**THE RELATIONSHIP BETWEEN HUMAN RESOURCE PRACTICES AND JOB SATISFACTION AMONG EMPLOYEES IN CREDIT UNION:
A STUDY OF KKP
(KOPERASI KREDIT PEKERJA-PEKERJA BERHAD)**

TAMIL SELVI MURUGAYAH

**MASTER OF HUMAN RESOURCES MANAGEMENT
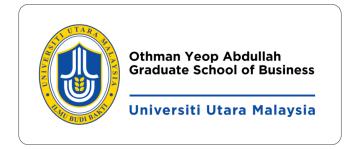UNIVERSITI UTARA MALAYSIA
August 2013**

THE RELATIONSHIP BETWEEN HUMAN RESOURCE PRACTICES AND JOB SATISFACTION AMONG EMPLOYEES IN CREDIT UNION: A STUDY OF KKP (KOPERASI KREDIT PEKERJA-PEKERJA BERHAD)

By

TAMIL SELVI MURUGAYAH

Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
in Fulfillment of the Requirement for the Post Graduate Degree

August 2013

Othman Yeop Abdullah
Graduate School of Business

Universiti Utara Malaysia

PERAKUAN KERJA KERTAS PROJEK

(Certification of Project Paper)

Saya, mengaku bertandatangan, memperakukan bahawa

(I, the undersigned, certified that)

TAMIL SELVI A/P MURUGAYAH (806614)

Calon untuk Ijazah Sarjana

(Candidate for the degree of)

MASTER OF HUMAN RESOURCE MANAGEMENT

telah mengemukakan kertas projek yang bertajuk

(has presented his/her project paper of the following title)

THE RELATIONSHIP BETWEEN HUMAN RESOURCE PRACTICES AND JOB SATISFACTION AMONG EMPLOYEES IN CREDIT UNION: A STUDY OF KKP (KOPERASI KREDIT PEKERJA-PEKERJA BERHAD)

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).

Nama Penyelia   :   **DR. MOHD FAIZAL MOHD ISA**

(Name of Supervisor)

Tandatangan   :   _____

(Signature)

Tarikh   :   **06 AUGUST 2013**

(Date)

PERMISSION TO USE

In presenting this project paper in partial fulfillment of the requirements for post Graduate degree 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 project paper 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 project paper. It is understood that any copying or publication or use of this project paper 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 project paper.

Request for permission to copy or to make other use of materials in this 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 Darul Aman

ABSTRACT

Job satisfaction among employees is an important element in any organization. Based on this agenda, this study looks upon the relationship between human resources practices and job satisfaction in non profit organization which is Koperasi Kredit Pekerja-Pekerja Berhad (KKP). The components of human resource practices such as training and development, performance appraisal, pay, promotion and career development, and benefits will be evaluated in appraising the existence of relationship between human resource practices and job satisfaction in Koperasi Kredit Pekerja-Pekerja Berhad. A total of 96 respondents were participated as sample of study by using questionnaires and the data was analyzed by "Statistical Package for Social Science" (SPSS Window) Version 20.0. The tests that involved are Pearson Correlation, Anova and Regression. The findings of the study show that components of human resources practices namely training and development, performance appraisal, pay, and promotion and career development have significant relationship over job satisfaction in Koperasi Kredit Pekerja-Pekerja Berhad. Furthermore, through regression analysis, the component of pay has been identified as the most influential instrument that determines the level of job satisfaction compared to other variables in Koperasi Kredit Pekerja-Pekerja Berhad. At the same time, it is suggested in this research that further study to be conducted in larger scale in order to provide an overall analysis of human resources practices and job satisfactions among credit unions in Malaysia.

Keywords: Human Resource Practices, Job Satisfaction, Koperasi Kredit Pekerja-Pekerja Berhad

ABSTRAK

Kepuasan kerja di kalangan pekerja adalah elemen penting dalam mana-mana organisasi. Berdasarkan agenda ini, kajian ini kelihatan kepada hubungan antara amalan sumber manusia dan kepuasan kerja dalam organisasi bukan keuntungan yang Koperasi Kredit Pekerja-Pekerja Berhad (KKP). Komponen amalan sumber manusia seperti latihan dan pembangunan, penilaian prestasi, gaji, kenaikan pangkat dan pembangunan kerjaya, dan faedah akan dinilai dalam menilai kewujudan hubungan antara amalan sumber manusia dan kepuasan kerja di Koperasi Kredit Pekerja-Pekerja Berhad. Seramai 96 orang responden telah mengambil bahagian sebagai sampel kajian dengan menggunakan soal selidik dan data dianalisis dengan "Pakej Statistik untuk Sains Sosial" (Window SPSS) Versi 20.0. Ujian yang terlibat adalah Korelasi Pearson, Anova dan Regresi. Hasil kajian menunjukkan bahawa komponen sumber manusia amalan iaitu latihan dan pembangunan, penilaian prestasi, gaji, dan kenaikan pangkat dan pembangunan kerjaya mempunyai hubungan yang signifikan ke atas kepuasan kerja dalam Koperasi Kredit Pekerja-Pekerja Berhad. Tambahan pula, melalui analisis regresi, komponen gaji telah dikenal pasti sebagai instrumen yang paling berpengaruh dalam menentukan tahap kepuasan kerja berbanding dengan faktor-faktor lain dalam Koperasi Kredit Pekerja-Pekerja Berhad. Pada masa yang sama, adalah dicadangkan dalam kajian ini bahawa kajian lebih lanjut dijalankan dalam skala yang lebih besar untuk memberikan analisis keseluruhan amalan sumber manusia dan kepuasan kerja di kalangan kesatuan kredit di Malaysia.

Keywords: Amalan Sumber Manusia, Kepuasan Kerja, Koperasi Kredit Pekerja-Pekerja Berhad

ACKNOWLEDGEMENT

TABLE OF CONTENTS

Chapter 2: Literature Review

Chapter 3: Research Methodology

List of Tables

Chapter 1: Introduction

1.1) Introduction

Job satisfaction is perhaps the most important aspect in professional field in order to excel. As far as the recent survey held all over the world, number of job dissatisfaction has spread rapidly among people coming from all age and income brackets. The statistics were quite striking as most people are not satisfied with their jobs and the numbers are steadily rising.

A recent survey by the Conference Board the Employee satisfaction indicated that job satisfaction among the employees decrease during the year of survey. Respondents to the 2011 version of The Conference Board Job Satisfaction Survey indicated higher levels of job satisfaction for the first time since the recession began in 2008. However, while the 47.2 percent satisfaction level recorded in 2011 is a positive sign, it is far below the 61.1 percent satisfaction rate recorded in 1987, the first year the survey was conducted which remains the highest (Ray & Rizzacasa, 2012). Based on this, it can be fairly regarded that job satisfaction rate in overall remained at moderate level only, indicating the issue of job satisfaction always in contention.

Job satisfaction is a product of employee's insight of how fine their work provides those things that are viewed as important. Job satisfaction is often determined by how well outcome meet or exceed expectations. For example, if organization employees feel that they are working much harder than others in the department but are receiving fewer rewards they will probably have a negative attitudes towards the work, the boss and or co-workers. On the other hand, if they feel they are being treated very well and are being paid fairly, they

are likely to have positive attitudes towards the job. Job satisfaction is important from the perspective of maintaining and retaining the appropriate employees within the organization; it is about fitting the right person to the right job in the right culture and keeping them satisfied.

According to Locke, (1976) who point out that job satisfaction is a "pleasurable or positive emotional state resulting from an appraisal of one's job or job experiences" (Locke, 1976, p. 130). Job satisfaction is valuable to be studied for many reasons: promoting employee satisfaction has inherent humanitarian value. A high level of satisfaction is suggested to be related to high level of productivity and increased life satisfaction. Any of these outcomes is desirable in organizations, and as such shows the importance of studying and understanding job satisfaction.

If a person is in a job which he does not like or he is not happy doing chances are that he won't put his best into it. This can cause a lot of problems both for the employer and the employee. Low job satisfaction can lead to a low morale which will cause the employee to work less and concentrate more on the negative aspects of his job. As a person, the employee will feel depressed and this depression will spread through to his friends and family. People around him are likely to feel the frustration and may even have to bear the brunt of it from time to time. People who are not satisfied with their jobs can have major problems in their personal relationships as well. In many cases an unhappy worker may have marital problems and health problems caused by stress (Wyse, 2013).

