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

ELFI NAZREEN BIN IBRAHIM

OTHMAN YEOP ABDULLAH
GRADUATE SCHOOL OF BUSINESS
UNIVERSITI UTARA MALAYSIA
JUNE 2011
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

ELFI NAZREEN BIN IBRAHIM

804001

©Elfi Nazreen bin Ibrahim, 2011. All rights reserved
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.

ELFI NAZREEN BIN IBRAHIM
804001
College of Business
Universiti Utara Malaysia
06010 Sintok
Kedah Darul Aman
PERMISSION TO USE

In presenting this thesis as partial fulfillment of the requirements for a postgraduate degree form Universiti Utara Malaysia, I agree that the Universiti Utara Malaysia may make it freely available for inspection. I further agree that permission for copying of this thesis in any manner, in whole or in part, for scholarly proposes may be granted by my supervisor, or in their absence, by Dean of College of Business. It is understood that any copying or publication or use of this thesis or parts thereof for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to Universiti Utara Malaysia for any scholarly use which may be made of any material from my thesis.

Request of permission to copy or to make other use of material in this thesis, in whole or in part should be addressed to:

Dean of College of Business
Universiti Utara Malaysia
06010 Sintok
Kedah Darul Aman
ABSTRACT

Revenues play important roles for economic development in any country in this world. It can be described in terms 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 as 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 ekspor. 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 kakiangannya. 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 dan 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, analisis Pearson Correlation Coefficient menunjukkan bahawa terdapat hubungan positif bagi kesemua pemalar yang diukur. Kajian ini juga mendapatkan 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 atau 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 nilai tambah kepada pembangunan sumber manusia atau menghadapi kegagalan yang akan memberi implikasi negatif kepada jabatan.
ACKNOWLEDGEMENT

“In The Name of Allah The Most Gracious And The Most Merciful”

First, I would like to take this opportunity to thank Allah S.W.T because of the permission granted to me to further my master degree in Human Resource Management in Universiti Utara Malaysia. It is with His blessings that I have managed to complete my studies.

Second, a special thanks goes to my beloved parents Mr. Ibrahim bin Ismail and Mrs. Kamariah binti Abdul Aziz and my siblings because it is only with their loves and supports that have driven me to this far. A humble salutation due to my project supervisor, Mr Mohd Faizal bin Mohd Isa because of his full guidance, dedication and moral supports that have motivated me to venture my academic journey.

Third, not to forget to the countless scholars via their brilliant researches that has helped in supporting my research and those scholars who directly or indirectly contributed to this study. A heartful thanks to Royal Malaysian Customs Selangor due to permission and full cooperation given especially from the respondents.

Last but not least, my deep and sincere thank you to all of you who have made this study succeeded.
# TABLE OF CONTENTS

DECLARATION .......................... i
PERMISSION TO USE .................. ii
ABSTRACT ............................. iii
ABSTRAK ................................ iv
ACKNOWLEDGEMENT .................... v
TABLE OF CONTENTS ..................... vi-vi
LIST OF TABLES ....................... x-xi
LIST OF FIGURES ....................... xii

CHAPTER 1: INTRODUCTION ........ 1

1.1 Introduction ...................... 1-5
1.2 Problem Statement ............... 6-12
1.3 Research Questions .............. 12-13
1.4 Research Objectives ............. 13
1.5 Significant of Study ............ 13-14
1.6 Scope of Study ................... 14
1.7 Limitation of Study .............. 14-15
1.8 Conclusion ....................... 15

CHAPTER 2: LITERATURE REVIEW .... 16

2.1 Introduction to Literature Review 16
2.2 Job Satisfaction .................... 16-19
2.3 Human Resource Practices-Salary 20-21
2.4 Human Resource Practices- Promotion 21-23
2.5 Working Environment ............ 23-25
2.6 Job Stress ........................ 25-27
2.7 Individual/Personnel Values ...... 27-30
CHAPTER 3: RESEARCH DESIGN

3.1 Introduction 32
3.2 Research Design 32
3.3 Population and Location of Studies 33
3.4 Sampling Procedures 33
3.5 Design of Questionnaire 34
  3.5.1 Questionnaire Items 34-38
  3.5.2 Variable and Measures 39
  3.5.3 Interpretation of Variables 39-40
3.6 Research Framework 40
3.7 Pilot Tests 41
  3.7.1 Recode Item 41
  3.7.2 Reliability Test 42
3.8 Data Collection Method 42-43
3.9 Data Analysis 43
  3.9.1 Descriptive Statistic 43-44
  3.9.2 Inferential Statistic 44-45
    3.9.2.1 Pearson Correlation Coefficient 45
    3.9.2.2 Linear Regression 46
3.10 Conclusion 46

