

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

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

A thesis submitted to the College of Business  
in partial fulfillments of requirement for the degree  
Master of Human Resource Management  
Universiti Utara Malaysia

BY

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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 acknowledged 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 in forms 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 regresi 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, analisis 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 ( $\beta = 0.365$ ,  $p = 0.000$ ), praktis pengurusan sumber manusia- kenaikan pangkat ( $\beta = 0.301$ ,  $p = 0.000$ ) dan tekanan pekerjaan ( $\beta = 0.120$ ,  $p = 0.03$ ) 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 nilai 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 be derived from a victory in war, having a blessed family, scoring straight a's in examination, having the ability to possess desired material and more. As a 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's standard of living and status, satisfaction on the job performed remains 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 belongs to. Besides, Robbins and Judge (2009) said that organization with more satisfied employees tends 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 as human resource practices, stress, working environment and values of the employees themselves.

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