Looking from an employer's perspective, there will be a sharp decrease in productivity. Again, a person who is not satisfied with his job will see that his relationships with people at work will begin to suffer causing inter personal problems at work. There will be no scope for progress which will make things worse (Varawalla, 2009).

In Malaysia, many researches on job satisfaction have been carried out in various sectors such as among the staffs of public university, employees from automotive industries, private institution of higher learning, Malaysian Gen-Y admin and diplomatic officers, secondary school teachers, nurses in public sector hospitals and more. Dawal and Taha (2006) conducted a research about factors that affecting job satisfaction in two automotive industries in Malaysia. As a result of their study, they find out that there is significant correlation between job characteristic factors, environmental factors and job satisfaction. Lew and Liew (2006) explored the antecedents of needs and job satisfaction among employees of a leading bank in Malaysia and the implications for the management of bank employees. Santhapparaj (2005) reviewed job satisfaction among women managers in Malaysian automobile sector and Santhapparaj and Shah (2005) studied the job satisfaction among academic staff in private universities in Malaysia.

In general, there are still limited numbers of research being carried out related to the concern of job satisfaction in a larger scale. The example of studies mentioned above were among the prominent but yet in comprehensive manner or sufficient enough to define job satisfaction in Malaysia in broader perspective. In addition to this, there was a debate on the exact definition on job

satisfaction in Malaysia, with some regards that Malaysian's still unable to grasp the essence of it. This was because majority of employees in Malaysia regard 'high salary' as their only benchmark compared to job satisfaction. In addition to this, the pattern of quitting existing job for better personal development was also frequent among younger Malaysians aged 18-24 since most companies unable to provide them room for talent building, hence persuaded them to look for better job prospects, especially in abroad (Ariffin, 2012).

1.2) Background of the Study

Commonly human resource practices always associated with human resource management of any organization. While this hold true to the nature of such practices, the elements of human resources also interrelated with job satisfaction. Most organization gave much attention towards their human resources practices in order to ensure the employees are well taken care of and will further contribute to the development of the organization. The nature of this research will also look into this statement, in which how human resource practices and job satisfaction interrelated within credit union cooperation in Malaysia, namely Koperasi Kredit Pekerja-Pekerja Berhad (KKP).

1.3) Problem Statement

Koperasi Kredit Pekerja-Pekerja Berhad (KKP), also known as The Worker's Co-operative Credit Society Limited registered as a Credit Cooperative in September 2, 1980 under the Cooperative Act of Malaysia. It is an organization which encourages the members to become thrifty, members to practice making

savings and provides loan services to members whenever the needs arise by way of self and mutual help.

To ensure the level of job satisfaction among Koperasi Kredit Pekerja-Pekerja Berhad employees, the researcher conducted interviews with some Koperasi Kredit Pekerja-Pekerja Berhad workers as to clarify on the existing issues. Based on an interview that was conducted with Mrs. Faridah, a Koperasi Kredit Pekerja-Pekerja Berhad employee who worked with Koperasi Kredit Pekerja-Pekerja Berhad for more than 20 years mentioned that she joined Koperasi Kredit Pekerja-Pekerja Berhad as a General Clerk in year 1991 with only SRP qualification. Only recently she was promoted as Insurance Department officer with the salary of RM 1500.00. According to her, she continues work with Koperasi Kredit Pekerja-Pekerja Berhad with low salary because she has no other choice due to her education level.

Another staff, Mrs. Rasidah says that she joined Koperasi Kredit Pekerja-Pekerja Berhad after she completed her PMR in year 1993 as a Data Entry Clerk and currently as Loan Clerk. She says that she continues working with Koperasi Kredit Pekerja-Pekerja Berhad because she used to be with the work and the experience she gain in all the year. She said that new staff who join with Koperasi Kredit Pekerja-Pekerja Berhad not able to take the pressure as she can do for now. She also continued that sometimes she upset with the Koperasi Kredit Pekerja-Pekerja Berhad management who hired new staff with higher salary then the senior staffs despite the new staffs come under her to learn the duties and responsibilities in Koperasi Kredit Pekerja-Pekerja Berhad.

Ms. Nisha a diploma holder in Management is an ex-staff of Koperasi Kredit Pekerja-Pekerja Berhad joined in July 2011. Koperasi Kredit Pekerja-Pekerja Berhad appointed her as Education Loan officer with salary of RM 1100.00. However, about seven months later she resigned from Koperasi Kredit Pekerja-Pekerja Berhad around February 2012. The reasons for leaving were due to the work pressure and the inimical environment. According to her, she received low salary with high pressure in work and also mentioned that the senior staffs are not friendly and keen in finding her faults in work.

Meanwhile Mr. Durai Raja who worked as a clerk at Collection Department with Koperasi Kredit Pekerja-Pekerja Berhad, joined around November 2011 with qualification of Diploma in Marketing and was given RM 1100.00. He then resigned and the reasons for his leaving were caused by high work pressure and the necessity to stay late night almost every day to finish the work.

Another ex-staff, Mrs. Parameswary joined Koperasi Kredit Pekerja-Pekerja Berhad around April 2009 with Bachelor in Human Resource Management. Koperasi Kredit Pekerja-Pekerja Berhad management appointed her as an admin officer and then in short time she get promoted as Head of Department for Administration Department with the salary of RM 1800. Despite a fair salary compare to others, she resigned from Koperasi Kredit Pekerja-Pekerja Berhad around December 2010. The rationale for her leaving Koperasi Kredit Pekerja-Pekerja Berhad were caused by no overtime (OT) payment, priority for senior staffs despite their position lower than her, heavy workload, have to stay late night to finish up her work and also lack of teamwork among staff.

On the other hand, Mr. Raj who joined with Koperasi Kredit Pekerja-Pekerja Berhad around year 1987 as a despatch boy and now Koperasi Kredit Pekerja-Pekerja Berhad management promoted him as a Collection department officer. He was upset with the Management of Koperasi Kredit Pekerja-Pekerja Berhad because they never allow him to be in field work anymore. As a consequence, it affected the collection target of his team. He also blamed the frequent changing of Board Of Director's (BOD) every year which in practice will results in new rules and regulations every-time the BOD changes.

Based on the interviews mentioned above, the level of job satisfaction among Koperasi Kredit Pekerja-Pekerja Berhad employees are relatively low, which further contributes for the employees in leaving or seeking jobs at other organization. This represents that when an employee leaves an organization, the ability of the remaining employees to complete their duties maybe affected. Job satisfaction has been identified as an important factor in the working lives for all occupational groups. Employees who are satisfied are more likely to be committed to their organization and decreased the intention of quit from a job.

According to Mr. Vijian, Koperasi Kredit Pekerja-Pekerja Berhad's General Manager, issues within human resource practices such as low salary payment, lack of reward and recognition, heavy workload, lack of clarity in positions among staffs that caused seniority dominance, lack of teamwork, unsystematic work flow that always caused employees to stay late night in order to complete the task, and complication with top management rules and regulations that always change in yearly basis are some indication of problems within Koperasi Kredit Pekerja-Pekerja Berhad which resulted in employees being dissatisfied

with some even leaving Koperasi Kredit Pekerja-Pekerja Berhad for better organization.

Therefore, this has led the researcher to further involve in inquiries of whether the issue of job low job satisfaction among Koperasi Kredit Pekerja-Pekerja Berhad employees could be contributed by the lack of proper human resource practices.

1.4) Research Question

I. Is there any relationship between human resource practices and job

satisfaction in Koperasi Kredit Pekerja-Pekerja Berhad?

1.5) Research Objective

I. To examine the relationship between human resources practices and job

satisfaction in Koperasi Kredit Pekerja-Pekerja Berhad.

1.6) Significance of the study

The importance of this study can be seen on its appraisal of the relationship between human resource practices and job satisfaction in a credit union in Malaysia which will be adding to the contribution of human resource studies among credit union in Malaysia.

