his or her propensity to leave that job depends on the degree to which the individual's personality matches his or her occupational environment. Personnel values is truly crucial due to it will later determine how competent the person is, helping

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predicting performance and productivity. Recently, research on services has found that personnel values may play a significant role in how consumers evaluate the quality of a service in their relationship with the firm (Lages and Fernandes, 2005). This research shows that, personnel values are vital and the superb delivery comes definitely from a satisfied employee that suits with the job requirement.

Job satisfaction plays an important role in maintaining organizational harmonious environment and its imperative is undeniable. There are many importance and benefits as to why an organization should well preserved the sense of job satisfaction among its employees. Among the promised advantages, it helps to increase in productivity, lowering turnover, inject creativity and fires up innovation. Whereas, the inverse effect will take place should the employees experience job dissatisfaction such unmotivated to work, portraying negative behavior, unproductive and more adverse effects. Based on a survey done by the Conference Board that was reported in 2007, the level of job satisfaction among the American workforce shown that they were at least moderately satisfied with their jobs (Table 1). Even as stated that the American were relatively satisfied but the descending percentage did not explained why job satisfaction level were dropping.

Table 1.1: Why Is Job Satisfaction Falling in United States

Year	Rate of Job Satisfaction
1987	61%
1995	59%
2000	51%
2005	52%
2006	47%

Source: Based on K. Gurchiek, " Show Worker Their Value, Study Says, "HR Magazine, October 2006, p. 40; "U.S Job Satisfaction Declines.

1.2   Problem Statement

Job satisfaction is a subjective issue that has been in the forum of management for a long time and being debated all over the world. It has borderless scope of coverage and affecting every single working employee. From the 1960's through till the late 1980's, management theorists looked at the question from every angle they could think of, trying to find ways to create a contented labor force "one less concerned with money rewards and less inclined to unionize". Employer all around the world are looking the best way to satisfy their employees while the employees are demanding and seeking new satisfying factor in their employment (Rose, 2001).

In United States job satisfaction falls to low record of 45%. It was recorded that the previous rate was 49% in 2008. The study found that there were only few employees considered their jobs to be interesting, income have not kept up with inflation and the soaring cost of health insurance has eaten into worker's take-home pay (USA TODAY, 2010). Due to economic melt down, many businesses were forced to fold over and to the remaining employees it means a pay cut via restricted over time, claim and other incentive cut. Clearly money is still contributing factor as far as job satisfaction is concerned. Pay is always a big matter in any organization, job dissatisfaction may derived form this issue. According to Noe, Hollenbeck, Gerhart and Wright, (2008) "In exit surveys of high-performing employees who have left their organization indicated "better pay" as the reason in over 70% case compared to only 33% who indicated "better opportunity". This emerging scenario proving that money is job motivating factor. This aligned to Asia Hudson Report (2008), the employment turn over rate in Asia is rising mainly due to high degree of poaching and pinching of staffs by employers and head hunters.

A research done in Singapore parallel with the later study in United States that nowadays, global job dissatisfaction factor comes from pay factor. In the article The Business Times (2009), reported that job dissatisfaction which caused job switch was an increase in pay. These two scenarios provide an alarming sign that emphasize and show that pay is an ultimate job satisfaction concern. Meanwhile in Canada, Centre for Addiction and Mental Health, CAMH (2010) reported that chronic stress could cause a mental health hazard and other physical disorders and this has caused the country to approximately $17 billion productivity loss.

As for Malaysia as a developing country, job satisfaction remains a great opportunity to enhance organizational prosperity and the other side of it, poses threat to all entities which causes tremendous losses. Malaysia statistically consists 11.6 million of employed citizen (Department of Statistics Malaysia Report, 2010). This figure encompasses both private employees and public servants. By looking into this, manpower plays important role in ensuring the economy is functioning well and crucial for the organization to run smoothly. Every organization in Malaysia should strive to preserve their manpower strength to ensure smooth operation and excellence services. Job satisfaction is viewed as the pacifier towards organizational unrest. In this regard, many organizations that honors the rights of it employees through the establishment of union will have disputes, needs and demand of the workers to be discussed openly. Via collective agreement, discussion is translated into mutual agreement that ensure all planned organizational commitment is executed. All of this not only to ensure the employees' rights are protected but with the ultimate aim of ensuring job satisfaction is created among the organization manpower.

The subjectivity of job satisfaction and its implication is also happened in Malaysia. Malaysia is one of developing country that enjoys rapid economic expansion. There are over 11 million people are working in various field such government sector, financial, food industry, education, marketing and more. A research on job satisfaction among Malaysia particularly in food service industry shown that some of the problem exist in current fast food restaurant are: long working hours, work pressure, low level of treatment, bad working environment, less promotion opportunities, work unfairness, low salary level, etcetera (Liu, 2004). With most Malaysian, money is an ultimate source of satisfaction. As noted earlier, job dissatisfaction will create many organizational problem such absenteeism, lateness and even employee turn over.

Job satisfaction of employees in Malaysia is also seen to be affected by the working environment factor. Unconducive work setting provides tense to the employees. A study conducted by Saiyadain and Ahmad (1997) on Malaysia relating to estate employees found that 90% and 68% of workers in the private and public estates, respectively, indicated that what they hated most is poor working conditions in their estates. Malaysian administrative tasks are being propelled by the public servant. More than 1.2 million public employees are serving best the nation. A wide grievance in public sector is that the promotion movement is slow and it affects the mobility of employees and contributing to burnout thus job dissatisfaction. Although they have been working for more than 20 years, they are still seemed to be "refused" to receive promotion. This is a human resource practices malfunction. It is biased to blame one side due to the situation that clearly contributes to job dissatisfaction. Frankly speaking, many public organizations are facing the above matter.

Royal Malaysian Customs (RMC) is the biggest revenue collector among government agencies. It function as the indirect tax collectors such sales tax, service tax, excise duty, import/export duty and some other taxes. The last recorded tax collection for 2010 was amounted more than RM 28 billion Malaysia wide. RMC is not only functioning as a revenue collection body but it does also hold a preventive responsibility which is aimed to safeguard national security along with other enforcement agencies. RMC as the child to the Ministry of Finance which consist of seven main divisions: Customs, Preventive, Compliance, Internal Taxes, Corporate, Technical and Management Services and Human Resources.

Sporadically, Customs Division has the role of making and regulating policy pertaining to customs activities. It governs trade and facilitation customs issues such import and export activites. While the Preventive Division plays their part on regulating and monitoring the overall flow of law compliance regarding to custom activities in the country. It acts an eye towards the smuggling activity and involves in intelligent syndicate. Moving to the Compliance Division, it ensures the high level of conformance among business and trade players such monitoring the account and compliance on customs regulations. In addition, Internal Taxes which is the largest revenue contributor among the RMC divisions provide domestics tax facility and responsible to license businesses that achieve threshold level. Moreover, the Corporate is more to RMC corporate policy and actively deals with the World Customs Organization and internationally participate in attaché program.

Besides, Technical Division is a fracture of RMC that facilitate issue pertaining to classification, valuation, amendments, gazettes and drawback issues. Finally, Management Services and

Human Resource Division has a wide arm of facilitating on human resource policy including promotion, examinations, disciplinary, personnel services and other related human resource functions.

Manpower to RMC is the ultimate source of lubricant that ensures smooth flow of it colossal functions. To this date more than 11,000 of customs personnel is employed in various divisions and also to anticipate the needs to safeguard economic interest, provide trade facilitation and servicing the people. As huge as the numbers, the manpower's well being is one of the factors that have the determining power towards the RMC succession. Job satisfaction is of course the utmost source that influences the interest of the manpower to serve best RMC. Job satisfaction is an important factor that helps to engage a long term relationship between organization and employees.

RMC Selangor is one of the major states that contribute to a significant in revenues gained. The last recorded 2010 revenues were approximately amounted more than 8 billion. The revenues were contributed from the customs activities such import/export duties and internal taxes activities such sales taxes and services taxes. Note that there are six main divisions in RMC Selangor; Customs, Internal Taxes, Technical Service, Preventive, Compliance and Human Resource and Management Service Division. All of the above divisions serve the public directly except for Human Resource and Management Service Division. The manpower strength consists of more than 1200 customs personnel that work in diversified branch and units.

By looking into the responsibilities mentioned above, it seems that customs personnel have plenty of tasks to do in serving best the nation. But lately, it is seen that the productivity of the

customs personnel tends to be slightly falls. There were many complaints by the public on the service delivery by the customs personnel such lateness in serving the public, un discipline officers, absenteeism, late coming and suspected involving in bribery. (Table 1.2) is the statistics produced by the Board of Disciplinary.

Table 1.2: Disciplinary Board Statistic

Year / Case	2008	2009	2010
Skipping Duties without permission	7	5	3
Bribery	2	2	-
Faslification of Medical Certificate	2	-	-
Crimes	-	-	1

Source: Management Services and Human Resources Division, Royal Malaysian Customs Selangor (2010).

The above are among the un tolerated behaviour which is an alarming signs to which the job satisfaction declines and may be persisted time to come. Due to collecting taxes and duties, customs services counter plays important role in entertaining best the tax payers. For the year 2010, there were 12 numbers of recorded public complaints on customs services. Complaints such late in picking up phone call, no officers on duty, not being friendly and helpful were among the complaint received by the Public Relations Unit. Honouring client via its charter is among the promised service delivery by the department. As the main revenue contributor which provide trade and economic facilitation, the above complaints endangers the whole reputation of RMC Selangor and effect the feasibility of doing business among the business players. A long

asked question on the disciplinary problem and public complaints is- Why this is happening? and Are the symptoms emerges from the low level of job satisfaction?. In this study, the researcher will look into the factors that may have influence the level of job satisfaction in RMC Selangor. The researcher will have a deep insight into the four independent variables which is human resource practices - promotion and salary, working environment, job stress and personnel/individual values in relation to job satisfaction. Therefore, this study is conducted to delve into the factors that influence the job satisfaction and it is expected that the results will be useful to modify the present level of job satisfaction besides provides the overall picture of the level of satisfaction among the RMC manpower.

1.3   Research Questions

Job satisfaction is not a new area of proving how well an employee is satisfied with the job. But due to environmental change and the need to change has expanded the scope of how job satisfaction is defined nowadays. Parallel with this, this research has also encompasses several questions which hopefully will be addressed through the research excavation. The questions pertaining to:

1) What are the job stressors in department?
2) Are values is among significant determinant to engage a customs personal?
3) Is it necessary to have a good working environment?
4) Do human resource practice, job stress, working environment and personnel values have influence on the customs personnel level of satisfaction?

5) Do human resource practice, job stress, working environment and personnel values influence the customs personnel level of satisfaction?

1.4   Research Objectives

Job satisfaction is a vital factor that ensures the long term relationship between the employees and the organization. In a view of its importance, the manpower management aspects should be conserved and taken seriously. The below objectives are formed as to why this research "The Factors That Influence Job Satisfaction Among Customs Personnel: A Study In Royal Malaysian Customs Selangor" take places.

(1) To identify the factors that contributes to the job satisfaction among customs personnel.

(2) To identify the relationship between dependent variable towards independent variables.

(3) To examine the influence of independent variables towards job satisfaction.

1.5   Significance of Study

This research therefore has several significances:
The main objective of this paper is aimed to measure the level of job satisfaction among the customs personnel and to see the effect of every variable have on the job satisfaction. Although there are numbers of countless researches with regards to the issues being discussed, the unique of this extends is to look into the Malaysian manpower context. The trend will provide a clear picture of how far the satisfaction and dissatisfaction has been existed among the tax collector

employees. To examine and observe the level of stress impacted the manpower will have significant advantages on how to reduce and manage the perils. Via the meticulous view, the organization will have a selection basic on the values of a person that is considered fit for the customs personnel post. More over, a modification in terms human resource practices could be done such multiplying promotion velocity, increasing salary rate and even to the extent of performance appraisal system. Furthermore, this research is devoted to the academic field in order to add more literatures and for the purpose of references. In conclusion, this paper will not only look into the factors that is regarded affecting job satisfaction but will delve into potential area that need further improvement that will definitely fruitful for Royal Malaysian Customs as a whole.

1.6   Scope of Study

The scope of study in this research paper will be around the circumference Royal Malaysian Customs Selangor manpower. As to the variables, four major variables; human resource practice, stress, working environment and value are considered to be seen and tested as far as the job satisfaction is concerned. The primary data used to secure the research is via the questionnaire and informal interview and random observation.

1.7   Limitation of Study

This study is conducted in order to delve into the factors that affect job satisfaction among customs personnel in RMC Selangor. Along the way to complete and dive into the findings and

solutions, there are some limitations that should be considered. First, this study requires a huge cost to be implemented. The flow of the cost starts from the phase of collecting data via questionnaire. The expenses extended into telephone bill that was used to call and collect data form various sources. Next, need to be included that the cost of stationeries such pen, paper, clip as well as printing cost. Not to forget, transportation cost contributed into the restriction when this study is conducted. Second, is time constraint. This study was done in such limited time. Many of researcher's time were devoted to fetch the relevant literature reviews in order to support and establish this study. Time constraint also curbed the researcher's effort to do this study into the utmost best. Third, problem in questionnaire distributions. Due to the geographically scatted area, the researcher had to email the questionnaire to each and every departmental and divisional committee (urusetia) to enable the respondents to fill it up. Fourth, this study was conducted in the middle of 'Ops 3B' which is launched to eradicate negative air in RMC Selangor and it was obviously giving unexpected slap to RMC manpower.

1.8   Conclusion

This introduction chapter outlined the background of the studies, problem statement, research questions, the objectives, scope, significant of study and limitation of study. In the following chapter, the literatures done by previous researchers in the subject of job satisfaction are examined. Conceptual Framework is also developed for clearer understanding on the subject matter.

CHAPTER TWO

LITERATURE REVIEW

2.1   Introduction of Literature Review

The previous chapter was the preliminary of the basic introduction to the problem being faced RMC Selangor and little bit of the nature of the organization. This chapter is the continuance to the overall discussion on job satisfaction particularly on the related literature reviews. This chapter is vital to look into the previous research results that will later support this study. Besides, the literatures reviews are needed in order develop research framework, hypothesis and methodology. The literatures review will be excerpted and emphasized on job satisfaction, job dissatisfaction, human resource practices, working environment, stress and individual/personnel values.

