JOB SATISFACTION AMONG EXECUTIVES AT SYARIKAT BEKALAN AIR SELANGOR SDN BHD (SYABAS), BASED ON HERZBERG'S MOTIVATION-HYGIENE THEORY

MASRUBIAH BINTI MOHD ZUKI

MASTER OF SCIENCE MANAGEMENT
UNIVERSITI UTARA MALAYSIA (UUM)
July 2013
JOB SATISFACTION AMONG EXECUTIVES AT SYARIKAT BEKALAN AIR SELANGOR SDN BHD (SYABAS), BASED ON HERZBERG’S MOTIVATION-HYGIENE THEORY

By

MASRUBIAH BINTI MOHD ZUKI

Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
In Fulfilment of the Requirement for the Master of Science Management
PERAKUAN KERJA KERTAS PENYELIDIKAN
(Certification of Research Paper)

Saya, mengaku bertandatangan, memperakukan bahawa
(I, the undersigned, certified that)
MASRUBIAH BINTI MOHD ZUKI (810209)

Calon untuk Ijazah Sarjana
(Candidate for the degree of) MASTER OF SCIENCE MANAGEMENT

Telah mengemukakan kertas projek yang bertajuk
(has presented his/her project paper of the following title)

JOB SATISFACTION AMONG EXECUTIVES AT SYARIKAT BEKALAN AIR SELANGOR SDN. BHD.
(SYABAS), BASED ON HERZBERG'S MOTIVATION-HYGIENE THEORY

Seperti yang tercatat di muka surat tajuk dan kulit kertas projek
(as it appears on the title page and front cover of the project paper)

Bahawa kertas projek tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan
memuaskan.
(that the project paper acceptable in the form and content and that a satisfactory knowledge of the field is covered
by the project paper).

NamaPenyelia
(Name of Supervisor)

Tandatangan
(Signature)

Tarikh
(Date)

MADAM NOR PUJAWATI BT MD SAID

____________________________

17 JULY 2013
PERMISSION TO USE

In presenting this dissertation in partial fulfilment of the requirements for Master of Science Management from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this dissertation in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s) or in their absence, by the Dean of Othman Yeop Abdullah Graduate School of Business where I did my dissertation/project paper. It is understood that any copying or publication or use of this dissertation parts of it 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 the UUM in any scholarly use which may be made of any material in my dissertation.

Request for permission to copy or to make other use of materials in this dissertation/project paper in whole or in part should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
06010 UUM Sintok
Kedah DarulAman
ABSTRACT

The main purpose of this study is to examine and gain a better understanding of the significant relationships between the Herzberg’s motivation-hygiene factors towards job satisfaction among executives at SYABAS. Within these two main factors there are 11 dimension factors that researcher need to find out which one from the factor give most high impact towards job satisfaction. The dimension are listed was, motivator factors under the job content (achievement, advancement, work itself, recognition and growth). Second was, hygiene factors (company policy, relationship with peers, working security, relationship with supervisors, money and working condition). In this study convenience sampling was use to select executive from SYABAS Kuala Lumpur and Petaling Jaya, and researcher target the population was 150 employees. Questionnaires have been used to obtain the data. Data which was gathered through questionnaires was analyzed by using statistical package for social science (SPSS) software 20. Researcher has conducted reliability, Pearson correlation and Regression analysis. The results show that hygiene factors were the dominant motivators among employee job satisfaction which is the dimension of relationship with the supervisor H9 are the leading factors in this study found by the researcher, hence show that hygiene factors are accepted. From eleven hypotheses developed, only eight hypotheses was accepted. There are three dimensions that have negative relationship between recognition, company policy and work security towards job satisfaction among executive at SYABAS, researcher need to reject the hypothesis H4, H6 and H8. This study also is to suggest the management of the organization to review back needs and requirements of employees in the organization of SYABAS.

Keywords: Herzberg’s motivation-hygiene; job satisfaction, SYABAS executive Kuala Lumpur and Petaling Jaya.

Keywords: Herzberg itu motivasi kebersihan; kepuasan kerja, ketua SYABAS Kuala Lumpur dan Petaling Jaya.
Firstly, I would like to express my gratitude to Allah S.W.T. for His blessing for granting me the chance and the ability to successfully complete in this research. Alhamdulillah. I am grateful to my supervisor of this project, Puan Nor Pujawati bt Md Said for all valuable guidance and patience. She inspired me greatly to work in this research. Her willingness to motivate me contributed to my project until this research is structured. Thank you.

A big appreciation dedicated to the management of Universiti Utara Malaysia has given me the opportunity to learn the knowledge of the infinite during the study period. Cooperation from the university also is very good and nice. Therefore facilitate my learning here in completing research papers. Thank You.

I would like to thank Uma Elizabeth Raj, who as a good friend was always willing to help and give her best suggestions and for her kindness, friendship and support, I would also like to thank the colleagues at SYABAS who have been very supportive me in doing this research until completed. Thank You.