1.7)   Definitions of Terms

The research will use some conceptual and operational words that related to the research objectives to define some of the terms in this study. The definitions are as follow:

1.7.1)   Job satisfaction

The term job satisfaction was brought to limelight by Hoppock who describes job satisfaction as, "any combination of psychological, physiological and environmental circumstances that cause and person truthfully to say I am satisfied with my job." (1935, p. 45).

Job satisfaction is an individual feeling regarding his or her work. It can be influenced by a multitude of factors. The term relates to the total relationship between an individual and the employer for which he is paid. Satisfaction does mean the simple feeling state accompanying the attainment of any goal; the end state is feeling accompanying the attainment by an impulse of its objective.

1.7.2)   Human Resource Management practices

Human resources management practices refer to organizational activities directed at managing the pool of human resource and ensuring that the resources are employed towards the fulfillment of organizational goals. Human resources management practices may differ from one organization to another and from one country to another (Schuler & Jackson, 1987).

1.7.3) Training and Development

Training is the process of planned programs and procedures undertaken for the improvement of employee's performance n terms of his attitude, skills, knowledge and behaviour. These training and development programs can significantly improve the overall performance of organization. Training is normally viewed as a short process. It is applied to technical staff, lower, middle, senior level management (Montana, & Charnov, 2000).

1.7.4) Performance Appraisal

Performance appraisal viewed as a process of evaluating the performance and qualifications of the employees in terms of job requirements, for administrative purposes such as placement, selection and promotions, to provide financial rewards and other action which require differential treatment among the members of a group as distinguished from actions affecting all members equally (Chadha, 2009).

1.7.5) Pay

A financial reward system for employees where some or all of their monetary compensation is related to how their performance is assessed relative to stated criteria. Base pay is the fixed salary or wage which constitutes 'the rate for the job'. It may be the only money remuneration an employee receives (Sinha, 2004).

1.7.6) Promotion and Career Development

Promotion is defined as giving higher position to the employee, which carries high status more responsibilities and higher status. Promotion means

advancement of employee in terms of pay and status also improvement in working conditions. Career development is the series of activities or the on-going or lifelong process of developing one's career. It usually refers to managing one's career in an intra-organizational or inter-organizational scenario. It involves training on new skills, moving to higher job responsibilities, making a career change within the same organization, moving to a different organization or starting one's own business.

1.7.7) Benefits

Employees today are not willing to work only for the cash, they expect 'extra'. This extra is known as employee benefits. Also known as fringe benefits, Employee benefits are non-financial form of compensation offered in addition to cash salary to enrich workers' lives. (Nazir Numan, 2010)

1.8) Operational Definition

1.8.1) Job Satisfaction

Job satisfaction is an individual feeling regarding his or her work. It can be influenced by a multitude of factors. The term relates to the total relationship between an individual and the employer for which he is paid. Satisfaction does mean the simple feeling state accompanying the attainment of any goal; the end state is feeling accompanying the attainment by an impulse of its objective (Spector,1997).

1.8.2) Human Resource Practices

Operational definition of Human Resource Practices is about how you manage day-to-day tissues and comply with the legal requirements of employing people. It covers the thinking, structure and processes behind the people issues that determine an organization's success (Ulrich,1997).

1.8.3) Training and Development

Training that develops, maintains, or improves the operational readiness of individuals or units. The process of bringing a person to an agreed standard of proficiency or by practice and instruction. Development refers to performance improvement and professional development of employee, as well as for testing a new project or operation. This is beneficial to the company, because it motivates and increases the morale of the employees (Guest, 2002).

1.8.4) Performance Appraisal

Performance appraisal is directed toward two fundamental goals. First to create a measure that accurately assesses the level of an individual's job performance and second to create an evaluation system that will advance one or more operational functions in an organization (Huselid, 1995).

1.8.5) Pay

Sums of money refer as regular payment made by an employer, often monthly, for professional or office work as opposed to manual work (Ting, 1997).

1.8.6)   Promotion and Career Development

The act of promoting or the fact of being promoted or advancement. Promotion viewed as an encouragement of the progress, growth, or acceptance of something or furtherance. Individual Perspective in career development incorporates a wide range of activities related to career planning and decision making. In organizations, career development is an integral part of effective human resource management practice (Bhatia,2010).

1.8.7)   Benefits

In general, indirect and non-cash compensation paid to an employee. Some benefits are mandated by law (such as social security, unemployment compensation, and workers compensation), others vary from firm to firm or industry to industry (such as health insurance, life insurance, medical plan, paid vacation, pension, gratuity) (Article of Employee Benefits, Jan 19,2008).

1.9) Conclusion

This particular chapter has functioned in providing initial information of the study conducted by researcher, especially on the aspect of job satisfaction in general context and also in Malaysia. Being more specific, the main aim of this study is to determine the relationship between human resource practices and job satisfaction of a credit union in Malaysia, namely Koperasi Kredit Pekerja-Pekerja Berhad (KKP).

Chapter 2: Literature Review

2.1)   Introduction

This chapter discuss about job satisfaction of employees and human resource practices. This chapter also clarifies and describes definition, related concept and dimensions of job satisfaction and human resource practices. It also provides further discussion regarding relationship between job satisfaction and human resource practices.

2.2)   Job Satisfaction

Despite it is vide usage in scientific research, as well as in everyday life, there is still no general agreement regarding what job satisfaction is. In fact there is no final definition on what job represents. Therefore before a definition on job satisfaction can be given, the nature and importance of work as a universal human activity must be considered. Different authors have different approaches towards defining job satisfaction. Some of the most commonly cited definitions on job satisfaction are analysed in the text that follows Ilham (2009).

2.2.1)   Meaning of Job Satisfaction

Hoppock (1935) defined job satisfaction as "any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job" (p. 45). According to this approach although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction.

Vroom (1964) in his definition on job satisfaction focuses on the role of the employee in the workplace. Thus Vroom (1964) defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying.

One of the most often cited definitions on job satisfaction given by author Spector (1997). According to Spector (1997), job satisfaction is the way how people feel about their job and its various aspects. It has to do with the extent to which people like or dislike their job. That is why job satisfaction and job dissatisfaction can appear in any given work situation.

Job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like or dislike their jobs. As it is generally assessed, job satisfaction is an attitudinal variable. Job satisfaction can be considered as a global feeling about the job or as a related constellation of attitudes about various aspects or facets of the job. The global approach is used when the overall or bottom line attitude is of interest, for example, if one wishes to determine the affects of people liking or disliking their jobs (Spector, 1997).

Job satisfaction is the collection of feeling and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole, people also can have attitudes about various aspects of their jobs such as the kind of work they do, their co-workers, supervisors or subordinates and their pay (George, 2008).

According to Ilham (2009), employee job satisfaction refers to the positive or negative aspects of employee's attitude towards their jobs or some features of

the job. Employee satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work.

Employee satisfaction is a factor in employee motivation, employee goal achievement and positive employee morale in the workplace. Employee satisfaction while generally a positive in organization can also be a downer if mediocre employees stay because they are satisfied with work environment (Ilham, 2009).

2.2.2)   Dimension of Job Satisfaction

Job satisfaction can be considered as a global feeling about the job or as related constellation of attitudes about various aspects or facets of the job. The facet approach is used to find out which parts of the job produce satisfaction or dissatisfaction. This can be very useful for organizations that wish to identify areas of dissatisfaction that they can improve (Spector, 1997).

Job satisfaction facet can be concerned with any aspect or part of job. Facets frequently assessed include rewards such as pay or fringe benefits, other people such as co-workers or supervisors, the nature of the work itself, and the organization itself. Sometimes organizations will be interested in very specific facets not found in an existing scale, such as satisfaction with particular policies or practices unique to that organization (Spector, 1997).

Job satisfaction dimension are generally contributed to different types such as, characteristic of environment (working conditions, tasks, benefits, pay, job security), characteristic of the person (interests, attitudes, valued skills, needs,

values and others), and those behaviours which is the outcome of the relation of both person and environment with each other (tension, concord, competitive, co-operative, loose and rigid) (Fritsche, 1996).