2.2   Job Satisfaction

According to New Oxford Dictionary, job is defined as the work that you do regularly to earn money. While, satisfaction is described as an act of satisfying, fulfillment or gratification. Thus, the combination of this word extends to a sense of contentment that a person feels when he or she performs a task regularly with the aim to earn income. There are many previous researches on how job satisfaction is defined. Robbins and Judge (2009) defined the term job satisfaction "A positive feeling about a job, resulting from an evaluation of its characteristics". Scholars use the concept to show a combination of employee feelings towards the different facets of job

satisfaction such as the nature of the work itself, level of pay, promotion opportunities, and satisfaction with co-workers (Schermerhorn, Hunt, Osborn 2005).

On the other hand, Locke (1969) defined job satisfaction as a positive emotional feeling, a result of one's evaluation towards his or her job experience by comparing between what he or she expects from his or her job and what he or she actually gets from it. Through this statement, job satisfaction could have an association with the concept of psychological contract in every employee.

The psychological contract is an individual's belief about the terms of an exchange agreement between the individual and the organization (Rousseau, 1989, 1985). The simplest un written agreement on this, is when a person enters into the employment field would normally sounds "If I get the job and perform well, I will get handsome salary". It is believed that the psychological contract have strong influence for employees to gain the benefits of job satisfaction due to it motivates every manpower to work towards the target and commensurately be rewarded. This later will be translated into the organizational commitment of the person itself. Job satisfaction is believed to have the force of creating well accepted organizational environment and instilling the sense of loyalty.

Studies in the work commitment have suggested that organizational commitment is positively associated with job satisfaction (Becker, 1992; Williams and Hazer, 1986). Research also suggested that organizational commitment is positively correlated with intent to stay (Becker, 1992; Clegg, 1983). Speaking about job dissatisfaction, the lay man definition will prone to what

is being dislike about the job or the harsh word sounds "I hate the job". This connotation resembles the feeling of unsatisfied towards the job. Job dissatisfaction too a subjective issue which is previously and currently being widely discussed and disputed by the management gurus and practitioners. Job dissatisfaction is the opposition of the job satisfaction concept. As subjectively as it sounds, job dissatisfaction may be originated from intrinsic and extrinsic factor as suggested via Herzberg's Theory of Motivator-Hygiene. The theory proposed that motivator factors such recognition and responsibilities stimulate satisfaction and arises from the intrinsic condition of the job itself. While the Hygiene theory resulted in dissatisfaction were it caused by the extrinsic factor such company policies and salary.

In relation to Hygiene Theory, unsatisfied employees will have no organizational commitment and have no intention to stay as member of the organization. This situation usually caused turnover as the ends result. Directly turnover caused money wastage. Fitz-enz (1997) stated that the average company loses approximately $1 million with every ten managerial and professional employees who leave the organization combined with the direct and indirect costs; the total cost of an exempt employee's turnover is a minimum of one year's pay and benefits.

Other theory that relates to the job satisfaction is the Maslow Theory of Needs. This theory specifies that five level of needs that are perceived important to all human being. The five model of stages consist physiological needs, safety needs, belongingness and love needs, self esteem needs and self actualization. It is believed that when a person move from one stage to another stage, the level of satisfaction increases. According to the theory, to improve employee's job

satisfaction, it is necessary to understand their needs first as it will be difficult to meet people need's if such needs are not understood (Maslow, 1954).

Besides, the other theory that has the direct relation to job satisfaction scope is the equity theory. This theory attempt to explain the relational satisfaction with regards with the distribution of resources. It means that individuals who are under paid or over paid may experience distress that will lead to relationship disorders with other people. Therefore in order to create equilibrium, it is vital to achieve balance or equality with things in order to be considered as complete individuals (Adam, 1963).

In a research done previously, Bruce and Black (1992) noted that the main factors that influence job satisfaction level are, challenging work, fair pay, good working condition and a positive relationship with organizational member. While according to Arnold and Feldman (1977) proposed that the job satisfaction may be achieved via the job itself, supervisors, financial rewards, promotion, working environment and working group. A broader factor had been aired by Vroom (1962) who identified seven dimensions of job satisfaction that includes organization itself, promotion, job content, direct charge, remuneration, working environment and working partners.

2.3   Human Resources Practice-Salary

Terminologically salary is defined as a sum of pay paid by the employer to the employee on work performed. According to Rafikul and Ahmad Zaki (2008), motivation is what moves us from boredom to interest. In employment field, motivation is the driving factor that helps to promote higher work performance. An observation was done in Malaysia with regards to Employees Motivation: A Malaysian Perspective on the most effective motivating factors. It was found that, high wages was placed at the top of all motivating factor and still considered as an effective motivator among the employees. In the research, the researcher observed that 27.9 percent of the respondents articulated "high wages" as their No. 1 motivator; in fact, nearly half (46.9 percent) of the respondents have said high wages as their either No. 1 or No. 2 motivator. It is to be noted that no other motivator comes even closer to high wages. Mani (2002) surveyed four types of employees namely; ground workers, library clerks, patient relation representatives, and medical record assistants working at East Carolina University to know their motivation and found that good pay and recognition were the most effective motivators. In supporting the fact that money is an important factor in job satisfaction, through a survey done in United States (US) in 1992, Wiley (1997) based on Maslow Theory justified that:

 "With respect to the Hierarchy of Needs Theory, pay is an important reward because it may satisfy several of the needs in the hierarchy. It provides employees with the means to purchase items which satisfy their physiological needs, and it enables them to meet their esteem needs, since it is one measure of relative worth".

But according to Darling, Arm and Gatlin (1997), at one time, money was considered the best employee motivation technique. But today, the use of money as motivation has several strikes against it. The impact of a monetary reward is often short-lived. Non-cash rewards of high intrinsic recognition value – such as merchandise credits or time off – often work better. When given a cash incentive, an employee may spend the money on groceries or the electric bill. If merchandise is offered, however, employees will constantly be reminded of the incentive each time they look at the gift. Thus, salary factor in this context is not the main point to achieve job satisfaction among the employees. Cohesively, a study by Stringer, Theivananthampillai and Didham (2011) on motivation, pay satisfaction and job satisfaction of front- line employees found a positive associations between pay and intrinsic motivation and intrinsic motivation and job satisfaction, while there was a negative association between extrinsic motivation and job satisfaction.

2.4   Human Resources Practice-Promotion

Career success – the accumulated positive work and psychological outcomes resulting from work activity (Seibert and Kraimer, 2001) – includes extrinsic components such salary and promotions (Gutteridge, 1973; Judge *et al.*, 1995) and intrinsic components such job and career satisfaction (Greenhaus *et al.*, 1990). Rafikul and Ahmad Zaki (2008) said that since, money is perceived as a good motivator, it is expected that promotion will receive higher priority. Indeed, in the US, over the years, promotion has been continuously pushed to higher priority. Beside Rafikul and Ahmad Zaki (2008) stated that it is observed that monetary incentive plays a major role in

motivating Malaysian employees. This is clear from the higher ranks assigned to "high wages" and "promotion".

Promotion is a positive mobilization of everyone dreams of having the chance and becoming promoted in their entire career span. This was agreed by Ruderman, Ohlott, Kram (1995) who define promotion as a change in job level along with a commensurate increase in responsibility and pay. Locke (1976) said that the wish to be promoted stems form the desire for psychological growth, the desire for justices and the desire for social stays. Therefore, promotion can act as a very positive motivating tool that ensures the employee attains goals at the higher level. Promotion was defined as a change in job level along with a commensurate increase in responsibility and pay.

Rafikul and Ahmad Zaki (2008) said that since monetary incentives play an important role in motivating Malaysian employees irrespective of gender, race, age group and etcetera. So, managers are expected to include them in their organizations' reward and recognition system. Special attention needs to be paid to the promotion matter. Due to manpower career development, promotion is vital due to it also influences the talent level of a work force (Devaro, 2006). For example, a well-designed process for deciding which employees get promoted can result in talent flowing to the highest levels of an organization where decisions are likely to have the greatest impact. In addition, if wrongly passed over for promotion, talented individuals may resign or become less motivated (Breaugh, 2011).

While a decision to promote or not promote an employee is a significant and consequential event for the individual whose fate in the organization was determined by this decision (Stohl, 1995). If an employee faces a decision that she will not be promoted and she attributes this decision to her lack of aptitude such a decision is likely to have a negative impact on her self-esteem. The non-promoted employee may feel insecure and assume that the organization considers her to be a peripheral employee. Likewise, she is expected to experience shame and helplessness (Tzafrir and Hareli, 2009). Furthermore, other employees who view the decision to promote another as an act of favoritism may experience envy and anger and respond negatively toward the organization (Beehr *et al.*, 2004). Unfavorable and biased outcomes are known to lead to negative emotion such as anger (Weiss *et al.*, 1999) and negative emotional states are also associated with decreased job satisfaction (Weiss and Cropanzano, 1996).

2.5   Working environment

According to Young Lee (2006), the prevailing belief that satisfaction with the one's physical environment leads into job satisfaction. Environmental factors are characteristics of the immediate job environment such as the skills variety required to carry out the job, task significance, autonomy, and interaction with co-workers (Abdulla, Djebarni and Mellahi, 2011). Carlopio (1996) found that employees' satisfaction with their work environment is directly related to their job satisfaction and indirectly related to organizational commitment and turnover intention. Researchers have demonstrated that the physical environmental quality affects job perception, attitudes, and job satisfaction (Zalesny *et al.*, 1985; Ferguson and Weisman, 1986; Oldham and Fried, 1987; Sundstrom *et al.*, 1994; Carlopio, 1996; Leather *et al.*, 2003; Lee and Brand, 2005). In Carlopio and Gardner's (1992) study, satisfaction with the work environment in

general, satisfaction with the work site, and satisfaction with health and safety were, respectively, 3.72, 3.47, and 3.65 (1: very dissatisfied to 5: very satisfied).

Performance of physical environment has been defined as the difference between the needs of users and their current diagnosis of their environment. Lantrip (1993) measured perceived differences between what is needed by an inhabitant and what is provided by his or her environment by examining the effects of constraints on human movement on productivity in an office environment. A study done by Lee (2006) to determine employees' expectations toward their workplace found that employees expected to have more flexibility in their workplaces to readjust, reorganize, have more quiet undisturbed time, have more lighting control, have more adequate storage area, and have more control over social contacts compared with the existing condition of their workplaces. The largest gap was found in temperature and air control (the mean difference was −3.698). The gap measures suggest which features should be improved in the workplace, beginning with temperature and air control.

Working environment is not only restricted to physical attributes but it expands into the way people may organize their job or autonomy, work flow, work load and etcetera which may be considered as a structural factors. (Lee Larson, 2004) stated that structural factors include administrative policies and procedures that restrict employee behavior. For example, arbitrary work place rules may be a threat to an individual's freedom, autonomy and identity. According to Lawler (1994), the job variety must be challenging or the experience will not be viewed "meaningful" by the worker which may lead to low satisfaction. In a study on chef's job satisfaction done by Chuang, Yin and Dellman-Jenkins (2009) showed that chefs working in

fine dining and production kitchens may have more time in food preparation, experience more skill variety, task significance, and autonomy to execute artistic ideas with food to achieve professional recognition and personal growth. It eventually leads into high satisfaction among the chefs.

With regard to job satisfaction, mostly people agreed on the fact that pay is the basic cause of satisfaction and happiness, however, it is not found to be true in most cases. Employees enjoy the working environment at most, because interesting jobs give them the opportunity to get variety of job tasks, training, happy work hours and control on their tasks, this is the thing that satisfy most of the workers. Capable people enjoy the challenging work as compared to the routine tasks (King, 2010). This is the contributing factors that satisfy most of the employees. Inversely, bad working environment will negatively affects employees. It is said that "Happy Workers are Productive Workers". Thus the organizational success depends heavily on the overall job satisfaction of the employees.

2.6   Job Stress

Dunham (1992) defined stress as a process of behavioral, emotional, metal and physical reaction caused by expanded, increasing or new pressure that are significantly greater than the availability of coping strategies. While Ivancevich and Matterson (1980) defined stress as an adaptive response mediated by individual characteristic or psychological process that is a consequence of any internal action, situation or event that places special physical or psychological demand upon person. The individual symptoms of stress may be categorized into three types: physiological,

psychological, and behavioral (Beehr and Newman, 1978). Physiological stress symptoms may be further divided into short term (such as a headache), long term (such as ulcers, high blood pressure, or heart attack), and non-specific (such as having an acid stomach). Psychological responses include such symptoms as apathy, forgetfulness, dissatisfaction, irritability, and dissatisfaction. Individual behavioral consequences of stress may include loss of appetite, weight gain or loss, change in smoking habits, change in use of alcohol, and sudden change in appearance.

Stress could be divided into two categories; a positive stress and a negative stress. A positive stress can enhance learning abilities (Kaplan and Saddock, 2000) and for some people, working under acceptable stress level help to produce good output (Hoover-Dempsey and Kendall, 1982). The nightmare of negative stress is that high level of occupational stress has a strong effect on performance, career decision, physical and mental health and overall job satisfaction (Jepson and Forrest, 2006). Many factors are seen to contribute to stress among manpower in organization. One of the most popular factors is excessive workload. According to Sander (1992), excessive work load in a field employment faced by the employees of an organization could have negative effects not only the workers involved but also to the organization itself. Indeed a lot of responsibilities and if allowed to continue will cause a person stress (Yeo, 1985). This also being agreed by (DeFrank and Ivancevich, 1998; Sparks and Cooper, 1999, Taylor *et al.*, 1997) that pinned the aspects of the work itself can be stressful, namely work overload and role-based factors such as lack of power, role ambiguity, and role conflict (Burke, 1988; Nelson and Burke, 2000).