I would have not finished this project without the support of my family who has always been there for me whenever I need them, the encouragement they give to keep me going and never fails all the time. Thank you.

Lastly, I hope this research can be used in the future and help many student and researcher to get a good information and study from this paper. Thank You.

Masrubah binti Mohd Zuki
July, 2013
Othman Yeop Abdullah, Graduate School of Business
UNIVERSITI UTARA MALAYSIA
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>PERMISSION TO USE</th>
<th>iii</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABSTRACT</td>
<td>iv</td>
</tr>
<tr>
<td>ABSTRAK</td>
<td>v</td>
</tr>
<tr>
<td>ACKNOWLEDGEMENTS</td>
<td>vi</td>
</tr>
<tr>
<td>TABLE OF CONTENT</td>
<td>vii</td>
</tr>
<tr>
<td>LIST OF TABLES</td>
<td>ix</td>
</tr>
<tr>
<td>LIST OF FIGURES</td>
<td>x</td>
</tr>
</tbody>
</table>

## CHAPTER 1  ................................................................. 1

**INTRODUCTION** .......................................................... 1

1.1 Background of the Study ....................................... 1
1.2 Background of the company .................................. 1
1.3 Problem Statement ............................................... 6
1.4 Research Questions ............................................. 8
1.5 Research Objective ............................................. 8
1.6 Significance of the Study ..................................... 8
1.7 Key definitions .................................................. 9
1.8 Summary ........................................................... 10

## CHAPTER 2  ................................................................. 11

**LITERATURE REVIEW** .................................................. 11

2.1 Introduction ...................................................... 11
2.2 Job Satisfaction .................................................. 11
2.3 Herzberg's Motivation-Hygiene Theory .................... 14
   2.3.1 Motivation Factors ......................................... 15
   • Achievement .................................................. 15
   • Advancement ............................................... 17
   • Work Itself ................................................ 18
   • Recognition ............................................... 20
   • Growth ...................................................... 21
   2.3.2 Hygiene Factors ........................................... 22
   • Company Policy ............................................ 22
   • Relationship with peers ................................ 23
   • Work Security .............................................. 24
   • Relationship with supervisors ......................... 25
   • Money ....................................................... 25
   • Working Condition ...................................... 26
2.4 Underpinning theory ............................................. 27
2.5 Research Framework ............................................. 28
2.6 Research Hypotheses ............................................ 29
2.7 Summary .......................................................... 30
<table>
<thead>
<tr>
<th>CHAPTER 3</th>
<th>METHODOLOGY</th>
<th>31</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 Introduction</td>
<td>31</td>
<td></td>
</tr>
<tr>
<td>3.2 Research design</td>
<td>31</td>
<td></td>
</tr>
<tr>
<td>3.3 Sample size</td>
<td>31</td>
<td></td>
</tr>
<tr>
<td>3.4 Population</td>
<td>32</td>
<td></td>
</tr>
<tr>
<td>3.5 Questionnaire</td>
<td>32</td>
<td></td>
</tr>
<tr>
<td>3.6 Pilot test</td>
<td>34</td>
<td></td>
</tr>
<tr>
<td>3.7 Data collection procedure</td>
<td>34</td>
<td></td>
</tr>
<tr>
<td>3.8 Technique of data analysis</td>
<td>35</td>
<td></td>
</tr>
<tr>
<td>3.9 Summary</td>
<td>36</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CHAPTER 4</th>
<th>RESULTS AND FINDINGS</th>
<th>37</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1 Introduction</td>
<td>37</td>
<td></td>
</tr>
<tr>
<td>4.2 Return Rate of Questionnaires</td>
<td>37</td>
<td></td>
</tr>
<tr>
<td>4.3 Demographic Profile of Respondents</td>
<td>38</td>
<td></td>
</tr>
<tr>
<td>4.4 Descriptive analysis</td>
<td>41</td>
<td></td>
</tr>
<tr>
<td>4.5 Reliability Test</td>
<td>41</td>
<td></td>
</tr>
<tr>
<td>4.6 Pearson Correlation Analysis</td>
<td>42</td>
<td></td>
</tr>
<tr>
<td>4.7 Multiple Regression Analysis</td>
<td>45</td>
<td></td>
</tr>
<tr>
<td>4.8 Summary</td>
<td>49</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CHAPTER 5</th>
<th>CONCLUSION AND RECOMMENDATION</th>
<th>50</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1 Introduction</td>
<td>50</td>
<td></td>
</tr>
<tr>
<td>5.1.1 Conclusion for Demographic Background</td>
<td>50</td>
<td></td>
</tr>
<tr>
<td>5.1.2 Conclusion for Research Questions and Recommendations</td>
<td>51</td>
<td></td>
</tr>
<tr>
<td>5.2 Recommendations</td>
<td>55</td>
<td></td>
</tr>
<tr>
<td>5.3 Limitation and Direction for Future Research</td>
<td>56</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>REFERENCES</th>
<th>APPENDIX A: Research Questionnaire</th>
<th>58</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>64</td>
<td></td>
</tr>
<tr>
<td></td>
<td>APPENDIX B: SPSS Original Data</td>
<td>64</td>
</tr>
<tr>
<td></td>
<td>69</td>
<td></td>
</tr>
</tbody>
</table>
## LIST OF TABLES