According to Fitsche (1996), mentioned that job satisfaction which is evaluated income, work or promotional opportunity. Besides, job satisfaction contributed to the education, age, tenure and gender.

Job descriptive index (JDI) is a tool which is standard, applied in many researches to measure job satisfaction developed by Smith, Hulin and Kendall (1969). Five components of job satisfaction (work itself, promotion, and pay, supervision and co-workers) have figured out as the important evaluation. Following job satisfaction dimension engaged of how much each person eager to expect from what they received from their job, while expectation does not reveal so they meet a lower degree of satisfaction (Brauss,1992). Therefore Brauss (1992) stated job satisfaction facets as the potentiality of a job to satisfy their employees.

There is some doubt whether job satisfaction consists of a single dimension or a number of separate ones. Some workers may be satisfied with some aspects of their work and dissatisfied with others. There does, however, appear to be a positive correlation between satisfaction levels in different areas of work. This suggests a single overall factor of job satisfaction. However, it seems there is no one, general, comprehensive theory which explains job satisfaction.

Based on the above overview of the number of research studies, Job descriptive index (JDI) is applied in this study to measure the dimension of job satisfaction among employee of Koperasi Kredit Pekerja – Pekerja Berhad.

2.3)　　　Human Resource Practices

According to Ulrich (1997), Human Resource Practices plays an important role in the success of many firms regardless of their sizes. Human Resource Practices is keys for them as it prepares the firms' human capital to effectively contribute to the operations and to achieve the organizational goals (Ulrich (1997). Lado and Wilson (1994) suggested that Human Resource Practices can contribute to a firm's competitive advantage by facilitating the competencies development and organizational knowledge creation.

2.3.1)　　　Meaning of Human Resource Practices

Human Resource Practices can be defined as policies and practices involved in carrying out the "people" or human resource aspects of a management position, including recruiting, screening, training, rewarding and compensating employees, and of attending to their labour relations, health and safety, and fairness concerns (Dessler, 2008).

Human Resource Practices are linked with the management of human resources, activities necessary for staffing the organization and sustaining high employee performance (Mahmood, 2004). The most common Human Resources Practices are recruitment, selection, training and development, compensation, rewards and recognition (Yeganeh & Su, 2008).

According to Guest (2002), Human Resource Practices were found to lead to the higher level of commitment from employees. Guest (2002), further argued that employees could benefit not only from functioning autonomously but at the same time to be able to work independently with the necessary knowledge and

skills gained from training and development. However, implementation of Human Resource Practices requires an efficient management system to exercise these tasks ranging from planning and selection to performance appraisal, training, career development and management. This has urged there searchers to study how firms can leverage its performance through Human Resource (Guest, 2002).

Human Resource Practices are relatively new approach to managing people in any organization. People are considered as the key resource in this approach. It is concerned with the people dimensions in management of an organization. Since an organization is a body of people, their acquisition, development of skills, motivation for higher levels of attainments, as well as ensuring maintenance of their level of commitment are all significant activities. These activities fall in the domain of Human Resource Management and a process, which consists of four main activities, namely, acquisition, development, motivation, as well as maintenance of human resources(Guest, 2002).

2.3.2) Dimension of Human Resource Practices

Effective Human Resource Practices can improve performance of an organization. High performance work system in most organizational include practices such as employment security, selective hiring, extensive training, self-managed teams and decentralized decision making, reduced status distinctions between managers and workers, information sharing, contingent rewards, transformational leadership, measurement of management practices, and also emphasis on high quality work (Armstrong, 2009).

These practices mentioned above operate most directly through employee skills, motivation, and work design, resulting in behavioral outcomes such as creativity, productivity, and discretionary effort, which are expected to work through operational and eventually through financial market outcomes(Armstrong, 2009).

The basic of such practices will enable sustainability Human Resource Management application in any organization, leading to effective management of workforce and high performance. The objectives of Human Resource Practices are to ensuring that the organization is able to achieve success through people, increasing organizational effectiveness and capabilities, concerning with the rights and needs of people in organizations through the exercise of social responsibility (Armstrong, 2009).

Huselid (1995) has studied eleven practices that are personnel selection, performance appraisal, incentive compensation, job design, empower of decision, information sharing, attitude assessment, labor management participation, recruitment efforts, employee training and promotion criteria. Huselid (1995) also explains the relationship between four Human Resource Practices that are compensation practices, promotion practices, performance evaluation practices, and empowerment practices.

Another intellectual, Taseem & Soeters (2006) has studied about eight Human Resource Practices and their relation with job satisfaction, which are recruitment and selection practices, placement practices, training practices, compensation

practices, employee performance evaluation practices, promotion practices, empowerment and social security or pension.

According Dyer and Reeves (1995) there are 4 levels of outcomes of Human Resource Practices which refer to employee, organizational, financial, and market. Dyer and Reeves (1995) suggest that the impact of Human Resource Practices is likely to work outward through these levels. Employee outcomes consist of affective reactions such as satisfaction and commitment as well as behavioral reactions such as absenteeism and turnover.

Organizational outcomes focus primarily on operational performance measures such as quality, productivity, and customer satisfaction. Financial outcomes, such as accounting profits, represent the next step in their causal chain. Finally, market outcomes consist of measures of the market value of firms based on stock price (Dyer and Reeves, 1995).

Becker (1997) similarly argued that Human Resources Practices operate most directly through employee skills, motivation, and work design, resulting in behavioural outcomes such as creativity, productivity, and discretionary effort, which are expected to work through operational and eventually through financial market outcomes. Hence, in order to assess the most immediate consequences of an Human Resources Management System, Becker (1997) would suggest examining employee outcomes as they are predicted to be affected most directly.

Wright and Nishii (2006) also offered further justification for examining outcomes of Human Resource Practices below the organizational level.

Specifically, these authors argued that, while most of the research to date has focused on the links between business level Human Resource Practices and performance, the theoretical explanations offered for these relationships cross multiple levels of analysis, including individuals and job groups. For instance, the authors argued that human resource management practices are largely implemented at the job group level which is refer to different jobs have different practices in their unit (Wright and Nishii,2006).

2.4)   The Relationship between Job Satisfaction and Human Resource Practices

The job satisfaction is related to employee's job performance, organisational commitment, organisational citizenship behaviour, life satisfaction, and health. This job related outcomes are also the main goals of human resource practices (Armstrong, 2009).

Job satisfaction is a fundamental reaction of employees in relation to their job and the work environment. The human resource functions to ensures that human resource strategies, policies and practices are introduced and maintained that cater for everything concerning the employment, development and well–being of people, and the relationship that exist between management and workforce. (Armstrong, 2009).

These Human Resource Practices are also known as key drivers of employee performance. Training and development is one of the key elements of employee job satisfaction because it reduces the discrepancies in job tasks and enhances the job skills which in result motivates the employees and lead towards job satisfaction. (Javed, 2012).

Employees get extremely motivated through rewards and recognition and these two factors lead towards employee motivation and research shows that highly motivated employees are the most satisfied employees and also the high performers (Javed, 2012).

Many researches have been done on the relationship of Human Resource Practices and employee job satisfaction but the main focus and theme behind those research studies has been in the developing countries which indicated human resource practice that are positively linked with employee job satisfaction (Javed, 2012).

For example, research of academic professional from University of Bahawalpur, Pakistan found that positive correlation between all Human Resource Practices and job satisfaction. Most strong correlation prevails in compensation and job satisfaction in their research regarding Relationship between Job Satisfaction and Human Resource Practices, an Empirical Research of Different Sectors of University Teachers in Pakistan (Imran Khan, 2012).

Similar to the above mention research, academic professional from University of Primorska, Slovenia has been done another research in the relationship between Human Resource Development System and Job Satisfaction among Slovenian employees from medium size private and public sector organisations. In their final finding they have concluded that sample of Slovenian employees from various organisations shows that at least four different types of Human Resource development system is implemented and perceived by the employees (Sirca, 2012).

The human resource system that encompasses the whole process of Human Resource development: training, career management, performance and reward management is most strongly and positively connected with employee's overall job satisfaction (Sirca, 2012). Surprisingly, also less holistic development system that includes only training and the financial support of formal education is positively related to job satisfaction (Sirca, 2012).