Besides, high levels of work stress are associated with low levels of job satisfaction (Landsbergis, 1988; Terry *et al.*, 1993) and job stressors are predictive of job dissatisfaction and a greater propensity to leave the organization (Cummins, 1990). A study done by Siti Rohani (1991) showed that workload is identified factors that pressures on teachers. As work output relate to time, it could too a source of stress. Laughin (1984) found that time pressure and lack of resources is contributing to teacher stress. Time pressure in this view not only causes stress but forcing the employees to do tasks in hurry. Too much stress causes problems with job performance, contributes to high rates of employee turnover and, as a result, can create conflict and disharmony within the workplace. In deed, Stressed-out employees will not deliver a service as well as employees with lower levels of stress (Varca, 1999).

2.7   Individual/Personnel Values

Personnel values are a part of a person's life and provide guidance in how to live. Dibley and Baker (2001) suggested that personal values determine, regulate, and modify relationships between individuals, organizations, institutions and societies. The relation could be segregated into person-environment (P-E), person-organization (P-O) and person-job (P-J). P-E fit, is the compatibility between people and their work environments and a topic that has received attention from both scholars and practitioners over the course of several decades (Ehrhart and Makransky, 2007). According to this, P-E fit theory is a theory of human behavior and more specifically, of human choices. The theory originates in two basic assumptions. First, human behavior is a function of the person and the environment, and second, that the person and the environment need to be compatible (Kristoff, 1996). P-E fit can be conceptualized in a variety of ways,

including the match between an individual and his or her job, group, organization, or vocation (Kristof, 1996).

In other words, P-O fit is the "congruency between patterns of organizational values and patterns of individual values" (Chatman, 1989) emphasizing the extent to which a person and the organization share similar characteristics and meet each other's needs (Sekiguchi, 2004). Deeply, the term P-O fit describes the connection between individual and organizational values; goal congruence with organizational leaders; individual preferences or needs and organizational systems or structures; and individual personality and organizational climate (Kristof, 1996). This dimension of P-E fit emphasizes the importance of fit between employees and work processes and the importance of creating an organizational identity through the institutionalization of consistent values that permeate an organization's culture (Morley,2007). Thus researchers and practitioners contend that P-O fit is the key to maintaining the flexible and committed workforce that is necessary in the competitive business environment and a tight labor market (Sekiguchi, 2004).

Empirical studies (Cable and DeRue, 2002; Kristof-Brown et al., 2002; Lauver and Kristof-Brown, 2001) have supported the conceptual distinction between P-O fit that refers to the congruence between the characteristics of individuals such goals, skills, and values and the characteristics of organizations such goals, values, resources and culture (Bright, 2007) and P-J fit that captures the relationship between a person's characteristics and those of the job or tasks that are performed at work (Edwards, 1991), which supports the possibility that individuals can

perceive a greater level of fit with their organizations than with their particular jobs, or vice versa.

A high level of P-O fit is likely to increase motivation of employees toward task performance and their engagement in good and lasting relationships (mentoring relationships and organizational citizenship behaviors) with their employers, which in turn will result in positive organizational outcomes (Ballout, 2007). In addition to this, the socialization literature has suggested that expressing fitting values and attitudes in an organization will help individuals gain entry and maintain preferred relationships. This implies that fit creates feelings of belonging, whereas misfit might engender feelings of social isolation. And also, by experiencing fit, individuals may reduce the stress felt by the strong pressures for conformity (Wheeler et al., 2005).

P-J fit is one of important contributors to organizational success. The P-J fit is a simple but important concept that involves matching the knowledge, skills and abilities (KSAs) of people with the characteristics of jobs. Obviously, without a good fit between the KSAs of the person and the demands of the job, the likelihood of lower employee performance, higher turnover and absenteeism, and other human resource problem increases (Mathis and Jackson, 2003).

With a few exceptions, most studies showed consistent positive relationship between P-J fit and work attitudes such as job satisfaction and organizational commitment (Hambleton et al., 2000). Kristof (1996) suggested that P-J fit should be more strongly associated with attitudes

specific to the job such job satisfaction and P-O fit with attitudes about the organization in general such organizational commitment and intentions to quit. A study by Fatma Kemal and Azmi (2009) on simultaneous effect of person-organization and person-job fit on Turkish Hotel Managers found that P-O/P-J fit is positively related to organizational commitment, job satisfaction, and job motivation, and negatively related to organizational stress level of hotel managers. This is aligned to O'Reilly et al. (1991) that found work value congruence varies positively with job satisfaction and organizational commitment.

2.8   Tax

Tax according to the New Oxford Dictionary (2003), is the money that you have to pay to the government so that it can provide public services. Tax is a tool that plays important role in global economy including Malaysia. Taxation system has been established in Malaysia for more than 500 years. Historically, tax administration had taken into enforced since the late limelight days of Malacca. The tax collection activity was important due to the strategic location of Malacca as the entreport and had helped to the expansion of the Malacca economy, influence and image at the global trading map. Royal Malaysian Customs (RMC) is the government agency responsible for administrating the nation's indirect tax policy. In other words, RMC administers seven main acts such as Customs Act 1967, Sales Tax Act 1972 and Service Tax Act 1975 and thirty-nine subsidiary laws such Anti Money Laundering Act 2001 and Dangerous Drugs Act 1952. Besides, RMC implements eighteen laws for other government agencies.

Positioned as the main revenues contributor to Malaysia, RMC is the highest revenues collectors among the government agencies and being monitored directly by the Ministry of Finance (MOF). Their core business is to collect tax and in line with that, RMC vision is to be a respected, recognized and a world class Customs Administration. Therefore, their mission is to collect revenue efficiently and help the expansion of trade and industry through continuous facilitation whilst enhancing legal compliance in order to safeguard the nation's economic, social and security interest. Note that the roles of RMC nowadays are not only on enforcing its governing law but providing commerce facilitation to the public.

2.9   Hypothesis

H$_1$: There is a positive relationship between human resource practice-salary and job satisfaction.

H$_2$: There is a positive relationship between human resource practice-promotion and job satisfaction.

H$_3$: There is a relationship between working environment and job satisfaction.

H$_4$: There is significant relationship between job stress and job satisfaction.

H$_5$: There is significant relationship between individual/personnel values and job satisfaction.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1   Introduction

This chapter is meant to be discussed on the methodology being used in the study.   The methodology is mostly emphasized via the instrument being deployed for the purpose of gathering data, pilot test, the test of reliability, scope of population, sample and also survey procedure which has had took placed during the study.

3.2   Research Design

This study is a type of a quantitative research studies. The aim of quantitative research is to determine the quantity or extent of some phenomenon in the form of numbers (Zikmund, 2003). The purpose of this study is to look into the factors that affect the level of job satisfaction among customs personnel in Selangor. There are five (5) main dimensions to be delved in order to finally rate the job satisfaction level. The dimensions are Human Resource Practice (Salary and Promotion), Working Environment, Job Stress, Individual Value and Job Satisfaction. In relation, the 4 main dimensions which are the independent variables; Human Resource Practice (Salary and Promotion), Working Environment, Job Stress, Individual Value and the dependent variable is Job Satisfaction. In order to see the relationship between the said variables, correlation study will be executed. Cavana et al. (2000) said that correlation study is specifically used to identify the relationship between independent and dependent variables.

3.3   Population and Location of Studies

This study pertaining to The Factors That Influence Job Satisfaction Among Customs Personnel: A Study in Royal Malaysian Customs Selangor (RMC) is confined within the circumference case of Royal Malaysian Customs Selangor manpower only. RMC to this date is ran by 1259 customs personnel which geared by the multi layer of employees. Structurally the organizational pyramid is topped by the Director of Customs, followed by the Senior Officer of Customs, Customs Officer and Multi-used Employees. This study is done in the RMC Selangor's sovereignty.

3.4   Sampling Procedures

In investigating the actual cause of job satisfaction among RMC Selangor employees, it's manpower plays important role in depicting the exact level of job satisfaction which is existed in the organization. Therefore, the manpower is taken as a sample for further investigation. This step is important as Uma Sekaran (2003) suggested that sampling design and sampling size are very crucial. A proper sampling design and size helps to draw conclusion that would be generalized to the population interest. Sample according to the Zikmund (2003) is a subset or some part of a larger population. In this study the researcher used a probability sampling type namely simple random sampling to collect data from the respondent. The simple random sampling is deployed so every element in the in the population has the equal chance of being selected (Uma Sekaran, 2003). Due to the total population of 1259 employees in RMC Selangor, the researcher had decided to distribute 300 questionnaires in order to gain data. The number of questionnaire is reasonable according to Uma Sekaran (2003).

3.5   Design of the Questionnaire

One of the mechanisms being used to gather data on the population of studies is via questionnaire. Questionnaire is the most popular tools to collect data, it have many advantages as far as research field is concerned. The researcher feels that questionnaire provides a way to collect standardize data where it helps to measure the research objectives. In addition, questionnaire helps to fetch data and responses which may cover a large portion of population studies. Besides, the response via the questionnaire is in written reply so the reliability and integrity of the information is trustable.

3.5.1   Questionnaire Items.

The whole body of the questionnaire is segregated into 6 dimensions; Human Resource Practice- Salary and Promotion, Working Environment, Job Stress, Individual Value, Job Satisfaction and Demographic questions. The below is the further description on the 5 main core dimensions and questions being used.

Table 3.1: Topic, Definition and Item of Questionnaire

Topic	Definition	Item
Human Resource Practice- Salary and Promotion	Salary- Satisfied salary, incentives and recognition given is commensurate with the job performed.	1. The salary that I received has driven me to work harder. 2. The incentive such bonuses had motivated me to perform well in my job. 3. I am being rewarded if my output is good. 4. I receive a commensurate salary with

		what I have performed in my job.
		5. I am satisfied with my salary.
	Promotion- Opportunity to get information on career advancement, promotion and self development	6. The award such salary, recognition, annual leaves and allowances that I received is commensurate with my effort.
		(Resorce: Kim, Price, Mueller and Watson, 1996)
		7. It is easy for me to get information pertaining to my career planning.
		8. My superior and me had a frequent discussion relating to my career development.
		9. I have been given ample opportunity to advance myself in my career.
		10. I am satisfied with the promotion practices in my organization.
		11. I am satisfied with the promotion opportunity in my organization.
		12. The promotion exercise being given based on the merit via the job performance.
		13. The promotion treatment is equally granted in the organization.
		(Sources: Hirsh et al. 1995 and Maya, 1991)
Working Environment	Method to perform job and power given to fix duty and task objectives.	14. I can not fix my duties.
		15. I can not determine my work flow.
		16. I can choose how to perform my tasks.

		17. I have to struggle in order to complete job.
		18. My work is not a burden to me.
		19. I have to work in hurry to complete my tasks.
		20. I have ample time to complete my tasks.
		21. I will face the same situation in my daily work routine.
		22. I agreed the way this organization treat its customers.
		23. I am proud the way this organization handles the safety issue and services quality being given to the customers.
		24. I am satisfied because the organization managed to provide me with safe and comfortable working environment.
		25. My superior will help me if I get stuck in my work.
		(Sources: Kim, Price, Mueller and Watson, 1996; Bishop, Goldsby and Neck, 2002); Price, 2001); King and Ehrhard, 1997).
Job Stress	The degree of role ambiguity, role conflict and overload.	26. I know my level of power in performing my duties.
		27. I fully understand my responsibilities.
		28. I fully comprehend what is being expected by my superior.
		29. I manage to divide my time in performing my job.

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		30. I work under insufficient guidance and policies. Example lack of references.
		31. I usually receive direction from two or more superiors.
		32. I do not have enough time to do all my tasks in a daily routine as expected by my superior.
		33. I always feel rush in performing my duties.
		(Sources: Rizzo et al, 1970) and Bacharach et al, 1990)
Individual Values	Equal values between organization and employees. Sense of proud, belonging and devotion in performing work.	34. The cooperation between my colleagues and me is appreciated.
		35. I feel that I am part of the organization.
		36. This organization respect and preserve the rights and interest of its organizational member.
		37. My colleagues guide me in performing my tasks.
		38. I am free to produce my idea when performing my job.
		39. Every single employee has the same objectives.
		40. Each employees taken care off each other.
		41. This organization really takes serious of its employee's problem.
		42. The organization values is similar to mine.

		(Sources: Milliam, Czaplewski dan Ferguson, 2003); King dan Ehrhard, 1997)
Job Satisfaction	Factors that have relationship with work. Factors that influence the surroundings and working environment.	43. I have the opportunity to do multiple tasks from time to time. 44. I am free to use my discretion when performing my work. 45. I feel satisfied with my pay with what I produced in my organization. 46. My work promises a good career prospect. 47. I am satisfied with the organizational working environment including air conditioning, light and the surroundings. 48. My supervisor guided me and helps to simplify my tasks. 49. My superior perceived everyone as equally important. 50. I received recognition due to my perfection in work. 51. The promotion opportunity in this organization is easy. 52. I have a good relationship with my counterpart. 53. I feel this organization possesses good image at the eyes of public. 54. The work policy which is practiced in this organization is good. (Source: Weiss, Dawis, England and Lofquist, 1967).

3.5.2   Variable and Measures

Along the way in getting the result, the questionnaires were designed in Malay version and consisted 63 questions summed up. The layout of the questionnaire is divided into two (2) sections; Section I and Section II. The Section I is on the Job Satisfaction Dimensions and further segregated into five (5) sub-dimensions. The sub-dimensions are as follows:

A- Human Resource Practices- Salary and Promotion

B- Working Environment

C- Work Stress

D- Individual Values

E- Job Satisfaction

The last section is Section II which was constructed to fetch the demographic data.

3.5.3   Interpretation of variables

The questions constructed in the questionnaire were derived from the previous researchers. As mentioned, there are 5 main dimensions in this study. For the Section I sub-dimension A until sub-dimension E, researcher tries to measure the level of agreeableness of the respondent toward the job satisfactions factors. The respondent rated their level of agreement with each item on a Likert Scale (interval scale) as shown as in Table 3.2 next.

