

**AHMAD
BUDIMAN
HUSAIN**

**ORGANIZATIONAL STRUCTURE CHARACTERISTICS
AND EMPLOYEE JOB SATISFACTION IN THE MERGED-BANK:
THE CASE OF CIMB BANK BERHAD**

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AHMAD BUDIMAN HUSAIN

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JOB SATISFACTION IN THE MERGED-BANK:
THE CASE OF CIMB BANK BERHAD**

By

AHMAD BUDIMAN HUSAIN

**Dissertation Submitted to
Othman Yeop Abdullah Graduate School of Business,
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ABSTRACT

The aims of this study were to examine the relationships among and design, individual roles, process and strategy of the organizational structure characteristics and job satisfaction in Malaysia. Particularly, this study was to determine the job satisfaction of CIMB Bank Berhad employees. Further, the study was aimed at exploring to what extent these employees were satisfied with their employer over several dimensions related to their jobs. A hypothetical model was developed testing the relationships between the independent variables of design, individual and roles, process and strategy of the organizational structure characteristics and job satisfaction was the dependent variable. The study was conducted among employees at head offices and branches. Four hundred and fifty survey questionnaires were distributed in January 2012. However, multiple follow ups yielded 314 statistically usable questionnaires yielding a response rate of about 70%. Descriptive were statistics used to describe a respondent's profile and the variable items. Correlation, linear and multiple regressions were used for inferential statistics. The results showed that the relationship and among design, individual and roles, process and strategy and job satisfaction were as hypothesized. The study found that, among the four independent variables, strategy was the best predictor while design and individual and roles were the lowest predictors of job satisfaction. The results showed that a positive association existed between the combinations among all independent variables with respect to the dependent variable. The study showed that the combination among all independent variables contributed to the level of employee job satisfaction. The focus of the study was CIMB Employees in the Klang valley only. Thus, the findings can be generalized with respect to CIMB employees in Peninsular Malaysia. For Sabah and Sarawak, a different survey should be conducted because of differences in culture and attitudes.

Keywords: organizational structure characteristics, job satisfaction, banking, model.

ABSTRAK

Kajian ini bertujuan meneliti hubungan antara ciri-ciri reka bentuk, individu dan peranan, proses dan strategi dalam ciri-ciri struktur organisasi serta kepuasan kerja di Malaysia. Kajian ini khususnya cuba mengenal pasti kesan ke atas kepuasan para pekerja CIMB Bank Berhad. Seterusnya, tujuan kajian ialah meninjau sejauh mana pekerja berpuas hati terhadap majikan ke atas pelbagai dimensi kerja mereka. Satu model hipotetikal telah dibentuk dalam menguji hubungan antara angkubah-angkubah tidak bersandar seperti reka bentuk, individu dan peranan, proses dan strategi ciri-ciri struktur organisasi serta kepuasan kerja adalah sebagai angkubah bersandar. Kajian ini telah dilaksanakan ke atas pekerja di ibu pejabat dan cawangan. Sebanyak 450 set soalan kaji selidik telah diedarkan dalam Januari 2012. Namun, berdasarkan peringatan susulan hanya sebanyak 314 soalan kaji selidik sahaja yang boleh diguna pakai dengan kadar respons sebanyak 70%. Statistik deskriptif merupakan statistik yang digunakan bagi menerangkan profil responden dan pelbagai item. Korelasi, sehalu dan regresi pelbagai digunakan bagi menguji hipotesis. Keputusan menunjukkan yang hubungan antara reka bentuk, individu dan peranan, proses dan strategi serta kepuasan kerja adalah seperti yang dihipotesiskan. Kajian ini mendapati di antara keempat-empat angkubah tidak bersandar itu, strategi merupakan penentu terkuat sementara reka bentuk dan individu dan peranan adalah penentu terendah ke atas kepuasan kerja. Keputusan menunjukkan hubungan positif antara kombinasi pelbagai angkubah tidak bersandar dan angkubah bersandar. Kajian menunjukkan kombinasi antara pelbagai angkubah tidak bersandar menyumbang kepada tahap kepuasan kerja kakitangan. Fokus kajian hanyalah ke atas pekerja CIMB Bank sekitar Lembah Kelang sahaja. Namun, penemuan ini boleh digeneralisasikan ke atas pekerja CIMB di Semenanjung Malaysia. Bagi Sabah dan Sarawak, satu kajian lain harus dilaksanakan kerana terdapat kelainan budaya dan sikap.

Kata kunci: ciri-ciri struktur organisasi, kepuasan kerja, perbankan, model.

DEDICATION

This dissertation is expressly dedicated to the memory of my parents, Husain Bin Hj Md Amin and Hasnah Binti Kulop Hasnan who left us with the most precious asset in life, knowledge. I know that they would be the happiest father and mother in the world to know that their eldest son has successfully completed his doctorate dissertation. Allah may place their souls among the righteous.

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LIST OF ABBREVIATIONS

EPF	Employee Provident Fund
LTAT	Lembaga Tabung Angkatan Tentera
MARA	Majlis Amanah Rakyat
MAS	Malaysian Airline System
MBSB	Malaysian Building Society Berhad
MRCB	Malaysian Resources Corporation Berhad
PETRONAS	Petroleum Nasional
PKEN	Perbadanan Kemajuan Ekonomi Negeri
PNB	Perbadanan Nasional Berhad
PROTON	Proton Nasional
TM	Telekom Malaysia
TNB	Tenaga Nasional Berhad
UDA	Urban Development Authority
UEM	United Engineering Malaysia

CHAPTER ONE

INTRODUCTION

1.1 Introduction to the Study

This chapter describes a brief background of the research. It explores the problem statement, objectives of the study, research questions of the study, scope of the study and the significance of the study. Definition of key terms and outline of the dissertation is also provided at the end of the chapter.

Mergers and acquisitions (M&A) often cause significant trauma for the employees and managers of both the acquiring and acquired firms, sometimes resulting in attitudinal and productivity problems and turnover of valued personnel. Cartwright, Tytherleigh, and Roberston (2007) noted that negative reactions may lead to lower levels of job satisfaction and job security and less favorable attitudes toward management. Employees often cope with the uncertainty surrounding a merger by reducing levels of commitment and focusing their energy instead on coping with anxiety and confusion or trying to find new employment opportunities. These feelings appeared to manifest as lowered job commitment and productivity, increased job dissatisfaction and disloyalty, high turnover among key managers, leadership and power struggles among the managers who stay, and, in general, a rise in dysfunctional work-related behaviors at all levels of the hierarchy.

Astrachan's (2004) findings suggest that employees who remain in an organization undergoing a merger may feel betrayed by their leaders, and their negative feelings

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