In addition, another research conducts by Byrne (2010) in trait entitlement and perceptions of the favourability of Human Resource Practices in the prediction of job satisfaction. Byrne (2010), examine the relationship between perceived favourability of Human Resource Practices and employees job satisfaction. Byrne (2010), focused on understanding the relationship between perceived favourability of Human Resource Practices and job satisfaction, and the extent to which trait entitlement alters that relationship.

Scholars from Edith Cowan University, conducted a study to identify human resources practices and other factors such as job satisfaction, organisational commitments and leadership practice that affect employee retention in the UAE with emphasis on public organisations, in a comparative study of Sharjah and Dubai (Alnaqbi, 2011).

Scholars from Edith Cowan University, confirm that current analysis, which is that human resource policies practiced in the UAE are insufficient and inadequate, and require change due to current high rate of employee turnover in the UAE is expensive. The role of Human Resource Departments is to satisfy the needs of employees through the provision of training, rewards systems,

equality of treatment, and benefits, among others, to foster employee commitment and reduce the rate of employee turnover (Alnaqbi, 2011).

Scholars from Edith Cowan University, expecting Human Resource Management have to perform in UAE public organisations to achieve these goals. There is a clear need for changes in the Human Resources Management Practices and style in UAE public organisations in order to ensure employee satisfaction. (Alnaqbi, 2011). This will greatly help reduce high turnover rates in UAE public organisations (Alnaqbi, 2011).

Aneesa, Yang, Haseeb, and Iftikhar (2012) in their study about the effect of human resource management practices on employees at Universities of Pakistan had concluded that Human Resource Management Practices in Pakistan are very much related to the employee performance and their job satisfaction.

The Human Resource Management Practices and activities showed significant influence and impact on the employee performance and job satisfaction. As Pakistan is a developing country, So Human Resource Management is still at immature stage and is facing many challenges. This led to the low level of job satisfaction and lower employee performance with lower productivity (Aneesa, Yang, Haseeb, & Iftikhar 2012).

The reasons for immature stage of Human Resource Management and challenges faced by Human Resource Management leading to lower employee performance and lower job satisfaction level are the very low literacy rate, lower education level, low skilled employee, lack of training programs, improper appraisal and rewards system, lower insurance and benefits etc (Aneesa, Yang, Haseeb, & Iftikhar 2012).

The job satisfaction level and employee performance can be improved by developing and implementing efficient and effective Human Resource Management policies and practices. The efficient and effective Human Resource Management activities and practices can lead to the better level of employee performance and job satisfaction (Javed, 2012).

2.5)   Hypothesis of the Study

I.   There is a significant relationship between training and development with job satisfaction in Koperasi Kredit Pekerja-Pekerja Berhad.

II. There is a significant relationship between performance appraisals and job satisfaction in Koperasi Kredit Pekerja-Pekerja Berhad.

III. There is a significant relationship between pay and job satisfaction in Koperasi Kredit Pekerja-Pekerja Berhad.

IV. There is a significant relationship between promotion and career development with job satisfaction in Koperasi Kredit Pekerja-Pekerja Berhad

V. There is a relationship significant between benefits and job satisfaction in Koperasi Kredit Pekerja-Pekerja Berhad

2.6)   Research Framework

2.6.1)   Training and Development, and its relations with Job Satisfaction

In general terms, training and development refers to the imparting of specific skills, abilities and knowledge to an employee. (The Economic Times, 2006).

A formal definition of training and development is any attempt to improve current or future employee performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his or her skills and knowledge. (The Economic Times, 2006).

According Huselid (1995), training increases employee knowledge, skills and abilities, and this in turn increase productivity as well as reduce turnover. Training is anything offering learning experience; Training helps employees is more specific with their job and organization and as a result increases employee job satisfaction and makes them work better (Paul & Anantharaman, 2003).
Training and development is one of the key elements of employee job satisfaction because it reduces the discrepancies in job tasks and enhances the job skills which in result motivates the employees and lead towards job satisfaction. (Javed, 2012). Employees get extremely motivated through rewards and recognition and these two factors lead towards employee motivation and research shows that highly motivated employees are the most satisfied employees and also the high performers (Javed, 2012).

2.6.2)   Performance Appraisal, and its relations with Job Satisfaction

Performance appraisal has increasingly become part of a more strategic approach to integrating Human Resource activities and business policies and may now be seen as a generic term covering a variety of activities through which

organizations seek to assess employees and develop their competence, enhance performance and distribute rewards (Fletcher, 2001).

According to Denisi & Pritchard (2006), "Performance appraisal" is a discrete, formal, organizationally sanctioned event, usually not occurring more frequently than once or twice a year, which has clearly stated performance dimensions and or criteria that are used in the evaluation process.

Employee satisfaction with performance appraisal would be positively related to work performance (Pettijohn et al., 2001). Because performance appraisal often includes equipping employees with new knowledge and skills, it may also contribute to employees" perceived investment in employee development (Pettijohn et al., 2001)

Meanwhile, according to Lee and Bruvold (2003), employees who believe their organization is committed to providing them with developmental activities may feel an obligation to "repay" the organization through high work performance.

2.6.3)   Pay, and its relations with Job Satisfaction

Pay is one of Human Resources Practice which normally refers to pay, wage, salary etc. The pay has an important role in implementation strategies. First, a high level of pay and or benefits relative to that of competitors can ensure that the company attract and retains high quality employee, but this might have a negative impact on the company's overall labor costs (Noe et al., 2006). Second, by tying pay to performance, the company can elicit specific activities and level of performance from employee (Noe et al., 2006).

Generally, pay is very significant for the organizations and firms which can attract employees to apply for the job as recruitment. On the other hand, the employees have to retain the high performance of work in order to show their quality of work otherwise will lose their work (Ting,1997).

Pay has some correlation with job satisfaction as well (Ting,1997). As supported by Ting (1997) asserts the significant of pay is strongly determined of job satisfaction. Moreover, on his work explains two different type of pay practices effect on job satisfaction; satisfaction with pay itself and satisfaction with financial prospects in the future. There is a longstanding interest of two items which are correlated with job satisfaction (Ting,1997).

2.6.4) Promotion and Career Development, and its relations with Job Satisfaction

The advancement of an employee from one job position to another job position that has a higher salary range, a higher level job title, and, often, more and higher level job responsibilities, is called a promotion (Heathfield, 2010).

Sometimes a promotion results in an employee taking on responsibility for managing or overseeing the work of other employees. Decision making authority tends to rise with a promotion as well. (Heathfield, 2010).

Career development in simple terms it means 'Providing employees an opportunity to grow, especially to those employees who deliver performance. Growth means, to an employee, one or more of the following:

1. Climbing up the ladder in the organizational hierarchy.

2. On-going increase in remuneration.

3. Acquiring higher level skills & competencies.

4. Occupying higher level Job positions.

5. Having an opportunity to avail of some exclusive benefits (Bhatia,2010)

Career development is not a mere management responsibility. It is a composite organizational process which involves people, addresses their ambitions, assigns them roles & responsibilities commensurate with their potential, evaluates their performance, and creates Job positions to accommodate growth ambitions of employees (Bhatia,2010).

Promoting employees to improve job satisfaction can be tricky unless there is justification that promotions will actually resolve issues pertaining to job satisfaction. The reasons underlying job dissatisfaction vary; some employees are simply bored in their current positions or they believe the company is not utilizing their talent; other employees are dissatisfied due to overall working conditions or poor relationships with their supervisors. Depending on the circumstances, promotion can be a workable solution for improving job satisfaction (Mayhew, 2012).

Employees hope they all receive equal treatment in promotion, so they can upgrade in their career development. If companies create a fair competitive environment, like fair treatment, fair compensation, fair work hours, these will improve career development of employee in job attitudes; fairness can also motivate employees to be hard working. After this consideration, we can see that

fairness can increase employee job satisfaction; satisfied employees offer good services for the organization (Mayhew, 2012).