Table 3.2: Five Point of Likert Scale

Choices	Score
Most Disagreed	1
Disagreed	2
Neutral	3
Agreed	4
Mostly Agreed	5

3.6   Research Framework

This study is constructed via the basis of Human Resources Practices-Salary and Promotion, Working Environment, Job Stress and Individual/Personnel Values as the independent variables whereas the Job Satisfaction as the pillar of dependent variable. The relationship of the variables for this study is as follows:

Independent Variables (IV)   **Dependent Variable (DV)**
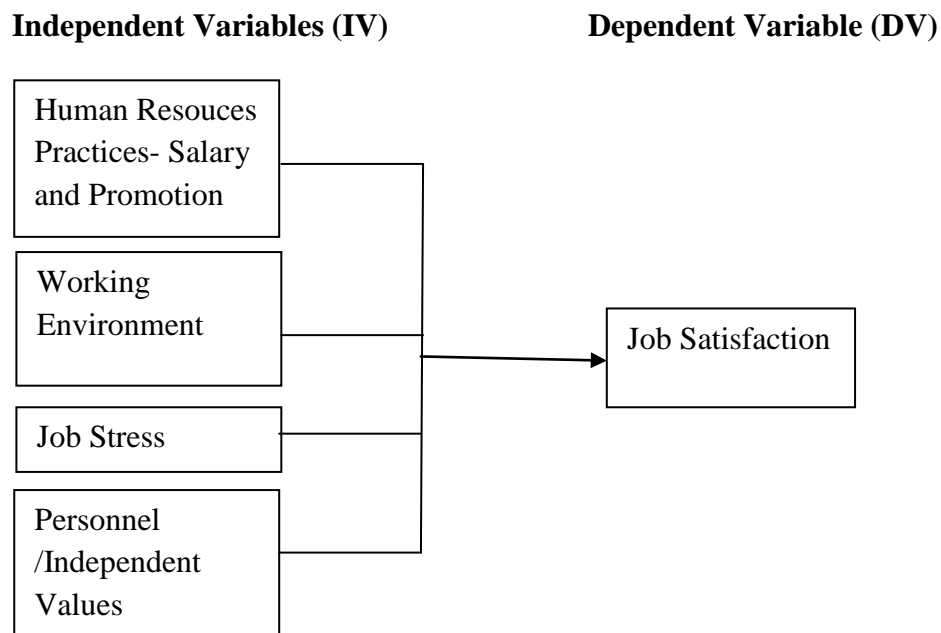
Figure 3.1: Research Framework

3.7   Pilot Test

A pilot test is a method to pre test the reliability of the questionnaire prior to conduct the actual research besides to test the reliability of the instrument to measure the research variables from the samples in order to achieve the objective of the studies (Azmi, 2010). This pilot test was administered and done among the customs personal in RMC Selangor and it was conducted on the 2 May 2011. 25 respondents were randomly selected to participate in pilot test. The pilot test ran to determined whether the questions listed meet the understanding of respondents and the requirement of the study.

3.7.1   Recode Item

The reliability test resulted low alpha for Working Environment= 0.431 and Job Stress= 0.133, therefore, recode had been made to rectify the identified negative statements in the respective questionnaires. This is aligned with Fah and Hoon (2009) pinned that prior to further data analysis, the researcher have to ensure that all the responses for the negative items in the questionnaire have been recoded so that the responses can be interpreted the same way as positively-stated item. The negative statements that were involved in the recode was item number 14, 15, 18 under the dimension of Working Environment and item number 30, 32 and 33 which fell under the dimension of Job Stress.

3.7.2   Reliability Test

After all respondents rated the questionnaire the reliability of the questionnaire was tested using the Cronbach's Alpha to show the internal consistency. The highest reliability of coefficient is 1.00 and it is considered better while the result less than 0.60 is considered poor (Sekaran, 2003). In the pilot test ran, all the variables met the said requirement. The summary of Reliability Analysis are as follows:

Table 3.3: Reliability Analysis- Cronbach's Alpha

Variables	No. of Items	Alpha Values
Human Resources Practices (overall)	13	0.876
Salary	6	0.801
Promotion	7	0.916
Working Environment	12	0.673
Job Stress	8	0.631
Personal Values	9	0.855
Job Satisfaction	12	0.843

3.8   Data Collection Method

Data is set of raw and un process information. Data can be divided into two category; primary and secondary data. Primary data is data observed or collected directly form first hand experience while published data and data collected in the past or other parties is called secondary data (Business Dictionary) . For the purpose of this study, all data is gathered via questionnaire. This data collection method is advantageous due to it is relatively low cost, no interview bias, no

prior arrangement are needed and the facts of anonymity among respondents (Schermerhorn, 2000). The questionnaires were distributed via electronic email to all departments and divisions in RMC Selangor via departmental and divisional committee (urusetia). The respondents were given 5 days to complete the questionnaire and were asked to return back for researcher's further action. The questionnaires were given on the 9th of May 2011. 300 hundreds questionnaires were distributed to collect data form the respondents.

3.9 Data Analysis

After all relevant data had been fetched from the respondents, it will be analyzed to look into the final result. The data is keyed into a software called Statistical Package for Social Science (SPSS Version 16.0). A perfect data analysis requires all items and variables in the questionnaire to be coded so to facilitate the analysis. Among the reason why the data analysis is vital not only to see into the result but it helps the researcher to measure to the objective of studies. Note that, the data analysis in this study is divided into two, descriptive and inferential.

3.9.1 Descriptive Statistic

Descriptive statistics are the methods used to organize, display, describe and explain a set of data with the use of table, graphs and summary measures (Norusis, 1999; Johnson and Christensen, 2000). In this study, descriptive statistic such as normality test, frequency, mean and standard deviation are used to describe the basic features of the overall data.

Via the generation of report, it provides simple summaries pertaining to the sample of population and the measures. The additional of graphic extends the level of understanding as far as data interpretation is concerned. In order to analyze the replied questionnaires, the level of agreement is segmented into three level by using simple computational concept as stated below:

Range level of category = (Highest mean- lowest mean) / number of categories

$$= (5\text{-}1) / 3 = 1.33$$

So, level of agreement has been stated as Table 3.3 below:

Table 3.4: The level of agreement

1.00- 2.33	Low Level
2.34- 3.67	Moderate Level
3.68- 5.00	High Level

3.9.2   Inferential Statistic

Inferential statistics is a process of drawing conclusion from the data that are subject to random variation. It also used to make judgment of the probability that an observed difference between groups is a dependable one or one that might have happened by chance in this study. In short, inferential statistics are used to make inferences about a population from a sample in order to make assumptions about the wider population and enable to make predictions about the future. Besides, it enables researcher to make

inferences from the data into more general conditions. Pearson correlation coefficient and linear regression have been deployed to analyze the data.

3.9.2.1   Pearson Correlation Coefficient

Correlation is a measurement about the strength of the linear relationship between two variables. Pearson's product-moment correlation gives information about the linear relationship between two continuous variables. The value of this correlation coefficient ranges between -1 and +1. The magnitude of the coefficient shows the strength of the linear relationship exist between the two variables where the (+) and (-) sign shows the direction of the relationship example positive linear relationship or negative linear relationship (Fah and Hoon, 2009). Besides, the values of 0.00 represent a lack of correlation. The closer the measure is 1.00, the more likely the relationship is statistically significant (Muchinsky, 1993). According to "Guilford Rule of Thumb" the strength of correlation shown in Table 3.4.

Table 3.5: Interpretation of Strength of Correlation Coefficient

Value of Coefficient	Relation between Variables
0.00– 0.30	Very Low Relationship
0.30-0.50	Low Relationship
0.50-0.70	High Relationship
0.70-1.00	Very High Relationship

3.9.2.2   Linear Regression

Regression analysis is a set of statistical procedures used to predict and explain the value of dependent variable based on the value of one or more independent variables. (Fah and Hoon, 2009). For each subject (or experimental unit), the purpose is to find the best straight line through the data. Note that, in linear regression the slope and/or intercept produces a scientific meaning that need to be sighted carefully.

3.10   Conclusion

In this chapter, the researcher has been briefly explained and elaborated the research design, population and location of study, sampling procedures, design of questionnaire, data collection method, research framework, pilot test and data analysis. The following chapter will be discussed on the finding of the study.

CHAPTER FOUR

FINDINGS

4.1   Introduction

In this chapter, it will thoroughly depict the result of the study. This is with the aim to interpret and present the study in comprehensive manner. The first layout of this cake of study emphasize on the data screening. The second section reports the demographic data which in relation to respondent's gender, age, marital status, numbers of responsibilities, level of education, job placement, position, length of experience and salary scale. The final section contains a report on the objectives of this study which is to determine the factors that affect the level job satisfaction among customs personal in RMC Selangor. It includes too a report on the relationship between the variables; human resources practice, working environment, job stress, personal values and job satisfaction. Besides, it also consist a report on the examination of the influence of the independent variables towards the job satisfactions. Finally this chapter ends with the summary.

4.2   Reliability Test

Due to negative statements contained in the questionnaire and pilot test result that had portrayed low Cronbach's Alpha Values, the policy and direction variable (Job Stress dimension) had to be discarded. The Table 4.1 reflects the end result of reliability analysis after the item of policy and direction had been discarded.

Table 4.1: Reliability Analysis- Cronbach's Alpha

Variables	No. of Items	Alpha Values
Human Resources Practices		
Salary	6	0.873
Promotion	7	0.909
Working Environment	12	0.613
Job Stress	6	0.675*
Personal Values	9	0.904
Job Satisfaction	12	0.865

*New alpha value after 2 items in job stress dimension (policy and direction) had been eliminated. The deletion of 2 items resulted in the reduction of numbers of questions being analyzed from 8 to 6 questions only.

Apparently, all alpha values obtained via the reliability analysis is more than 0.60. Thus, the alpha value is considered to be reliable and accepted. This was justified by Uma Sekaran (2003) who stressed that the closer reliability coefficient to 1.00, is better while if less than 0.60 are considered poor.

4.3 Data Screening

4.3.1   Missing Values

It had been verified through data checking, that there is no missing values occurred. Via the result produced by the SPSS Version 16.0, the percentage of missing values for all items in the questionnaire is 0.00% which comes into the conclusion of no missing values occurrence during the data transfer process.

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4.3.2   Normality Test

Normality test is a test to determine whether a data set is well structured by a normal distribution. The linear distribution could be seen via this test. Therefore, the researcher decided to use the Normal Q-Q plot to see the normality of the data. In deed, Q-Q plot is used to verify the sample whether the sample population of study could have derived from some specific target population. On a basis of a normal probability plot, the data distribution will appear linear or in a straight line (Coakes and Steed, 2003). Next figures shows   the   data   points   that   had   normal   distribution.

Figure 4.1: Normal Q-Q Plot of Human Resource Practice- Salary and Promotion
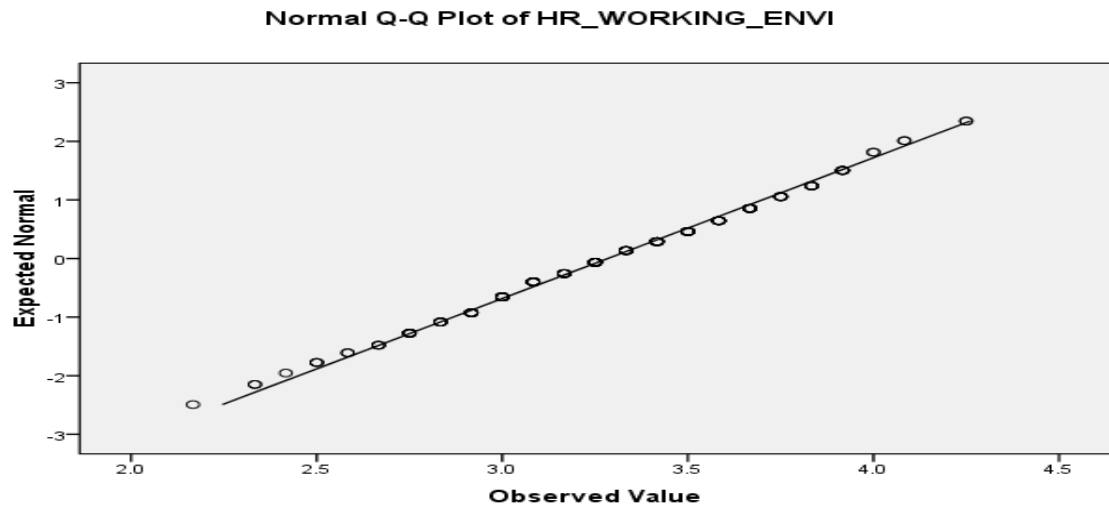
Figure 4.2: Normal Q-Q Plot of Working Environment
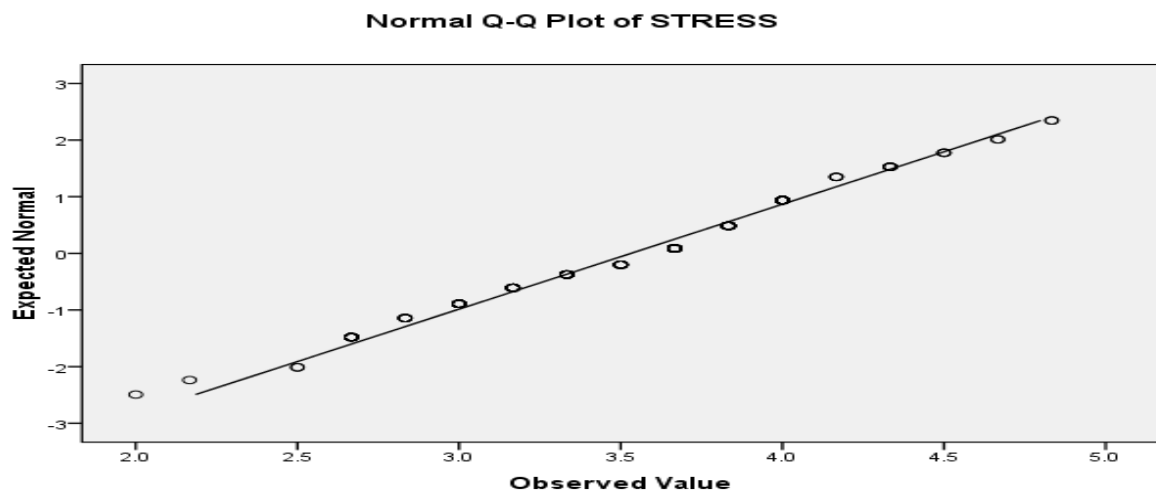
Figure 4.3: Normal Q-Q Plot of Job Stress
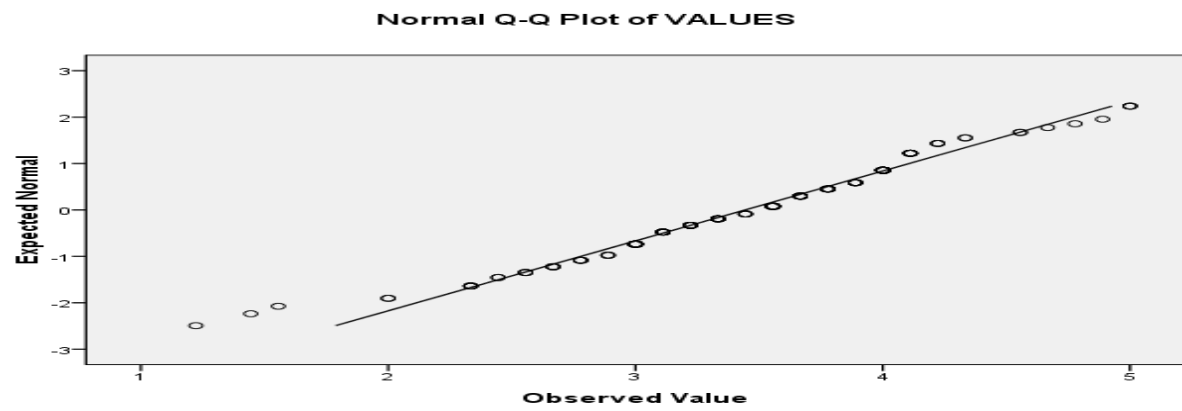
Figure 4.4: Normal Q-Q Plot of Personnel/individual Values
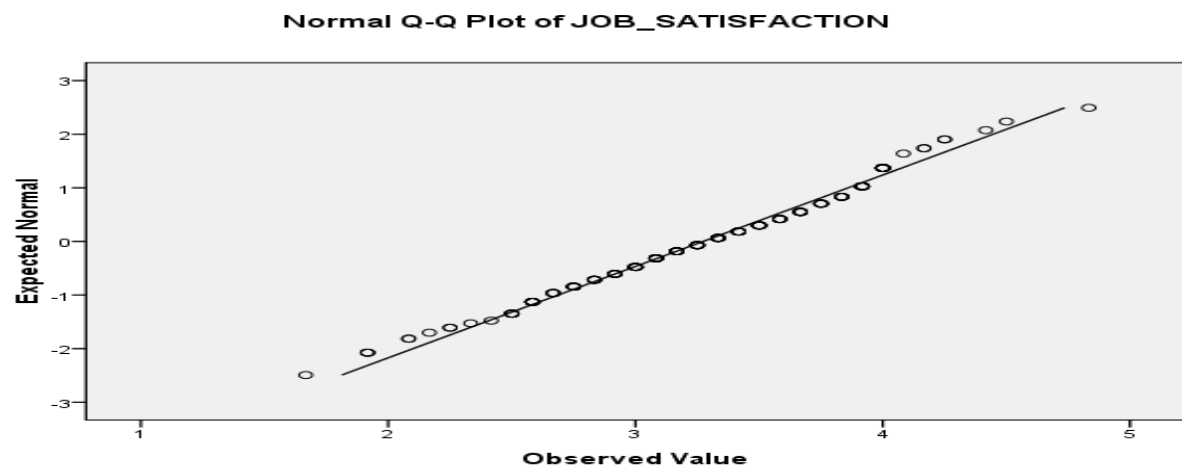
Figure 4.5: Normal Q-Q Plot of Job Satisfaction