CHAPTER FOUR: FINDINGS 47

4.1 Introduction 47
4.2 Reliability Test 47-48
4.3 Data Screening 48
  4.3.1 Missing Value 48
<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.3.2</td>
<td>Normality Test</td>
<td>49-51</td>
</tr>
<tr>
<td>4.4</td>
<td>Survey Responses</td>
<td>52</td>
</tr>
<tr>
<td>4.5</td>
<td>Descriptive Analysis</td>
<td>52</td>
</tr>
<tr>
<td>4.5.1</td>
<td>Demographic Analysis</td>
<td>52-55</td>
</tr>
<tr>
<td>4.6</td>
<td>Mean and Standard Deviation</td>
<td>56</td>
</tr>
<tr>
<td>4.6.1</td>
<td>Perception on Human Resource Practice- Salary &amp; Promotion</td>
<td>56-58</td>
</tr>
<tr>
<td>4.6.2</td>
<td>Perception on Working Environment</td>
<td>58-60</td>
</tr>
<tr>
<td>4.6.3</td>
<td>Perception on Job Stress</td>
<td>60-61</td>
</tr>
<tr>
<td>4.6.4</td>
<td>Perception on Individual/ Personnel Values</td>
<td>61-62</td>
</tr>
<tr>
<td>4.6.5</td>
<td>Perception on Job Satisfaction</td>
<td>62-64</td>
</tr>
<tr>
<td>4.6.7</td>
<td>Level of Variables</td>
<td>64-65</td>
</tr>
<tr>
<td>4.7</td>
<td>Correlation Analysis</td>
<td>65-66</td>
</tr>
<tr>
<td>4.7.1</td>
<td>The Relationship Between Human Resource Practices, Working Environment, Job Stress and Individual/ Personnel Values and Job Satisfaction</td>
<td>66-67</td>
</tr>
<tr>
<td>4.7.2</td>
<td>The Influence of Human Resource Practices, Working Environment, Job Stress and Individual/ Personnel Values on Job Satisfaction</td>
<td>67-68</td>
</tr>
<tr>
<td>4.8</td>
<td>Summary of Hypothesis Testing</td>
<td>69</td>
</tr>
</tbody>
</table>

**CHAPTER FIVE: DISCUSSION, RECOMMENDATION AND CONCLUSION**

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1</td>
<td>Introduction</td>
<td>70</td>
</tr>
<tr>
<td>5.2</td>
<td>Overview of Findings</td>
<td>70-72</td>
</tr>
<tr>
<td>5.3</td>
<td>The Factors That Contribute To Job Satisfaction Among Customs Personnel</td>
<td>72-74</td>
</tr>
<tr>
<td>5.4</td>
<td>The Relationship Between Independent Variables and Dependent Variable</td>
<td>74-77</td>
</tr>
<tr>
<td>5.5</td>
<td>The Influence of Independent Variables Towards Job Satisfaction</td>
<td>77-80</td>
</tr>
<tr>
<td>5.6</td>
<td>Recommendations</td>
<td>80-82</td>
</tr>
<tr>
<td>5.7</td>
<td>Research Implications</td>
<td>82</td>
</tr>
</tbody>
</table>
5.8 Conclusion

REFERENCES 84-91
APPENDIX A: QUESTIONNAIRE 92-97
APPENDIX B: SPSS OUTPUT 98-110
LIST OF TABLES

1. Table 1.1: Why Job Satisfaction Falling In United States 5
2. Table 1.2: Disciplinary Board Statistic 11
3. Table 3.1: Topic, Definition and Item of Questionnaire 34-38
4. Table 3.2: Five Point of Likert Scale 40
5. Table 3.3: Reliability Analysis- Cronbach’s Alpha 42
6. Table 3.4: The Level of Agreement 44
7. Table 3.5: Interpretation of Strength of Correlation Coefficient 45
8. Table 4.1: Reliability Analysis- Cronbach’s Alpha 48
9. Table 4.2: Descriptive Statistic for RMC Selangor 52-54
10. Table 4.3: Perception on Human Resource Practice- Salary and Promotion 56-58
11. Table 4.4: Perception on Working Environment 58-59
12. Table 4.5: Perception on Job Stress 60
13. Table 4.6: Perception on Individual/Personnel Values 61-62
14. Table 4.7: Perception on Job Satisfaction 62-64
15. Table 4.8: Level of Variables 65
16. Table 4.9: Relationship of Correlation 66
18. Table 4.11: Regression Analysis for Job Satisfaction 68
19. Table 4.12: Regression Analysis for Job Satisfaction, Beta Value 68
20. Table 4.13: Summary of Hypothesis Testing 69
# LIST OF FIGURES

1. Figure 3.1: Research Framework  
   Page 40
2. Figure 4.1: Normal Q-Q Plot of Human Resource Practice- Salary & Promotion  
   Page 49
3. Figure 4.2: Normal Q-Q Plot of Working Environment  
   Page 50
4. Figure 4.3: Normal Q-Q Plot of Job Stress  
   Page 50
5. Figure 4.4: Normal Q-Q Plot of Individual/ Personnel Values  
   Page 51
6. Figure 4.5: Normal Q-Q Plot of Job Satisfaction  
   Page 51
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.
The contents of the thesis is for internal user only
REFERENCES


Fatma Nur, Kemal Can And Azmi (2009). The Simultaneous Effects Of Person-Organization And Person-Job Fit On Turkish Hotel Managers.


Fitz-enz, J. (1997), "Fitz-enz it's costly to lose good employees", *Workforce*.


Internet source. A study : Mental Illness Cost Canada $ 17.7 Billion Annually. www.online.com/article/2010/03/13/study-mental-illness.


88
Quick, J.C., Quick, J.D. (1984), Organizational Stress and Preventive Management, McGraw-Hill, New York, NY