2.6.5)   Benefits, and its relations with Job Satisfaction

Term of benefits can be defined as employee benefits, which provide by employer- for death, accident, sickness, retirement, or unemployment. Even with this approach, there is disagreement on whether the definition should include those benefits that are financed by employer contributions but provided under social insurance programs, such as workers' compensation insurance, unemployment insurance, Social Security, and Medicare (McNamara, C. 2008).On the other hand, the broadest definition of employee benefits includes all benefits and services, other than wages for time worked that are provided to employees in whole or in part by their employers (Article of Employee Benefits, Jan 19, 2008).

Benefits contribute more strongly to report on job satisfaction than to the feelings experienced at work, while day-to-day features of the work environment, like the closeness of supervision, pressures to work quickly and social isolation, have a more depressing effect on feelings than on reported job satisfaction (McNamara, C. 2008).

Figure 2.1
Research Framework

```
┌─────────────────────────────────┐
│ Human Resource Practices        │
│                                 │
│  • Training and Development     │              ┌──────────────────────────┐
│                                 │              │  Job Satisfaction of KKP's │
│  • Performance Appraisal        │─────────────▶│        Employees           │
│                                 │              └──────────────────────────┘
│  • Pay                          │
│                                 │                 DEPENDENT VARIABLES
│  • Promotion and Career         │
│    Development                  │
│                                 │
│  • Benefits                     │
│                                 │
└─────────────────────────────────┘
```

INDEPENDENT VARIABLES

2.7)   Conclusion

The overall notion of this chapter is to provide comprehensive literature on job satisfaction and Human Resource Practices, including their concepts, dimensions and also the relation between them. The literature discussed also provides the basis for hypothesis that will the foundation for the research. The following chapter will describe the procedures and methodology used data collection and analysis of the study.

Chapter 3: Research Methodology

3.1)   Introduction

This chapter presents a description of the research design and methodology used in this study. Also it provides an overview of the research study, a description of the instrument selected for data gathering, the population and sample and the survey procedure used.

3.2)   Research Design

Research design is the overall plan for connecting the conceptual research problems to the pertinent and achievable empirical research. In other words, the research design articulates what data is required, what methods are going to be used to collect and analyze this data, and how all of this is going to answer the proposed research question. The common classification or approaches to empirical research can be divided to two; which are quantitative and qualitative methods (Sekaran,2003).

This study in its aim to examine the relationship between human resource practices and job satisfaction in Koperasi Kredit Pekerja-Pekerja Berhad will employ the quantitative approach which will be based on data gathered from survey. Survey will be applied since survey is a non-experimental, descriptive research method. Specifically, on this study, the survey will be based on cross sectional study (also can be referred as cross sectional survey) since this method is convenient in gathering data form a specified group of samples or in this case the total population of Koperasi Kredit Pekerja-Pekerja Berhad administrative

employees. In addition, there are two types of variable that will be applied for this research, which include independent and dependent variable (Sekaran,2003).

3.3)   Measures of Construct in the Questionnaire

The questionnaires consist of three sections, in which section A examines the relationship between Resource Practices and job satisfaction in Koperasi Kredit Pekerja-Pekerja Berhad, Section B measures the intrinsic and extrinsic of job satisfaction among Koperasi Kredit Pekerja-Pekerja Berhad employees and section C requires information about personal data of the respondent. These include gender, age, length of service, and level of education. Commonly, most questionnaires will start by requiring personal information of the respondents, however, in this survey the questions directly aimed on gathering data on the components of human resource practices and also job satisfaction. This was because in most cases when a respondent looked at first sight on the questions that requires personal information, he or she might feel uneasy as this might expose their identity and the answers the gave might have consequences on them later. This might lead the respondent to answer the questions as to be in safer side rather than giving the real information (Sekaran,2003).

Meanwhile, reflecting back on section A, the questionnaires was constructed based on Human Resource Practices Questionnaires (Table 3.1) adapted from Hofstede, 1980; Hackman and Oldman, 1980; Lydka, 1994; Boateng, 1989; Scarpello and Hubber, 1988; Hackman and Lawler, 1971; and Hackman and Oldman, 1975. On section B the questionnaires for job satisfaction were adapted from the Minnesota Satisfaction Questionnaire (MSQ) by Weiss, Dawis, England, and Lofquist, 1967 (Table 3.2). Based on these adaptations, the researcher's

intentions is to determine the relationships between Human Resource Practice

components and job satisfaction.

Table 3.1
The Components of Human Resource Practices

Factors of Human Resources Practices	Total Question
Training and Development	5
Performance Appraisal	5
Pay	4
Promotion and Career Development	4
Benefits	4
Total	22

Table 3.2
The Components of Job Satisfaction

Factors of Job Satisfaction	Total Question
Job Satisfaction	20
Total	20

The seven-point Likert Scale is used to measure the level of Human Resource

Practices and job satisfaction as shown in Table 3.1 and Table 3.2. Respondents

have to select their choice of answer based on the scale given (Table 3.3). This

will enable them to answer the questions efficiently and accurately.

Table 3.3
Seven-Point Scale

Choices	Score
Strongly Disagree	1
Disagree	2
Disagree Somewhat	3
Undecided	4
Agree Somewhat	5
Agree	6
Strongly Agree	7

3.4) Population and Sampling

As for the sampling, since Koperasi Kredit Pekerja-Pekerja Berhad is a moderate level credit union, all of its administration employees, a total of 110 people has been identified and will be participated in this survey, thus the whole population of Koperasi Kredit Pekerja-Pekerja Berhad will be taken as respondent. Managers and supervisors or higher level management staffs have been ignored in order to maintain the fairness of this study, and given that higher level management only represent a small partition of the population (7 people), such consideration seemed unnecessary (Sekaran,2003).

3.5) Source of Data

There are various methods of interpreting data. Data sources are broadly classified into primary and secondary data (Anderson,2004).

3.5.1) Primary Data

Data that has been collected from first-hand-experience is known as primary data. Primary data has not been published yet and is more reliable, authentic and

objective. Primary data has not been changed or altered by human beings; therefore its validity is greater than secondary data (Anderson,2004).

3.5.2)   Secondary Data

Data collected from a source that has already been published in any form is called as secondary data. The review of literature in any research is based on secondary data, mostly from books, journals and periodicals (Anderson,2004).

3.6)   Data Collection

The data collection represents how the information is gathered. As for this, Since Koperasi Kredit Pekerja-Pekerja Berhad workers are dispersed based on branches, the questionnaires were distributed during the Koperasi Kredit Pekerja-Pekerja Berhad's annual gathering for Deepavali that held on the 14th of November 2012, in which all Koperasi Kredit Pekerja-Pekerja Berhad's employees attended the special event. As per request, the researcher been granted permission by the Koperasi Kredit Pekerja-Pekerja Berhad management to distribute and collect the questionnaires during the gathering in which 110 questionnaires have been distributed and 96 completed questionnaires have been successfully retrieved

3.7)   Data Analysis

Data analysis is used and can help researcher to summarize the conclusion of the study. The data is analysed by using 'Statistical Package for Social Science (SPSS Window) version 19. All items and variables were coded before entered to the computer in order to carry out factor analysis. The purpose of having factor analysis was to help researcher categorised the suitable items for each dimension

of independent variables of Human Resource Practices. The result obtained from factor analysis, a reliability test five independent variable as well as dependent variable was conducted. Additionally, the Cronbach's Alpha Coefficient will also compute to investigate the consistency and reliability of the instrument. Subsequently, Pearson Correlation Analysis was used to examine the relationship between human resource practices component and job satisfaction. Further to this, Multiple Regression Analysis will be done to determine the relationship between both variables (Sekaran, 2003).

3.8) Pilot Study

Pilot test was carried out on 10 November 2012. Ten respondents have been selected to be in the pilot test. They are all targeted personnel at Koperasi Kredit Pekerja-Pekerja Berhad. The purpose of the pilot test is to test the reliability of the questionnaire in which the researcher will know whether the questionnaire is fully understood by the respondents. The questionnaires were personally given to the respondents.

3.8.1) Reliability Test

The reliability of the questionnaire was tested by using Cronbach's Alpha or called Alpha Coefficient to show the internal consistency of the questionnaire. According to Uma Sekaran (2003), the closer the reliability coefficient to 1.00, the better. In general, reliabilities less than 0.60 are considered poor meanwhile those in the range of over 0.70 are considered good and acceptable. In this study, all the independent variables and dependent variable met the above requirement. This is summarized in Table 3.4.