4.4   Survey Responses

After 300 hundred questionnaires had been distributed, only 157 numbers of reply returned back to the researcher for further analysis and the rate of responses is 52.3333%. This rate of responds is considered to be at the acceptable level (Hair et al, 1984) thus it can be used for this research.

4.5   Descriptive Analysis

The data for this study was derived from the 157 employees of RMC Selangor. The following section is on the descriptive summary of the respondent demographic information.

4.5.1   Demographic Analysis

Below is the summary of the descriptive statistics for the profile of the sample respondents who participated in this study.

Table 4.2: Descriptive Statistics for RMC Selangor Profile (n= 157)

Item	Frequency	Percentage (%)
1. Gender		
Male	90	57.3
Female	67	42.7
2. Age		
Below 26 years old	25	15.9
26-35 years old	87	55.4
36-45 years old	19	12.1
More than 46 years old	26	16.6

3. Marital Status

Single	50	31.8
Widower	1	0.6
Widow	1	0.6
Married	105	66.9

4. Responsibilities

0	56	35.7
1-5	93	59.2
6-10	8	5.1
11-15	0	0
More than 16	0	0

5. Education Level

SPM/Matriculation	61	38.9
STPM/Certificate	24	15.3
Diploma	38	24.2
Degree	34	21.7
Master	0	0
PhD	0	0

6. Work of Place

Customs Division	86	54.8
Technical Services Division	11	7.0
Enforcement Division	13	8.3
Compliance Division	10	6.4
Management Services and Human Resource Division	36	22.9
Internal Taxes Division	1	0.6

7. Positions

Grade 54 and above	0	0
Grade 48-Grade 52	6	3.8
Grade 41-Grade 44	19	12.1
Grade 27-Grade 36	4	2.5
Grade 22-Grade 26	30	19.1
Grade 17 and below	98	62.4

8. Working Experience

Less than 5 years	69	43.9
5-10 years	38	24.2
11-15 years	11	7.0
16-20 years	10	6.4
More than 20 years	29	18.5

9. Salary

RM 1000-RM 1500	86	54.8
RM 1501-RM 2500	43	27.4
RM 2501-RM 3500	21	13.4
RM 3501-RM 4500	2	1.3
RM 4501 and above	5	3.2

Table 4.5 reflects the analysis on the demographic factor of respondents in RMC Selangor. Based on gender information, 57.3% or 90 respondents were male and the remaining 42.7% from the 157 respondents who participated in the study were female. With regards to the age segment, 55.4% respondents were from the age scale of 26-25 years old while below 26 years, 36-45 years and more than 46 years recorded 15.9%, 12.1% and 16.6% irrespectively. It had been calculated that 66.9% of total respondents are married in status while 31.8% that made up the second largest group stated that they are still single and 0.6% respondent ticked the status of widow and widower.

With regards to the numbers of responsibilities that they have, majority of the respondent, 59.2% acknowledged that they have 1-5 numbers of responsibilities, 35.7% do not have any responsibility or 0, only 5.1% notified that they have 6-10 responsibilities and the numbers of responsibilities 11-15 and more than 16 recorded nil respond. Moving onto the education level,

61 respondents had the basic secondary education of Sijil Pelajaran Malaysia/Matriculation, 24 respondent holds Sijil Tinggi Pelajaran Malaysia/Certificate, 38 and 34 irrespectively Diploma and Degree and no respondent either holds Master or Philosophy Doctor. In relation to work of place, 54.8% works in Customs Division, 7.0% for Technical Services Division, Enforcement with 8.3%, 6.4% or 10 respondents are in the Division of Compliance, 22.9% of total respondent are in Management Services and Human Resources Division and only 0.6% respondent is in Internal Taxes Division.

Furthermore for the position, majority were from the level of 17 and below with 62.4% of total respondents. While 19.1% were from the grade of 22-26, 2.5% for the position of 27-36, 12.1% and 3.8% were from the grade of 41-44 and 48-52 irrespectively and no respondent hold the position grade 54 and above. Next, it is identified that the largest respondents who participated in this study have less than 5 years of working experience with 43.9%, 24.2% those with 5-10 years, 7.0% posses 16-20 years of working experience, 6.4% works for RMC for 16-20 years and 18.5% or only 29 respondents have more than 20 years of working experience. Last but not least, with regards to the salary scale, 54.8% of the total respondents have the salary range between RM 1000- RM 1500, 27.4% or 43 respondents is enjoying the salary range between RM1501- RM 2500, for those who posses salary range between RM 2501- RM3500 recorded 13.4% and 1.3% and 3.2% enjoy are in the salary range of RM 3501- RM4500 and more than RM 4501.

4.6   Mean and Standard Deviation

According to Fah and Hoon (2009) defined mean as the average value of a data set. It produces a mathematical number that reflect the average and may be used to report central tendencies. While, Standard Deviation is a measure of 'dispersion' or 'spread'. It is used as a common summary of the range of score associated with a measure of central tendency- the mean average. It is obtained by summing the squared values of the deviation of each observation from the mean, dividing by the total number of observation and then taking the positive square root of the result (Gorard, 2005).

4.6.1   Perception on Human Resource Practice- Salary and Promotion

Table 4.3: Perception on Human Resource Practice- Salary and Promotion

Varibles	N	Mean	STD
1. The salary that I received has driven me to work harder.	157	2.9554	1.17857
2. The incentive such bonuses had motivated me to perform well in my job.	**157**	**3.6943**	**1.32366**
3. I am being rewarded if my output is good.	157	3.3631	1.21504
4. I received a commensurate salary with what I have performed in my job.	157	3.0000	1.04391

5. I am satisfied with my salary.	157	2.7643	1.08095
6. The award such salary, recognition, annual leaves and allowances that I received is commensurate with my effort.	157	3.2420	1.02783
7. It is easy for me to get information pertaining to my career planning.	157	3.1019	.94180
8. My superior and me had a frequent discussion relating to my career development.	157	2.9873	.96733
9. I have been given ample opportunity to advance myself in my career.	157	3.0892	.96327
10. I am satisfied with the promotion practices in my organization.	**157**	**2.5287**	**1.07155**
11. I am satisfied with the promotion opportunity in my organization.	157	2.6242	1.08848
12. The promotion exercise being given based on the merit via the job performance.	157	2.9236	1.16323
13. The promotion treatment is equally granted in the organization.	157	2.5987	1.12580

(Valid N= 157)			

For the perception on Human Resources Practice-Salary and Promotion, the overall mean achieved is 2.9902. Whereas the highest means score is on the incentive (item 2) with 3.6943 and Standard Deviation (STD) of 1.3236 which reflects the tendency of agreement that incentive may motivate a worker to do better output. While the lowest mark is promotion (item 10) with mean score of 2.5287 and STD of 1.07155 that verified the dissatisfaction feeling of respondent on promotion.

4.6.2   Perception on Working Environment

Table 4.4: Perception on Working Environment

Variables	N	Mean	STD
14. I can not fix my duties.	157	3.1019	.98830
15. I can not determine my work flow.	157	3.2548	1.00578
16. I can choose how to perform my tasks.	157	3.2994	.91613
17. I have to struggle in order to complete job.	**157**	**3.7134**	**.80105**
18. My work is not a burden to me.	157	3.2420	.92958
19. I have to work in hurry to complete my tasks.	157	3.6369	.79383

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20. I have ample time to complete my tasks.	157	3.2293	.97975
21. I will face the same situation in my daily work routine.	157	3.1911	1.08092
22. I agreed the way this organization treat its customers.	157	3.1656	.93265
23. I am proud the way this organization handles the safety issue and services quality being given to the customers.	**157**	**2.9172**	**1.01250**
24. I am satisfied because the organization managed to provide me with safe and comfortable working environment.	157	3.2803	.98602
25. My superior will help me if I get stuck in my work. (Valid N= 157)	157	3.3758	.98328

Next, the overall mean for Working Environment is 3.2840. With the highest score mean of 3.7134 and STD of 0.80105 (item no 17), the respondents agreed that they have to work hard in performing their tasks. While with regards to how the organization taken care off the safety and quality of services issue (item 23) pointed the lowest mean score

of 2.9172 and STD of 1.01250 which portray the disagreed motion among the respondents.

4.6.3 Perception on Job Stress

Table 4.5: Perception on Job Stress

Variables	N	Mean	STD
26. I know my level of power in performing my duties.	157	3.8025	.70201
27. I fully understand my responsibilities.	**157**	**3.9490**	**.69611**
28. I fully comprehend what is being expected by my superior.	157	3.7962	.76576
29. I manage to divide my time in performing my job.	157	3.5350	.95090
30. I do not have enough time to do all my tasks in a daily routine as expected by my superior.	**157**	**2.8535**	**1.07307**
31. I always feel rush in performing my duties.	157	3.2548	.98648
(Valid N=157)			

Via calculation, the overall mean the for the dimension of job stress is 3.5318 where the item no 27 revealed the highest score value of mean 3.9490 and STD of 0.69611. This score shows the respondent agreed that they fully understand their work assignment. In relation, the lowest score mean under this dimension is with regards to the item no.30 with mean score of 2.8535 and STD of 1.07307. This clarify that the respondents in RMC Selangor did not feel in hurry when performing tasks.

4.6.4   Perception on Individual/ Personnel Values

Table 4.6: Perception on Individual/ Personnel Values

Variables	N	Mean	STD
32. The cooperation between my colleagues and me is appreciated.	157	3.6879	.87599
33. I feel that I am part of the organization.	157	3.6752	.80237
34. This organization respect and preserve the rights and interest of its organizational member.	157	3.1911	.96830
35. My colleagues guide me in performing my tasks.	**157**	**3.7452**	**.83131**
36. I am free to produce my idea when performing my job.	157	3.3631	.89981
37. Every single employee has the same	157	3.4204	.89247

objectives.			
38. Each employees taken care off each other.	157	3.4904	.87426
39. This organization really takes serious its employee's problem.	**157**	**3.0255**	**.98025**
40. The organization values is similar to mine.	157	3.3822	.79691
(Valid N=157)			

Based on the Table 4.6.4, the overall mean for the dimension of Personnel/Individual Values is 3.4423. The highest mean score is 3.7452 and STD of 0.83131. The respondents agreed that their colleagues give guidance in performing their tasks (item 35). While the lowest mean score goes to the item no 39 where the respondents is unsure whether the organization really take care off their employees' problem. The mean score for this item is 3.0255 and STD of 0.98025.

