

**THE ROLES OF NON-MONETARY BENEFIT, PAY, NATURE OF WORK AND  
RECOGNITION TOWARDS JOB SATISFACTION AMONG EMPLOYEE IN  
MANUFACTURING COMPANY IN PENANG**

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**MASTER SCIENCE (MANAGEMENT)**

**UNIVERSITI UTARA MALAYSIA**

**2012**

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**THIS PROJECT PAPER SUBMITTED TO OTHMAN YEOP ABDULLAH  
GRADUATE SCHOOL OF BUSINESS, UNIVERSITY OF UTARA MALAYSIA  
IN PARTIAL FULFILMENT TO THE REQUIREMENT FOR THE DEGREE OF  
MASTER SCIENCE OF MANAGEMENT.**

**UNIVERSITI UTARA MALAYSIA**

**DECEMBER 2012**

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## **ABSTRACT**

The job satisfaction is necessary to promote functional employee behaviours. The job satisfaction of its workers means a work force that is motivated and committed to high quality performance for their work. Job satisfaction can be an important indicator of how employees feel about their jobs and a predictor of work behaviours. And, securing commitment and retaining good employees are very important to achieve stability and reduce costly turn over in every company. Therefore, the purpose of this study is to identify the roles of non-monetary benefit, pay, nature of work and recognition towards job satisfaction among employees in the manufacturing company in Penang. The data were analysed using “statistical Package for Social Sciences” (SPSS version 20). Statistical techniques used were as Pearson correlation, Simple Regression and ANOVA test to determine the relationships of variables. A total of 92 of questionnaires were distributed to respondents at their places of work, then completed and returned by respondents. Using 5 likert of scale containing five choices from 1 (Strongly Agree) to 5 (Strongly Disagree) using to associate the variables of dependence and independence. The results indicate that employees at manufacturing companies in Penang expressed that the roles of nature of work emerged as major source of satisfaction, followed by pay. The non-monetary benefit and recognition are the third and fourth important factors to satisfy the employee's in their daily work. The overall conclusion stated that there are positively relationships between the four independence variable toward dependent variable, job satisfaction among employee in manufacturing company. From this study, the finding contributes the outcome of the study as a guideline for managerial to identify and understand the employee job satisfaction after identify the main job satisfier and relate the job satisfaction variables in the company.

## ABSTRAK

Kepuasan kerja perlu untuk menggalakkan tingkah laku pekerja berfungsi. Kepuasan kerja pekerja adalah tenaga kerja yang bermotivasi dan komited untuk prestasi kualiti kerja yang tinggi. Kepuasan kerja boleh menjadi penunjuk penting kepada pekerja merasai tentang pekerjaan mereka dan peramal tingkah laku kerja. Dan, menjamin komitmen dan mengekalkan pekerja yang baik sangat penting untuk mencapai kestabilan dan mengurangkan kos penggantian yang tinggi dalam setiap syarikat. Oleh itu, tujuan kajian ini adalah untuk mengenal pasti peranan manfaat bukan kewangan, bayaran gaji, sifat kerja dan pengiktirafan terhadap kepuasan kerja di kalangan pekerja di syarikat perkilangan di Pulau Pinang. Data dianalisis dengan menggunakan "Pakej statistik untuk Sains Sosial" (SPSS versi 20). Teknik statistik yang digunakan adalah seperti Ujian korelasi, regresi mudah dan ujian ANOVA untuk menentukan hubungan pembolehubah. Sebanyak 92 soal selidik diedarkan kepada responden di tempat kerja mereka, diisi dan dikembalikan. Skala 5 likert mengandungi lima pilihan dari 1 (Sangat Setuju) hingga 5 (Sangat Tidak Setuju) digunakan untuk mengaitkan pembolehubah bergantung dan pembolehubah tidak bergantung. Keputusan menunjukkan pekerja di syarikat-syarikat pembuatan di Pulau Pinang menyatakan peranan sifat kerja adalah sumber utama kepuasan diikuti oleh bayaran gaji. Manfaat bukan kewangan dan pengiktirafan adalah faktor ketiga dan keempat penting untuk memenuhi kepuasan pekerja dalam kerja harian mereka. Kesimpulan keseluruhan menyatakan terdapat hubungkait yang positif antara keempat-empat pembolehubah tidak bergantung dan pembolehubah bergantung, iaitu kepuasan kerja. Dapatkan hasil kajian ini menjadi garis panduan bagi pengurusan untuk mengenal pasti dan memahami kepuasan pekerja selepas mengenal pasti satisfier tugas utama dan mengaitkan pembolehubah kepuasan kerja dalam syarikat.

## **ACKNOWLEDGEMENT**

I would like to express my sincere gratitude to my supervisor, Dr. Amlus Bin Ibrahim for his valuable guidance, assistance, advice and time in reviewing my project paper. His encouragement, understanding, criticism were helpful and important in completing this project. I would also like to give a special thank the management of manufacturing companies in Prai area for permitting me to do my research on the organization. I would like to give special thanks to the employees at the respective company who are being as the respondents on this research that give me positive feedback and very supportive towards this research and for all who give an effort to participate in this project.

My heartiest thanks and appreciation to my dearest family members- my parents, Hussain bin Din and Hajjah Aishah bt Hj Saad, sisters and brother, Norasimah, Noor Hamiza, Roslan bin Hussain and special dedication to my husband, Abd Mutalib bin Omar for their love, care, concern and encouragement. My appreciation also goes to my friends who studied in UUM semester 2010/2011 till semester 2011/2012 for their support and guidance in preparing the report and finally this master project paper.

Last but not least, all praises to Allah, the Almighty, I am able to complete this project paper within the required time.

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## **CHAPTER 1**

### **INTRODUCTION**

#### **1.1 Background of Study**

Today's managers find it hard to ignore the issue of job satisfaction at a time when the demand of meaningful work is increasing. There are two main reasons why managers are concerned with job satisfaction. First, they have a moral responsibility to do what they can to provide their employees with a satisfying work environment. Second, they believe that the behaviour of satisfied workers will make positive contributions to the organization. Some studies have shown that job satisfaction have a direct effect on turnover (Fishbein & Ajzen, 1975; Fishbein, 1980). Therefore the viable organization must achieve a minimum level of productivity and also provide a minimum level of job satisfaction for its members. This is very much true especially in the manufacturing sector in Penang where the labour market is very tight. Many companies are having problems with high labour turnover and difficulty in hiring new employees. There is immense competition for the scarce resource that has resulted in an increased cost of labour. So companies are seeking ways to improve productivity and reduce turnover without having to hire more employees. This can only be done if the company can keep their existing employees satisfied. As the saying goes "a happy worker is a contented worker".

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