Table 3.4
Alpha Coefficient

Section	No of Item	α Value
Training and Development	5	.795
Performance Appraisal	5	.938
Pay	4	.913
Promotion and Career Development	4	.961
Benefits	4	.968
Job Satisfaction	20	.870

3.8.2)   Validity Test

Apart from reliability, in order to determine the validity of the item constructed, content validity was used in order to determine that the items on questionnaire relate to the construct being measured. This content validity is basically a non-statistical type of analysis. Based on careful observation on the answers given by respondents in the pilot test, validity can be assumed as almost all respondents understands the construct of questionnaires and the measurement scale given (Michael, 2000).

3.9)   Data Screening

Data screening is probably the most essential part of data analysis, and is the most often overlooked. Initial screening of data is vital to meaningful analysis. All statistical tests make assumptions about the nature and quality of data. If the data quality is poor then the analysis is likely to be meaningless (Michael, 2000).

3.9.1) Normality Test

In statistics, normality tests are used to determine whether a data set is well-modelled by a normal distribution or not, or to compute how likely an underlying random variable is to be normally distributed (Michael,2000).

3.9.2) Linearity Test

The ability of a test to obtain results (within a given range) that vary in a manner directly proportional to changes in the concentration (amount) of the analyse in the sample, or by a well defined mathematical transformation (Michael,2000).

3.9.3)   Homogeneity

In statistics, homogeneity and its opposite, heterogeneity, arise in describing the properties of a dataset, or several datasets. They relate to the validity of the often convenient assumption that the statistical properties of any one part of an overall dataset are the same as any other part (Michael,2000).

3.10)   Factor Analysis

The purpose of factor analysis is to summarize the information contains in a large number of variables into a smaller number or variables (Sekaran, 2003). The most popular method for determining construct validity is by using factor analysis (Sekaran, 2003). Therefore, this study executes factor analysis to determine the leadership behaviour variables.

Before executing factor analysis, prerequisite tests must be performed in order to permit the factor analysis process. These test including Kaiser-Meyer-Oikin

(KMO), Bartlett, Anti-image correlation and Measure of Sampling Adequacy (MSA) tests.

3.10.1) Prerequisite for Factor Analysis

In order to reduce the number of variables, major tasks of factor analysis is to extract the information of overlap between the original variables and integrate into the factor (Sekaran, 2003).

3.10.1.1) KMO, Bartlett, Anti Image Correlation and MSA Tests

The Kaiser-Meyer-Olkin measure of sampling adequacy tests whether the partial correlations among variables are small. Bartlett's test of sphericity tests whether the correlation matrix is an identity matrix, which would indicate that the factor model is inappropriate. Anti image correlation matrix consider variables with correlations less than.5 for exclusion from the analysis which they lack sufficient correlation with other variables. Measure of sampling adequacy (MSA) is measures calculated both for the entire correlation matrix and each individual variable evaluating the appropriateness of applying factor analysis (Sekaran, 2003).

3.11) Correlation Analysis

Correlation analysis deal with relationships among variables. The correlation coefficient is a measure of linear association between two variables. Values of the correlation coefficient are always between -1 and +1. A correlation coefficient of +1 indicates that two variables are perfectly related in a positive linear sense; a correlation coefficient of -1 indicates that two variables are perfectly related in a

negative linear sense, and a correlation coefficient of 0 indicates that there is no linear relationship between the two variables (Anderson, 2004).

3.12) Regression

Regressions are used to identify dominant factor among the four factors in job satisfaction and demographic factors that have closer relation with turnover intention. The factors are considered dominant if the beta value is the largest among the significant factors (Anderson,2004).

3.13) ANOVA

A statistical method for making simultaneous comparisons between two or more means; a statistical method that yields values that can be tested to determine whether a significant relation exists between variables (Anderson ,2004).

3.14) Conclusion

This chapter outlined the methods of how the gathered data will be analyzed and examined in order to answer the hypothesis constructed earlier. It also provide basic understanding of the types of methods that will be applied for this research.

Chapter 4: Findings

4.1) Introduction

This chapter presents the findings of the study. It includes the respondent's profile, data screening, linearity test, normality test, factor analysis, Pearson correlation and regressions.

4.2) Respondents profile

There are 96 respondents in the sample and frequency distributions are obtained for

gender, age, length of service and level of education.

Table 4.1
Frequency Distribution of Gender

Gender	Frequency	Percent
Male	42	43.8
Female	54	56.3
Total	96	100.0

Table 4.1 above shows the distribution of gender in this study. Out of 96 respondents, 42 are male and 54 are female.

Table 4.2
Frequency Distribution of Age

Age	Frequency	Percent
20-30	11	11.5
31-40	7	7.3
41-50	55	57.3
51-60	23	24.0
Total	96	100.0

The result of age distribution in Table 4.2 above suggest that the greatest number of respondent are in their 41-50 (57.3%) age group followed by respondent aged 51-60 (24%) and 11.5% for age group of 20-30. The lowest age group is recorded on 31-40 with only 7%.

Table 4.3
Frequency Distribution of Length of Service

Length of Service	Frequency	Percent
Below 1 year	29	30.2
1 to 3 years	38	39.6
4 to 8 years	18	18.8
9 years and above	11	11.5
Total	96	100.0

Table 4.3 above represents the frequency distribution for length of service among Koperasi Kredit Pekerja-Pekerja Berhad employees. Based on this, only 11 (11.5%) of employees working with Koperasi Kredit Pekerja-Pekerja Berhad over 9 years and above. Majority of them with 39.6% or 38 employees have been working within 1 to 3 years followed by 29 employees that being employed less than a year. Meanwhile 18 employees are employed within 4 to 8 years in Koperasi Kredit Pekerja-Pekerja Berhad.

Table 4.4
Frequency Distribution of Level of Education

Level of Education	Frequency	Percent
Below PMR/SRP	25	26.0
PMR/SRP	53	55.2
SPM	7	7.3
STPM	6	6.3
Diploma, Degree and above	5	5.2
Total	96	100.0

The education level of respondents is as suggested in Table 4.4 above. The highest level of education of respondents shows that only 5 (5.2%) of them obtained Diploma, Degree and above. Large percentage of 55.2% or 53 Koperasi Kredit Pekerja-Pekerja Berhad employees have education level of PMR/SRP, while 25 of them are below PMR/SRP. Meanwhile, a total of 13 respondents have SPM and STPM qualification with 7 for SPM and 6 for STPM.

4.3)   Data screening

Data screening is used to determine the data gained is further reliable for analysis which include linearity test; which is to determine the linear relationship of, variables, normality test; to determine the distribution of data, and homogeneity test; that is to analyze the assumption that the spread of scores is roughly equal in different group of cases (Field, 2009).

4.3.1)   Normality

In normality test, its aim is to determine the distribution of data with the assumption that all data are normally distributed. In normal distribution, the values of Skewness and Kurtosis should be zero in a normal distribution. The further the value is from zero, the more that the data are not normally distributed. However, it is also acceptable to have data within the range of -1 and +1 which will represent a normally distributed data of Skewness and Kurtosis (Field, 2009).

For the questions within the variable of Training and Development, the highest value of Skewness is 0.563 and the lowest is 0.517, meanwhile the highest value of Kurtosis is -0.548 and the lowest is -0.953. Meanwhile, for the questions within the variable of Performance Appraisal, the highest value of Skewness is 0.702 and the lowest is 0.684, in the meantime, the highest value of Kurtosis is -0.210 and the lowest is -0.787.

Simultaneously, for the questions within the variable of Pay, the highest value of Skewness is 0.668 and the lowest is 0.652, meanwhile the highest value of Kurtosis is -0.206 and the lowest is -0.495. On the other hand, for the questions within the variable of Promotion and Career Development, the highest value of Skewness is 0.661 and the lowest is 0.583, meanwhile the highest value of Kurtosis is -0.175 and the lowest is -0.414.