4.6.5   Perception on Job Satisfaction

Table 4.7: Perception on Job Satisfaction

Variables	N	Mean	STD
41. I have the opportunity to do multiple tasks from time to time.	157	3.4204	.91377

42. I am free to use my discretion when performing my work.	157	3.2803	.83077
43. I feel satisfied with my pay with what I produced in my organization.	157	2.7516	1.08991
44. My work promises a good career prospect.	157	3.4777	.80532
45. I am satisfied with the organizational working environment including air conditioning, light and the surroundings.	157	3.4013	1.04917
46. My supervisor guided me and helps to simplify my tasks.	157	3.5414	.83582
47. My superior perceived everyone as equally important.	157	3.6369	.84847
48. I received recognition due to my perfection in work.	157	3.0637	1.04808
49. The promotion opportunity in this organization is easy.	**157**	**2.3248**	**1.00139**
50. I have a good relationship with my counterpart.	**157**	**3.8790**	**.73685**
51. I feel this organization possesses good image at the eyes of public.	157	3.2229	.99742

52. The work policy which is practiced in this organization is good. (Valid N=157)	157	3.2803	.85361

With regards to the Job Satisfaction dimension, the overall mean is 3.2734. Item no. 50 saw the highest score of mean 3.8790 and STD of 0.73685. This highest point comes into a picture that the respondents have good relationship among themselves. While the lowest score mean is for the item no 49 where the mean score is 2.3248 and STD of 1.00139. This result pinned out that the respondents disagreed with the promotion opportunity in RMC Selangor.

4.6.7   Level of Variables

As discussed and early determined level of variables, it had been segmented into three categories where 1.00- 2.33 (low level), 2.34- 3.67 (moderate level) and 3.68- 5.00 (high level). The following is the result of level of variable for each dimensions measured.

Table 4.8: Level of Variables

Variables	Mean	Level
Human Resources Practice -Salary -Promotion	3.1699 2.8362	Moderate Moderate
Working Environment	3.2840	Moderate
Job Stress	3.5318	Moderate
Individual/Personnel Values	3.4423	Moderate
Job Satisfaction	3.2734	Moderate

Based on the Table 4.8, the conclusion that could be done is that all variables resulted in moderate level. The highest mean in this scope is Job Stress with the score of 3.5318 and the lowest level is the promotion under the dimension of Human Resources Practice with 2.8362.

4.7   Correlation Analysis

Correlation analysis is a process to look into the relationship between one variable to another variable. In this study the researcher decided to apply the simple correlation analysis. According to Zikmund (2003) simple correlation coefficient is a statistical measure of the covariation or association between two variables. The correlation coefficient, r, ranges from the +1.00 to -1.00. Below is the simplified table on the correlation coefficient.

Table 4.9: Relationship of Correlation

Result, r	Relationship
1	Perfect positive linear relationship
-1	Perfect negative linear relationship
$+0.50 < r < +1.00$	Strong positive linear correlation
$-1.00 < r < -0.50$	Strong negative linear correlation
$0 < r < +0.50$	Weak positive linear correlation
$-0.50 < r < 0$	Weak negative linear correlation

In this study the researcher will see the correlation between the stated variables; Human Resource Practices- Salary and Promotion, Working Environment, Job Stress, Individual/Personnel Values towards the Job Satisfaction.

4.7.1 The Relationship between Human Resources Practice, Working Environment, Job Stress Individual/Personnel Values and Job Satisfaction.

Based on the Table 4.10, it is obviously seen that all variables had positive relationship with job satisfaction. The highest r value in this relationship is the Individual/Personnel Values, $r =0.720$ and Human Resources Practice-Promotion, $r =0.697$. Besides, Working Environment resulted in $r= 0.664$. While the Human Resource Practices- Salary and Job Stress resulted in $r = 0.566$ and $r =0.541$ irrespectively. In short all of the variables in this study possess a strong positive linear relationship on job satisfaction.

Table 4.10: The Result of Pearson Correlation Analysis for the Relationship between Job Satisfaction- Human Resource Practices, Working Environment, Job Stress and Individual/Personal Values.

Variables	Pearson Correlation (r)	Level of Significant (p)
1) Human Resource Practice:-		
Salary	0.566^{**}	0.000
Promotion	0.697^{**}	0.000
2) Working Environment	0.664^{**}	0.000
3) Job Stress	0.541^{**}	0.000
4) Individual/Personal Values	0.720^{**}	0.000

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

4.7.2   The Influence of Human Resource Practices, Working Environment, Job Stress and Individual/Personnel Values on Job Satisfaction.

From the regression analysis, the model summary as shown on table 4.11 below depicts that Human Resources Practice, Working Environment, Job Stress and Individual/Personnel Values dimensions have influence on Job Satisfaction. This is explained via the R Square which represents 0.677 or 67.70% as the contributor factor towards job satisfaction.

Table 4.11: Regression Analysis for Job Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.823[a]	0.677	0.666	0 .33862

a. Predictors: (Constant), VALUES, HR_SALARY_PROMOTION, STRESS, HR_WORKING_ENVI (F= 63.330, Sig= 0.000[a])

In addition, through the regression analysis, it is found that from five dimensions of independent variables, only three dimensions (human resource practices-promotion, job stress and individual/personnel values) have significant relationship on job satisfaction. This is derived at the significant level of $p<0.05$. Comparatively, the highest beta value comes from the individual/personnel values where beta= 0.365 follows by the human resources practice-promotion where beta= 0.301 then job stress where beta= 0.120. Therefore, the dimension relating to the individual/personnel values, human resources practice-promotion and job stress should be emphasized in order to increase and boost up job satisfaction level among RMC Selangor manpower.

Table 4.12: Regression Analysis for Job Satisfaction, Beta Value

Variables	B	Beta	t	Sig.
Human Resources Practice				
- Salary	0.072	0.110	1.634	0.104
- Promotion	0.209	0.301	4.103	0.000
Working Environment	0.164	0.117	1.633	0.105
Job Stress	0.131	0.120	2.088	0.038
Individual/Personal Values	0.322	0.365	5.195	0.000

4.13: Summary of Hypothesis Testing

Hypothesis	Result
H_1: There is a positive relationship between human resource practice-salary and job satisfaction.	Supported
H_2: There is a positive relationship between human resource practice-promotion and job satisfaction.	Supported
H_3: There is a relationship between working environment and job satisfaction.	Supported
H_4: There is significant relationship between job stress and job satisfaction.	Supported
H_5: There is significant relationship between individual/personnel values and job satisfaction	Supported

CHAPTER FIVE

DISCUSSION, RECOMMENDATION AND CONCLUSION

5.1   Introduction

In this final chapter, it will include the discussion on the findings, the recommendation deemed fit for RMC Selangor to implement, implication to organization and the overall wrap up of conclusion on the study.

5.2   Overview of Finding

This research is being conducted to determine the factors that affecting job satisfaction among RMC Selangor manpower. Job satisfaction is important to all organization as mentioned by Wright and Davis (2003), any positive returns derived from the organization that the employees belong to will have an effect with regards to the level of productivity, enhance skill, ignites creativity and effort. Due to this, the researcher feels that this is the right time to measure the level of job satisfaction among the RMC Selangor employees due to the hiking of cost of living, the position as the biggest government revenues collector and disgruntle among customs personnel mainly on salary, promotion aspect, stress and working environment. Therefore measuring the variables that are considered 'core' is necessary to see the relationship, possible effects and for further improvement purposes.

In this study, 300 questionnaires that consists five (5) major variables; job satisfaction, human resource practices- salary and promotion, working environment, job stress and personnel/individual values. And the replied received was acceptable with 157 of returns fetched by the researcher for the purpose of analysis. The distribution of questionnaire met the criteria as suggested by Uma Sekaran (2003).

In this study, the researcher aimed to identify the factors that contribute to the job satisfaction among customs personnel, the relationship between dependent variable towards independent variables and to examine the influence of dependent variable to job satisfaction. Whereas the questions in this study will also be solved; Do human resource practice influence the customs personnel level of satisfaction? What are the job stressors in department? Are values is among significant determinant to engage a customs personal? Is it necessary to have a good working environment?.

Via the analysis done, all five (5) hypothesis were approved. The five analysis were with regards to the relationship between human resource practice-salary and job satisfaction, human resource practice-promotion and job satisfaction, working environment and job satisfaction, job stress and job satisfaction and individual/personnel values and job satisfaction shown positive relationship. In short, the Pearson Correlation Analysis stated that the independent variables had a positive relationship to job satisfaction. The analysis was done at the significant level of 0.000. Besides, the computation of level of variables shown that the job satisfaction of RMC Selangor manpower resulted at the moderate level. The analysis of regression, had come into the understanding that

the mentioned variables in this study had 67.70% influence towards the job satisfaction among the employees while other remaining factors that may affect the job satisfaction is unknown.

To complete this study, the researcher will next elaborate the analysis result for further understanding and thus answering the research objectives on the factors that affect job satisfaction among customs personnel in RMC Selangor.

5.3 The factors that contributes to job satisfaction among customs personnel

This study is about to find the answer to the key factors that affect the job satisfaction among customs personnel in RMC Selangor. As expected the level of agreement on the five (5) major variables show relatively moderate in status. The job satisfaction scored (mean) 3.2734. This numerical result can not be predicted that the manpower in RMC Selangor is satisfied. The range is at par and near to the unsatisfied level and if any of the variables is not handled with meticulous care or other variables intervene, the job satisfaction may decline towards the low level.

Moving onto the human resource practice, the variables for salary and promotion scored (mean) 3.1699 and (mean) 2.8362 respectively and it resulted in moderate level. Salary is ultimate economic factor that is used to sustain the cost of living. It is presumed that the RMC manpower feels that the revised of the salary in 2008 give them opportunity to enjoy a hike in monthly payment. But the moderate level comes into the scope when the increase in prices of goods and services lately has diminished the green notes values and thus the employees has to spent more

and resulting in smaller disposable income. In the study, they agreed that the incentive and bonuses had motivated them in performing job well and Locke (1980) stated that pay is a powerful lever to influence extrinsic motivation. While, the promotion shows to be the lowest score among the variable as far as level of variables analysis is concerned. Although the variable is within the range of moderate, it clearly warns that the promotion is an important issue to the RMC Selangor manpower and this sign perhaps suggest that the employees are not satisfied with certain promotion aspect such the evaluation or criteria.

Next working environment too resulted in moderate level with score value of (mean) 3.2840. This evidence may be due to that the current working condition is perceived to comfortable and acceptable. This pictured that the management of RMC Selangor is putting effort in creating and providing better working condition as compared to 10 or even 20 years ago. Moreover, via the analysis, the job stress depicted the highest score with 3.5318 in mean and moderate in status. This shows that the manpower in RMC Selangor is stressful. With the high level of agreement on the understanding of responsibilities among the employees, it portray that the manpower shoulders many tasks and duties that is due to be implemented in order to collect revenues for the nation and to eradicate tax revenues from leaking. These huge responsibilities create tense and stress among the RMC Selangor manpower. Besides, personnel values scored (mean) 3.2734 and this too produces a clear picture that the RMC Selangor manpower wants to be appreciated by the organization, foster a good relationship with colleagues and being taken care off.

It is vividly shows that all variables resulted in moderate level which is not in strong based in relation to job satisfaction. Failed to conserve all the moderate status will result in job

dissatisfaction. Lee Larson (2004) said that the initial effects of job dissatisfaction may include increased absenteeism and/or psychological withdrawal. Later on, the end result of high levels of job stress is often increased job turnover, which can have a negative impact on the efficiency, effectiveness and staff morale. Therefore the management of RMC Selangor has to carefully look and beware of symptoms of job dissatisfaction.

5.4   The Relationship between independent variables and dependent variables

This study intended to see the relationship between dependent variable towards the independent variables. The analysis via the Pearson Correlation shows that all independent variables have high positive relationship towards the job satisfaction. The highest r is from the personnel values with 0.720, second is human resource practice-promotion with r values 0.697. Third is working environment with r value 0.664, fourth is human resource practice-salary with r values 0.566 and fifth is individual/personnel values with r values 0.541. This evident suggest that job satisfaction is directly linked to the human resource practices-salary and promotion, working environment, job stress and personnel values.

The strong positive relationship between personnel values and job satisfaction perhaps reflect the positive link between person and organization (employees-RMC Selangor) as Kristof, (1996) agreed on the P-O is based on connection between individual and organizational values; goal congruence with organizational leaders; individual preferences or needs and organizational systems or structures; and individual personality and organizational climate. This is aligned to Ballout (2007) who stated that a high level of P-O fit is likely to increase motivation of

employees toward task performance and their engagement in good and lasting relationships (mentoring relationships and organizational citizenship behaviors) with their employers, which in turn will result in positive organizational outcomes. The clear relationship exist may be due to that the employees really demand to have a good relationship with the RMC Selangor and the relation is deemed important because in a regimented organization, all the employees have to obey all the instruction, shared similar organizational mission and vision. Although this is coercively sound but the RMC Selangor manpower seems to accept it as part form the nature of their employment. Therefore, every employee will try to fit themselves in the organization. Indeed by having similar values, all the employees will work together to achieve that targeted goal and it is believed that shared values will produce an identity of the RMC Selangor among other public organizations.

Next, there is a positive relationship between human resource practice-promotion. Promotion is dynamism of employment. It is learned that the RMC Selangor manpower's job satisfaction will increase upon granting promotion. Over the years, scholars have identified a number of important environmental factors that are thought to influence job satisfaction (Lam, Baum and Pine, 2001). These include salary level, climate management, promotion opportunities fairness of appraisal systems, and satisfaction with co-workers. Abdulla, Djebarni and Mellahi (2010) study resulted that promotion is a significant determinant of job satisfaction in UAE organizations. In regimented organization like RMC Selangor, promotion is vital due to that it gives pride and additional power over others. Therefore promotion is something being waited by the employees in RMC Selangor and in even any organizations. Frijda, (1986) said that, pride may also cause

employees to stay as this feeling is a sign of being appreciated by others in the present organization.

