

**EXAMINING THE RELATIONSHIP BETWEEN
HUMAN RESOURCE PRACTICES AND JOB SATISFACTION
IN A STEEL MANUFACTURING COMPANY**

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IN A STEEL MANUFACTURING COMPANY**

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A project paper submitted to the College of Business to fulfill the requirements
for the Master of Science (Human Resource Management)

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ABSTRACT

The purpose of this study is to examine and obtain a better perception on the influences of human resource practices on executives' job satisfaction within the context of a steel manufacturer operating in Malaysia. A total of 120 executives across the organization participated in this study. Statistical Package for Social Science version 16 was used to analyze the data gathered through survey based questionnaires. The findings indicate a significant relationship between the dependent variable, job satisfaction and three independent variables namely result-oriented appraisals, employment security and participation. Among the independent variables, participation is considered the most important independent variable that could impact and contribute towards the job satisfaction of employees within the category of executive level. Based on the research findings, recommendations and future research opportunities were also discussed.

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CHAPTER 1

BACKGROUND OF THE STUDY

1.1 Background of the Study

According to Malaysian Industrial Development Authority (2008), there are 230 companies in Malaysia's iron and steel sector producing a yearly output amounting to RM32.2 billion which offers employment up to a number of 30,100 workers. This sector provides a significant linkage in supplying basic raw materials along with components to different sectors of the Malaysian economy. In particular the different industries include construction, electrical and electronic, automotive, furniture, machinery and engineering fabrication.

In 2010, the investments granted in the manufacturing sector were documented at RM47.2 billion from a total of 910 projects. Out of the total figure, foreign investments made up RM29.1 billion and domestic investments contributed a sum of RM18.1 billion. Upon implementation these projects are expected to generate a sum of 97,319 job opportunities (Ministry of International Trade and Industry, 2011).

Job satisfaction among employees in the manufacturing sector a crucial aspect to look into since there is an abundance of job opportunities in this sector lately. Work behaviour, work performance and the level of customer satisfaction at the workplace is often determined by the employees' job satisfaction. Satisfied employees feels motivated and a sense of belonging to the organization. They demonstrate exceptional loyalty to their employer and will go an extra mile to get things done.

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