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

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By

AHMAD BUDIMAN HUSAIN

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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


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.

My thoughtful thanks to my supportive spouse Nur Haslina Hashim, my son Ahmad Qaidi, my daughters Siti Nur Sakinah, Siti Nur Yasmin, Siti Nur Zulaikha, Siti Nur Zuyyin, and Siti Nur Qaisara for their encouragement, love and care. Next, I will never forget my brothers Mohamad Amir, Abdul Munil, Ahmad Faisal, and sisters; Sister Rashimah, Darama and Cikgu Muslimah for their understanding.
I would like to express my greatest gratitude to Allah S.W.T., His Most Gracious and Most Merciful; I am achieved for keeping alive and healthy to complete this dissertation.

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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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