Moreover, working environment shows to have positive correlation towards the job satisfaction in RMC Selangor. A study conducted by Lee (2006) on office manufacturing employees in Michigan, US found that satisfaction with the workplace was positively associated with job satisfaction. It is believed that if RMC able to provide a good working environment, the level of job satisfaction among its employees will increase. Working environment does not restrict to the physical attributes such storage, layout of desk, air conditioning and etcetera but it also involved in structural factors include administrative policies and procedures that restrict employee behavior (Lee Larson, 2004). Working in the public sector imposes many bureaucracy, policies and procedures, it is believed that when this hurdles is minimized it will lead into a more simplified tasks to be performed by the RMC employees. Thus, creates a good working environment and helps to achieve work efficiency.

Furthermore, salary also has a positive correlation towards the job satisfaction among RMC Selangor. This is perhaps due to that employee perceived pecuniary factor is important to sustain cost of living. This finding is supported by a study conducted by Abdulla, Djebarni and Mellahi (2010) who found that of the 11 work environment factors, salary and incentive clearly emerged as the most powerful determinant of job satisfaction. The result of correlation portrayed that salary and incentive had strong positive relationship where *r* value is 0.535. The finding suggests that workers pay a great deal of attention to remunerations such as salary, fringe benefits allowances, recognition, and financial rewards. On the other hand, research has also shown that employees in non-Western countries derive more job satisfaction from extrinsic job factors such

as pay and working conditions than those in Western developed countries (Adigun and Stephenson, 1992; Huang and Van de Vliert, 2004).

The last variable that has the positive relationship is job stress. This is a surprising discovery in RMC Selangor, many previous researches shown that stress negatively correlate to job satisfaction. But this study finding is aligned to the research conducted by Abdulla, Djebarni and Mellahi (2010) who found that job stress has positive relationship towards job satisfaction. In the study on the determinants of job satisfaction United Arab Emirates shown that the r value for job stress was 0.224. Although the value is considered positively low, but it is an evident to show that job stress still correlates positively to job satisfaction. This comes to the assumption that, though how much stress is being faced by the RMC Selangor manpower, the workload which is the source of stress has to be settled accordingly due to that the promise of RMC Selangor in honoring its client and the obligation towards the nation.

5.5   The influence of independent variables towards job satisfaction.

This research topic is executed due to the fact that the level of job satisfaction among customs personnel is perceived to be at the unsatisfied level after observation and informal interviewed done among the employees. Therefore finding the factors to what causes the existence air to circulate in RMC Selangor is mostly vital so that it could be removed from the organization.

Via the regression analysis, factors that are considered to be the core factors towards the job satisfaction among RMC Selangor manpower is first, the personnel/individual values (beta

values = 0.365, sig. = 0.000), second, human resource practices-promotion (beta values = 0.301, sig. = 0.000) and third, job stress (beta values = 0.120, sig. = 0.038).

The personnel value is the most core factor in the hierarchy among the variables to have affecting the job satisfaction in RMC Selangor. This result shows that the employees hope to have a sense of affiliation with the organization so that mutual understanding and cooperation could be fostered. This then perhaps will be translated into smooth flow of organizational operation. Sense of affiliation is a feeling of belongingness and acceptance of one towards the others (Maslow, 1954). Practically, working together creates the energy of togetherness and putting effort towards the targeted goal or creating good work attitude/behavior among employees. This nature is perfectly linked to the person-environment fit concept. Previous literature about fit construct suggests that congruence of the employee and any aspect of the environment such as organization, vocation, group, or job bring out positive outcomes for both people and organization (Fatma, Kemal and Azmi, 2009). It benefits in reducing the work stress where a pool of work may be done by the help of others, sharing knowledge, skill and ability (KSA) and increase in productivity. It is believed too that person-organization fit plays a vital role in connecting individual and organization values. Chatman (1989) stated that P-O fit is the congruency between patterns of organizational values and patterns of individual values. P-O fit is the key to maintaining the flexible and committed workforce that is necessary in the competitive business environment and a tight labor market (Sekiguchi, 2004). Personnel values will help and keep RMC employees motivated in the organization. It will provide strong foundation for the RMC Selangor employees to survive and synchronize with the organization values.

Next, promotion is the other proven factor that affects the job satisfaction in this study. Via this research, it is found that promotion is being demanded by the RMC manpower. Promotion is known as the tool in engaging employees and creating sense of loyalty towards the organization. Before the rationalization on the promotion among the public employees, the public servant has to wait for a long time to be promoted or does not even stand a chance to be promoted. This study resulted that the RMC Selangor manpower does not satisfied with the promotion practices in the organization and demand a better promotion practices. Perhaps the numerical evidence emerged due to the slow mobility of promotion among public servant and this sentiment may be due to the perception that promotion in public organization is being granted based on the preferences. This is supported by Ibarra's work who suggests that decision makers look at the networks of potential candidates and use this information as a proxy for performance information in evaluation decisions; membership in a high-status network sends the signal to decision makers that the candidate is powerful, influential, and competent. Besides, promotion is perceived important due to it will help to increase the monthly income of the employees thus enabling them to sustain the hiking cost of living and indirectly help in satisfying other need's (Maslow, 1954).

In addition, job stress is another important factor aired by the RMC Selangor manpower. This study found that the RMC Selangor manpower is stressful and this finding does not aligned to the study done by Sazali (2000) who found that RMC Selangor manpower was not stress. Stress is a psychological and physiological treat to everyone. The nightmare of negative stress is that high level of occupational stress has a strong effect on performance, career decision, physical and mental health and overall job satisfaction (Jepson and Forrest, 2006). As narrated previous, RMC is the largest governmental revenues collector and tax collection involved many

procedures and transactions. Every employee is expected to perform according to the specified desk file and work procedure manual. The stages and processes create bureaucracy not only to the customers but it burden the RMC Selangor manpower. Every undone task will be deferred and creating outstanding job that needed to be settled the day after. Late in replying letter and refunding payment are some examples that reflect the lack of time in performing task. Note that, the situation does not emerged from the laziness or procrastinating work among the employees due to that every work done in RMC is subjected to audit by the external and internal party.

Based on the regression analysis, the two (2) factors that shown insignificant result was human resource practice- salary and working environment. This result may be due to that the RMC Selangor manpower are satisfied with the additional benefits of over time opportunity where it allows the eligible RMC manpower to earn extra income while in the same time helps to increase the organizational productivity. Whereas, it is shown that RMC Selangor has managed and continuously striving to provide the best working environment possible to its employees.

5.6   Recommendation

Based on the research, it is found that there are five variables that contribute to job satisfaction but only three of them have the most significant influence on the RMC Selangor manpower; personnel values, human resource practice-promotion and job stress. Therefore three of this variable should be handled carefully by the RMC Selangor management. The following recommendation deemed to be right and fit to the organization for modification purposes.

First, the establishment of strong person-organization relationship. As mentioned in the literature, P-O is the connection between individual and organizational values; goal congruence with organizational leaders; individual preferences or needs and organizational systems or structures; and individual personality and organizational climate (Kristof, 1996). The researcher feels that to embark on this, the recruitment and selection of the employees play the important starts. A wrongly selected manpower may not fit into the organization thus will not be able to sync with the organizational values. To enhance the relationship, RMC Selangor may be transparent in its policy making and administration. Any vision and mission of the organization can be mutually made between the organization and the employees. It is believed too that the culture of the present of RMC Selangor should be altered gradually in order to synchronize with the globalization otherwise the reputation of RMC will diminish and it relevance as public agency will be questioned.

Second, the revamping the promotion practice in RMC Selangor. The researcher feels that this is the time for the RMC Selangor or even the government to adopt the promotion practice in the private sector. The present time based promotion will create unmotivated employees due to that they will have the thoughts that no matter what they will entitle for the promotion at last. The negativity will affect productivity and retard creativity and innovation of employees since that there is no rewards (promotion) while the quality of customer services will suffers too. The opinion to follow the private practice is due to that currently all the government bodies and agencies are striving to achieve key performance indicator. To ignite the spirit of positive rivalry and increase in productivity, promotion may be one of the rewards which will be granted to those who entitles. Besides, the promotion policy and implementation which is considered vague

among the employees should be made translucent and professionalism in promoting employees is important to ensure only the right person deserves.

Third, regulating job stress among the employees in RMC Selangor. Stress has proven to be the main factor concerned affecting job satisfaction and the negative outcomes has been observed in the literatures. Therefore for the initial starts every employee in the organization should be made compulsory to attend a series of stress management courses. As the workload is the main job stressor in the organization, empowerment of subordinate plays as a mediator to lowering the burden. This will result in the enrichment of human capital and help to reduce bureaucracy. A special research on job stress should be done to further look into the symptoms, determine the root cause and evading negative outcomes. Note that, RMC Selangor has to monitor the level of job stress among the employees in order to preserve the well being of its manpower.

5.7   Research Implication

In executing the recommendations, RMC Selangor will be financially implicated. This is due to that every program suggested requires a huge amount of money to be invested. The return on investment is unpredicted. Although the suggestion is produced after evaluating the RMC Selangor condition, the demanded effects could not be reaped in short period of time. The modification on certain aspect in the RMC Selangor management will create a temporary unstable condition which the researcher believe leads into 'a minute' confusion among the employees but this will later disappear after successful adaption into new trend of management.

5.8   Conclusion

This research is done solely to determine the factors that affect job satisfaction among customs personnel in RMC Selangor. The analysis reported that there are three most significant factors that affect the job satisfaction and all variables have positive relationship towards the job satisfaction. The recommendations are made at the time where the researcher feels it should be done in order to evade negative outcome later on. It is a hope that the level of job satisfaction among the RMC Selangor will be enhanced from moderate level to the highest point possible to ensure a continuous organizational harmonious.

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APPENDIX A: QUESTIONNAIRE

KAJI SELIDIK

Faktor- Faktor Yang Mempengaruhi Tahap Kepuasan Pekerjaan Di Kalangan Pegawai-Pegawai Kastam: Satu Kajian Di Jabatan Kastam Diraja Malaysia Selangor

Seksyen I: Dimensi Kepuasan Pekerjaan

Sila baca dengan teliti dan tandakan satu (⁄) pada kotak yang berkenaan yang menjelaskan tahap kesetujuaan/ketidaksetujuaan bagi setiap kenyataan di bawah. Skala Likert 1 – 5 digunakan untuk menanda aras pilihan yang dipilih sebagai jawapan, di mana 1 = "Sangat Tidak Bersetuju" sehingga   5 = "Sangat Setuju".

		1	2	3	4	5
		Sangat Tidak Bersetuju	Tidak Setuju	Neutral	Setuju	Sagnat Bersetuju
A.	**Praktis Pengurusan Sumber Manusia: Penggajian dan Kenaikan Pangkat**					
1.	Gaji yang saya terima menggalakkan saya untuk melaksanakan kerja dengan lebih baik.					
2.	Insentif seperti bonus memotivasikan saya untuk melakukan tugas dengan baik.					
3.	Saya diberi penghargaan jika pencapaian kerja saya baik.					
4.	Saya menerima gaji yang setimpal dengan tugas yang saya lakukan.					
5.	Saya berpuashati dengan gaji yang saya terima.					
6.	Ganjaran seperti penghargaan, cuti dan elaun yang saya terima setimpal dengan usaha yang diberikan .					
7.	Saya mudah mendapatkan maklumat mengenai perancangan kerjaya saya.					
8.	Saya dan ketua sering berbincang mengenai peluang pembangunan kerjaya saya.					
9.	Saya diberi peluang secukupnya untuk memajukan diri dalam kerjaya saya.					

		1	2	3	4	5
		Sangat Tidak Bersetuju	Tidak Setuju	Neutral	Setuju	Sagnat Bersetuju
10.	Saya berpuas hati dengan amalan kenaikan pangkat dalam organisasi ini.					
11.	Saya berpuas hati dengan peluang kenaikan pangkat dalam organisasi ini.					
12.	Kenaikan pangkat diberi berdasarkan merit dalam prestasi.					
13.	Kenaikan pangkat diberi secara adil dalam organisasi.					
B.	**Persekitaran Pekerjaan**					
14.	Saya tidak boleh menetapkan tugas saya.					
15.	Saya tidak boleh menentukan turutan tugas saya.					
16.	Saya boleh memilih cara untuk melakukan tugas saya.					
17.	Saya perlu berusaha lebih gigih untuk melakukan tugas.					
18.	Beban tugas saya tidak berat.					
19.	Saya perlu bekerja dengan cepat untuk melaksanakan tugas.					
20.	Saya mempunyai masa yang cukup untuk menyiapkan tugas saya.					
21.	Setiap hari saya berhadapan dengan situasi yang sama dalam melaksanakan tugas.					
22.	Saya bersetuju dengan cara organisasi ini berurusan dengan orang luar.					
23.	Saya berbangga dengan cara organisasi ini mengambil berat tentang keselamatan dan kualiti perkhidmatan yang diberikan.					
24.	Saya berpuashati dengan organisasi ini kerana menyediakan persekitaran kerja yang selamat dan selesa.					
25.	Pegawai atasan akan memberi bantuan jika saya menghadapi masalah dalam tugas saya.					
C.	**Tekanan Kerja**					
26.	Saya mengetahui tahap kuasa saya dalam menjalankan tugas.					
27.	Saya memahami tanggungjawab saya sepenuhnya.					

		1	2	3	4	5
		Sangat Tidak Bersetuju	Tidak Setuju	Neutral	Setuju	Sagnat Bersetuju
28.	Saya mengetahui apa yang dikehendaki oleh majikan melalui kerja saya.					
29.	Saya dapat membahagikan masa dengan secukupnya untuk menjalankan tugasan saya.					
30.	Saya bekerja dibawah polisi dan panduan yang tidak mencukupi. Contoh kurang bahan rujukan.					
31.	Saya selalu menerima arahan daripada dua atau lebih orang ketua.					
32.	Saya tidak mempunyai masa yang mencukupi untuk melakukan semua tugasan pada waktu kerja harian seperti yang dikehendaki oleh majikan.					
33.	Saya sentiasa tergesa-gesa ketika menjalankan tugasan.					
D.	**Nilai Individu**					
34.	Kerjasama saya dengan rakan sekerja lain adalah dihargai.					
35.	Saya merasakan sebahagian daripada organisasi saya.					
36.	Organisasi ini menghormati dan melindungi hak dan maruah semua pekerja.					
37.	Rakan sekerja membimbing saya dalam melakukan tugas.					
38.	Saya bebas untuk memberi pendapat dalam melaksanakan kerja saya.					
39.	Setiap pekerja mempunyai tujuan yang sama dalam organisasi.					
40.	Setiap pekerja saling mengambil berat antara satu sama lain.					
41.	Organisasi saya mengambil berat mengenai masalah pekerja.					
42.	Nilai yang ada pada diri saya sama dengan nilai organisasi.					