<table>
<thead>
<tr>
<th>Table</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Human Capital of Syabas</td>
<td>5</td>
</tr>
<tr>
<td>1.2</td>
<td>SYABAS employee turnover rate</td>
<td>6</td>
</tr>
<tr>
<td>1.3</td>
<td>Breakdowns of Cases for Investigation and Remedial Action in 2011 and 2012</td>
<td>7</td>
</tr>
<tr>
<td>2.1</td>
<td>Factor of Herzberg’s Motivation-Hygiene Theory</td>
<td>15</td>
</tr>
<tr>
<td>3.1</td>
<td>Number of Executives working at SYABAS</td>
<td>32</td>
</tr>
<tr>
<td>3.2</td>
<td>Data Collection Procedures</td>
<td>34</td>
</tr>
<tr>
<td>3.3</td>
<td>Technique of data analysis</td>
<td>35</td>
</tr>
<tr>
<td>4.1</td>
<td>Respondent Survey Return Rate</td>
<td>38</td>
</tr>
<tr>
<td>4.2</td>
<td>Respondent Gender</td>
<td>38</td>
</tr>
<tr>
<td>4.3</td>
<td>Respondent Age</td>
<td>39</td>
</tr>
<tr>
<td>4.4</td>
<td>Respondent Marital Status</td>
<td>39</td>
</tr>
<tr>
<td>4.5</td>
<td>Respondent Race</td>
<td>40</td>
</tr>
<tr>
<td>4.6</td>
<td>Respondent Length of service</td>
<td>40</td>
</tr>
<tr>
<td>4.7</td>
<td>Descriptive analysis of variable</td>
<td>41</td>
</tr>
<tr>
<td>4.8</td>
<td>Testing reliability with Cronbach’s coefficient alpha</td>
<td>42</td>
</tr>
<tr>
<td>4.9</td>
<td>Correlations between independent and dependent variables</td>
<td>44</td>
</tr>
<tr>
<td>4.10</td>
<td>Regression analysis between Herzberg’s motivation-hygiene factors on job satisfaction</td>
<td>47</td>
</tr>
<tr>
<td>Figure</td>
<td>Page</td>
<td></td>
</tr>
<tr>
<td>--------</td>
<td>------</td>
<td></td>
</tr>
<tr>
<td>2.1</td>
<td>28</td>
<td></td>
</tr>
</tbody>
</table>

Research framework of Herzberg’s theory and job satisfaction.
CHAPTER ONE
INTRODUCTION

1.1 Background of study

This paper will explore the effect of motivational variables on the job satisfaction among staff in the utility company known as Syarikat Bekalan Air Selangor Sdn Bhd (SYABAS). Supplying clean water to the population and the priority around Kuala Lumpur, Selangor and Putrajaya are the major task of SYABAS. Recently SYABAS having some problem with some water issues that made the headlines in Malaysia and is also affected employee of SYABAS. Therefore in this study will look at what factors are associated with job satisfaction using Herzberg Theory.

To achieve the target within a company must start from the bottom again the employees in the company work towards excellence both sides. All know water supply from SYABAS channelled into housing, industrial, agricultural, construction and so on. Water is extremely important in everyday life and the use of this indirect impact on the company's management and employees.

To be a competitive company developed SYABAS should emphasize job satisfaction from employee because the employee is important in a movement that led to the company's excellence, and can give the best service to consumers around them. Indirectly when a valued employee productivity and quality of companies to be increased.

1.2 Background of Company

Syarikat Bekalan Air Selangor Sdn Bhd or better known as SYABAS was incorporated on 8 July 1996 under the Malaysian Companies Act, 1965 to undertake
The contents of the thesis is for internal user only
REFERENCES


Family Practice Management. 1999 Oct;6(9):26-30. J. Michael Syptak, MD, David W. Marsland, MD, and Deborah Ulmer, PhD


Jain, Jabeen, Mishra & Gupta, 2007 Job Satisfaction as Related to Organisational Climate and Occupational Stress: A Case Study of Indian Oil


Kelly, Thomas G. “Recognition and Reward…It Takes More Than Just a Paycheck.


Kwasi Dartey, George (2011), European Journal of Business and Management, ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online) Vol 3, No.9, 2011


Persoff & Siegel (1998) Organizing Relationships: Traditional and Emerging Perspectives on Workplace


The Economist,” Vol. 362 Issue 8258, 02/02/2002