		1	2	3	4	5
		Sangat Tidak Bersetuju	Tidak Setuju	Neutral	Setuju	Sagnat Bersetuju
E.	**Kepuasan Pekerjaan**					
43.	Saya berpeluang melakukan berbagai-bagai tugas dari semasa ke semasa.					
44.	Saya bebas untuk menggunakan budibicara saya semasa bekerja.					
45.	Perasaan saya dengan gaji yang diterima adalah setimpal dengan tugas yang dilakukan.					
46.	Kerja ini menjanjikan jaminan pekerjaan untuk masa hadapan.					
47.	Saya berpuashati terhadap suasana kerja di organisasi ini termasuk hawa dingin, lampu dan keadaan persekitaran kerja.					
48.	Ketua saya memberikan bantuan/tunjuk ajar agar tugas yang saya lakukan menjadi lebih senang.					
49.	Ketua saya menganggap setiap pekerja di bawahnya adalah penting.					
50.	Saya menerima pengiktirafan hasil kesempurnaan kerja saya.					
51.	Peluang kenaikan pangkat di organisasi ini adalah mudah.					
52.	Hubungan rakan-rakan sekerja saya dengan pekerja seksyen/unit lain adalah baik.					
53.	Perasaan saya terhadap organisasi ini yang mempunyai imej yang baik di kalangan masyarakat.					
54.	Cara dasar kerja yang dipraktikan di organisasi ini.					

Seksyen II: Maklumat Latarbelakang

Arahan: Seksyen ini bertujuan untuk mendapatkan maklumat latarbelakang sahaja. Maklumat yang diperolehi adalah hanya bagi maksud tujuan pengumpulan dan menganalisa serta nama Tuan/Puan tidak akan didedahkan. Untuk setiap soalan di bawah, Tuan/Puan adalah diminta untuk satu (∕) sahaja pada kotak yang berkenaan.

1. Jantina :　　　　　　　a. Lelaki ☐　　　　b. Perempuan ☐

2. Umur:　　　　a. Bawah 26 Tahun ☐
　　　　　　　　b. 26-35 Tahun ☐
　　　　　　　　c. 36-45 Tahun ☐
　　　　　　　　d. 46 Tahun dan ke atas ☐

3. Status Perkahwinan :　　a. Bujang ☐　　　b. Duda ☐
　　　　　　　　　　　　　c. Janda　　　　　d. Berkahwin

4. Berapa ramaikah tanggungan yang dipunyai (termasuk isteri tetapi anak yang sudah bekerja tidak dikira)?.

　　a. 0 ☐　　b. 1-5 ☐　　c . 6-10 ☐　　d.11- 15 ☐　　e. Lebih 16 ☐

5. Pendidikan:
　a. Sijil Pelajaran Malaysia/Matriculation ☐　　e. Sarjana ☐
　b. Sijil Tinggi Pelajaran Malaysia/Cert. ☐　　f. Doktor Falsafah
　c. Diploma
　d. Ijazah

6. Penempatan Kerja:　a. Bahagian Perkastaman ☐
　　　　　　　　　　　b. Bahagian Perkhidmatan Teknik
　　　　　　　　　　　c. Bahagian Penguatkuasaan
　　　　　　　　　　　d. Bahagian Pematuhan
　　　　　　　　　　　e. Bahagian Khidmat Pengurusan dan Sumber
　　　　　　　　　　　　 Manusia
　　　　　　　　　　　f. Bahagian Cukai Dalam Negeri

7. Jawatan:
a. Gred 54 dan ke atas ☐
b. Gred 48-Gred 52 ☐
c. Gred 41-Gred 44 ☐
d. Gred 27-Gred 36 ☐
e. Gred 22-Gred 26 ☐
f. Gred 17 dan ke bawah ☐

8. Pengalaman Bekerja:
a. Kurang 5 Tahun ☐
b. 5-10 Tahun ☐
c. 11-15 Tahun ☐
d. 16-20 Tahun ☐
e. Lebih 20 Tahun ☐

9. Penggajian?

a. RM 1000- RM 1500 ☐
b. RM 1501- RM 2500 ☐
c. RM 2501- RM 3500 ☐
d. RM 3501- RM 4500 ☐
e. RM 4501 dan ke atas ☐

Terima kasih di atas kesudian anda menjawap soalan kaji selidik ini!

APPENDIX B: SPSS OUTPUT

1) Frequency Distribution

a) Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	90	57.3	57.3	57.3
	Female	67	42.7	42.7	100.0
	Total	157	100.0	100.0	

b) Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 26 yrs old	25	15.9	15.9	15.9
	26-35 yrs old	87	55.4	55.4	71.3
	36- 45 yrs old	19	12.1	12.1	83.4
	more than 46 yrs old	26	16.6	16.6	100.0
	Total	157	100.0	100.0	

c) Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	single	50	31.8	31.8	31.8
	widower	1	.6	.6	32.5
	widow	1	.6	.6	33.1
	married	105	66.9	66.9	100.0
	Total	157	100.0	100.0	

d) Responsibilities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	56	35.7	35.7	35.7
	1-5	93	59.2	59.2	94.9
	6-10	8	5.1	5.1	100.0
	Total	157	100.0	100.0	

e) Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM/Matriculation	61	38.9	38.9	38.9
	STPM/Certificate	24	15.3	15.3	54.1
	Diploma	38	24.2	24.2	78.3
	Degree	34	21.7	21.7	100.0
	Total	157	100.0	100.0	

f) Work of Place

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Customs Division	86	54.8	54.8	54.8
	Technical Services Division	11	7.0	7.0	61.8
	Enforcement Division	13	8.3	8.3	70.1
	Compliance Division	10	6.4	6.4	76.4
	Management Services and Human Resource Division	36	22.9	22.9	99.4
	Internal Taxes Division	1	.6	.6	100.0
	Total	157	100.0	100.0	

g) Grade

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	48-52	6	3.8	3.8	3.8
	41-44	19	12.1	12.1	15.9
	27-36	4	2.5	2.5	18.5
	22-26	30	19.1	19.1	37.6
	17 and below	98	62.4	62.4	100.0
	Total	157	100.0	100.0	

h) Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less Than 5 yrs	69	43.9	43.9	43.9
	5-10 yrs	38	24.2	24.2	68.2
	11-15 yrs	11	7.0	7.0	75.2
	16-20 yrs	10	6.4	6.4	81.5
	More than 20 yrs	29	18.5	18.5	100.0
	Total	157	100.0	100.0	

i) Salary

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	RM 1000-RM 1500	86	54.8	54.8	54.8
	RM 1501- RM 2500	43	27.4	27.4	82.2
	RM 2501- RM 3500	21	13.4	13.4	95.5
	RM 3501- RM4500	2	1.3	1.3	96.8
	More than RM 4500	5	3.2	3.2	100.0
	Total	157	100.0	100.0	

2) Missing Value Analysis

Univariate Statistics

	N	Mean	Std. Deviation	Missing		No. of Extremes[b]	
				Count	Percent	Low	High
Salary1	157	2.9554	1.17857	0	.0	0	0
Incentive1	157	3.6943	1.32366	0	.0	0	0
Recognition	157	3.3631	1.21504	0	.0	15	0
Salary2	157	3.0000	1.04391	0	.0	0	0
Salary3	157	2.7643	1.08095	0	.0	0	0
Incentive2	157	3.2420	1.02783	0	.0	8	0
Planning	157	3.1019	.94180	0	.0	7	0

	N	Mean	Std. Deviation				
Discussion	157	2.9873	.96733	0	.0	0	0
Opportunity	157	3.0892	.96327	0	.0	9	0
Promotion1	157	2.5287	1.07155	0	.0	0	3
Promotion2	157	2.6242	1.08848	0	.0	0	3
Promotion3	157	2.9236	1.16323	0	.0	0	0
Promotion4	157	2.5987	1.12580	0	.0	0	5
Job1	157	3.1019	.98830	0	.0	0	0
Job2	157	3.2548	1.00578	0	.0	6	0
Job3	157	3.2994	.91613	0	.0	4	0
Job4	157	3.7134	.80105	0	.0	4	0
Job5	157	3.2420	.92958	0	.0	6	0
Job6	157	3.6369	.79383	0	.0	1	0
Job7	157	3.2293	.97975	0	.0	8	0
Job8	157	3.1911	1.08092	0	.0	0	0
Dealing	157	3.1656	.93265	0	.0	10	0
OSHQ	157	2.9172	1.01250	0	.0	0	0
Safe	157	3.2803	.98602	0	.0	9	0
Help	157	3.3758	.98328	0	.0	8	0
Power	157	3.8025	.70201	0	.0	1	0
Understand	157	3.9490	.69611	0	.0	.	.
Expected	157	3.7962	.76576	0	.0	3	0
Divide	157	3.5350	.95090	0	.0	8	0

Lack	157	2.8535	1.07307	0	.0	0	0
Hurry	157	3.2548	.98648	0	.0	10	0
Cooperation	157	3.6879	.87599	0	.0	4	0
Affiliation	157	3.6752	.80237	0	.0	3	0
Conserve	157	3.1911	.96830	0	.0	9	0
Consult	157	3.7452	.83131	0	.0	1	0
Free	157	3.3631	.89981	0	.0	6	0
Same	157	3.4204	.89247	0	.0	5	0
Care	157	3.4904	.87426	0	.0	2	0
Problem	157	3.0255	.98025	0	.0	0	0
VALUE	157	3.3822	.79691	0	.0	4	0
MULTIPLE	157	3.4204	.91377	0	.0	4	0
DISCRET	157	3.2803	.83077	0	.0	3	0
FEELING	157	2.7516	1.08991	0	.0	0	0
FUTURE	157	3.4777	.80532	0	.0	4	0
ENVIRO	157	3.4013	1.04917	0	.0	8	0
ASSISTAN	157	3.5414	.83582	0	.0	4	0
IMPORTAN	157	3.6369	.84847	0	.0	4	0
PERFECTI	157	3.0637	1.04808	0	.0	18	0
PROMOPP	157	2.3248	1.00139	0	.0	0	0
RELATION	157	3.8790	.73685	0	.0	.	.
IMAGE	157	3.2229	.99742	0	.0	9	0

	N	Mean	Std. Deviation				
WORKPOLI	157	3.2803	.85361	0	.0	7	0
GENDER	157	1.4268	.49619	0	.0	0	0
AGE	157	2.2930	.92861	0	.0	0	0
STATUS	157	3.0255	1.40032	0	.0	0	0
RESPONSI	157	1.6943	.56230	0	.0	0	0
EDUCA	157	2.2866	1.19320	0	.0	0	0
WOP	157	2.3758	1.71125	0	.0	0	0
GRADE	157	5.2420	1.19508	0	.0	25	0
EXPERIEN	157	2.3121	1.53110	0	.0	0	0
SALARY	157	1.7070	.96915	0	.0	0	7
HR_SALARY_PROMOTION	157	2.9902	.80337	0	.0	0	1
HR_WORKING_ENVI	157	3.2840	.41634	0	.0	0	0
STRESS	157	3.5318	.54011	0	.0	1	0
VALUES	157	3.4423	.66375	0	.0	2	0
JOB_SATISFACTION	157	3.2734	.58629	0	.0	0	0

b. Number of cases outside the range (Q1 - 1.5*IQR, Q3 +
1.5*IQR).

3) Reliability Test

a) Reliability Statistics: Human Resource Practice- Salary

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.873	.878	6

b) Reliability Statistics: Human Resource Practice- Promotion

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.909	.909	7

c) Reliability Statistics: Working Environment

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.613	.613	12

d) Reliability Statistics: Job Stress

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.613	.613	12

e) Reliability Statistics: Personnel Values

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.904	.904	9

f) Reliability Statistics: Job Satisfaction

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.904	.904	9

4) Correlation Coefficient

Correlations

		HR_SALARY	HR_PROMOTION	HR_WORKING_ENVI	STRESS	VALUES	JOB_SATISFACTION	HR_SALARY_PROMOTION
HR_SALARY	Pearson Correlation	1	.706**	.486**	.399**	.380**	.566**	.916**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	157	157	157	157	157	157	157
HR_PROMOTION	Pearson Correlation	.706**	1	.572**	.403**	.556**	.697**	.931**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	157	157	157	157	157	157	157
HR_WORKING_ENVI	Pearson Correlation	.486**	.572**	1	.538**	.706**	.664**	.575**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	157	157	157	157	157	157	157
STRESS	Pearson Correlation	.399**	.403**	.538**	1	.528**	.541**	.434**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	157	157	157	157	157	157	157
VALUES	Pearson Correlation	.380**	.556**	.706**	.528**	1	.720**	.511**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000

		157	157	157	157	157	157	157
JOB_SATISFACTION	Pearson Correlation	.566**	.697**	.664**	.541**	.720**	1	.687**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	157	157	157	157	157	157	157
HR_SALARY_PROMOTION	Pearson Correlation	.916**	.931**	.575**	.434**	.511**	.687**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	157	157	157	157	157	157	157

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

5) Regression

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.823a	.677	.666	.33862

a. Predictors: (Constant), VALUES, HR_SALARY, STRESS, HR_WORKING_ENVI, HR_PROMOTION

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.308	5	7.262	63.330	.000[a]
	Residual	17.314	151	.115		
	Total	53.623	156			

a. Predictors: (Constant), VALUES, HR_SALARY, STRESS, HR_WORKING_ENVI, HR_PROMOTION

b. Dependent Variable: JOB_SATISFACTION

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.343	.234		1.467	.144
	HR_SALARY	.072	.044	.110	1.634	.104
	HR_PROMOTION	.209	.051	.301	4.103	.000
	HR_WORKING_ENVI	.164	.100	.117	1.633	.105
	STRESS	.131	.063	.120	2.088	.038
	VALUES	.322	.062	.365	5.195	.000

a. Dependent Variable: JOB_SATISFACTION