For the questions within the variable of Benefits, the highest value of Skewness is 0.600 and the lowest is 0.515, meanwhile the highest value of Kurtosis is -0.528 and the lowest is -0.712. Finally, for the questions within the variable of Job Satisfactions, the highest value of Skewness is 0.735 and the lowest is 0.151,

meanwhile the highest value of Kurtosis is -0.750 and the lowest is -0.02. Based on this, all the questions from each variable indicate values within the range of -1 and +1, in which all the data are within normal distribution (Refer Appendix 1).

4.3.2) Linearity Test

In linearity test, the main aim is to determine the consistency of relationship between independent variable (IV) and dependent variable (DV). This is determined by looking on the value of 'Deviation from Linearity' that should be above the significant value of 0.05. If the value of Deviation from Linearity is more than 0.05, it will provide clear justification that the relationship between independent and dependent variables are linear(Field, 2009).

For instance, looking on the linearity of Training and Development (IV) with Job Satisfaction (DV), the highest value is 0.316 while lowest is 0.109. Both the highest and lowest values are above the significant value of 0.05, and, therefore in principle there is a significant consistency between Training and Development with Job Satisfaction.

Simultaneously, for Performance Appraisal (IV) with Job Satisfaction (DV), the highest value for Deviation from Linearity is 0.581 while lowest is 0.287. Meanwhile, for Pay (IV) and Job Satisfaction (DV), highest is 0.610 while lowest is 0.272. In the meantime, the independent variables of Promotion and Career Development also portrayed the value Deviation from Linearity above 0.05, with highest 0.514 and lowest 0.114. Finally, for Benefits (IV) with Job Satisfaction (DV), highest is 0.704 while lowest is 0.412 which also above the significant value of 0.05. Based on these, all the components of human resource practices

that been understudies represent significant value of above 0.05, in which there are clear consistency between independent variables and dependent variables (Refer Appendix 2).

4.3.3) Homogeneity (Test of Homogeneity of Variance)

In this homogeneity test of variance, the assumption is that when going through one variable, the variance of other variables should not change. Within collected groups of data, the outcome of variables should be same in each of the groups. This can be tested by using the Levene Test. Levene's test tests the null hypothesis that the variances in different groups are equal. If Levene's test is significant $p \leq 0.05$, then it can be concluded that the null hypothesis is incorrect and the variances are significantly different. Therefore, the assumption of homogeneity of variances has been violated. However, if the Levene test indicates non-significant (p>0.05), then the variances are roughly equal and the assumption is tenable in which the null hypothesis is correct and homogeneity of variances has not been violated (Field, 2009).

Based on this, in this study, each variable indicates non-significant (p >0.05) on the Levene Statistics. In Training and Development, the Levene values for the entire component are above 0.05 with lowest value of 0.263. Meanwhile for Performance Appraisal, the lowest value is at 0.218, for Pay lowest is 0.216, the lowest Levene test value for Promotion and Career Development is 0.688, Benefits, 0.171 and for Job Satisfaction, the lowest is 0.272 (Refer Appendix 3).

4.4) Factor analysis

4.5.1) Prerequisite for factor analysis

In order to ensure the factor analysis to be applied in this research, the correlation between variables must be significant and the Keiser-Meyers-Oklin (KMO) value is above 0.70. In addition, the Anti Image Correlation and Measures of Sampling Adequacy (MSA) value should be above 0.50 while the more the communalities value approaching 1 the more influential its contribution to the factor (Field, 2009).

4.5.1.1)   KMO and Bartlett Test of Sphericity

Variables	KMO	Bartlett Test of Sphericity
Training and Development	0.760	0.000
Performance Appraisal	0.840	0.000
Pay	0.777	0.000
Promotion and Career Development	0.774	0.000
Benefits	0.786	0.000
Job Satisfaction	0.788	0.000

Based on the table above, in this study as portrayed, the KMO value for all the variables is above 0.70 and the Bartlett Test of Sphericity for each variables is significant ($p < 0.05$). Among the variables, Performance Appraisal recorded highest value of KMO, 0.840 and the lowest can be seen from Training and Development with 0.760. Meanwhile as can be seen in Appendix 4, the Anti Image Correlation and Measures of Sampling Adequacy (MSA) for all the component within each variables is above 0.50 as well.

4.5) Factor Analysis

Factor analysis for human resources practices yielded into four factors using the principal component extraction and varimax rotation. This was computed based on eigenvalues greater than 1.

Table 4.5
Factor Analysis for Human Resource Practices

Total Variance Explained

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.112	45.963	45.963	6.762	30.734	30.734
2	2.928	13.311	59.274	4.106	18.665	49.399
3	2.499	11.359	70.632	3.267	14.850	64.250
4	1.440	6.543	77.176	2.844	12.926	77.176
5	.921	4.185	81.360			
6	.784	3.566	84.926			
7	.588	2.674	87.600			
8	.499	2.268	89.868			
9	.460	2.092	91.960			
10	.324	1.472	93.432			
11	.291	1.325	94.757			
12	.259	1.179	95.936			
13	.181	.822	96.757			
14	.163	.739	97.497			
15	.130	.591	98.087			
16	.120	.548	98.635			
17	.104	.472	99.108			
18	.068	.307	99.415			
19	.047	.213	99.628			
20	.042	.193	99.820			
21	.023	.105	99.925			
22	.017	.075	100.000			

Extraction Method: Principal Component Analysis.

Based on this, the dimension of Human Resources Practices component has been extracted and compiled into four factors compared to earlier that contained five factors. Despite this, the factors name would be retained because only the

components of Benefits integrated within Promotion and Career Development while other factors remained the same. Based on the analysis above, only four factors with Eigenvalues above 1 have been identified with the lowest is 1.440 and highest is 10.112.

Meanwhile Factor Analysis for job satisfaction computed using the principal component extraction and Eigenvalues above 1.

Table 4.6
Factor Analysis for Job Satisfaction

Total Variance Explained

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.065	25.325	25.325	3.741	18.706	18.706
2	3.911	19.557	44.883	2.598	12.989	31.695
3	2.309	11.546	56.429	2.577	12.885	44.580
4	1.432	7.159	63.588	2.490	12.452	57.032
5	1.123	5.613	69.201	2.434	12.169	69.201
6	.892	4.461	73.662			
7	.803	4.014	77.676			
8	.702	3.509	81.185			
9	.608	3.041	84.226			
10	.507	2.535	86.761			
11	.468	2.339	89.100			
12	.395	1.975	91.075			
13	.379	1.895	92.970			
14	.324	1.619	94.589			
15	.261	1.304	95.893			
16	.255	1.275	97.168			
17	.185	.924	98.091			
18	.180	.898	98.990			
19	.127	.635	99.624			
20	.075	.376	100.000			

Extraction Method: Principal Component Analysis.

Based on the table above, factor analysis for the components of job satisfaction has been extracted into 5 factors by using Eigenvalues above 1.

4.6) Reliability Test after Factor Analysis

Table 4.7
Reliability Test after Factor Analysis

Variables	Dimension	Items	α Value
Independent Variable	Training and Development	5	.795
Independent Variable	Performance Appraisal	5	.938
Independent Variable	Pay	4	.913
Independent Variable	Promotion and Career Development	8	.971
Dependent Variable	Job Satisfaction	20	.821

Table above indicated the cronbach alpha values for dimensions involved in this study after factor analysis. The cronbach alpha values have shown that all the dimensions in this study are reliable for further analysis. This as mentioned earlier, according to Uma Sekaran (2003), the closer the reliability coefficient to 1.00, the better. In general, reliabilities less than 0.60 are considered poor meanwhile those in the range of over 0.70 are considered good and acceptable.

4.7) Correlation

Correlation analysis is performed to examine the relationship between independent and dependent variables understudied. Based on this Pearson Correlation will be applied to Human Resource Practices components in determining its relationship with job satisfaction.

Based on correlation for Training and Development with Job Satisfaction (Appendix/Table 5.1), there's is a significant correlation between training and

development with job satisfaction. It's because the p value is smaller than significant value (0.008 < 0.01) indicating that H0 can be rejected and H1 can be accepted. This means there is a relationship between training and development with job satisfaction at Koperasi Kredit Pekerja-Pekerja Berhad.

Meanwhile for Performance Appraisal and Job Satisfaction (Appendix/Table 5.2), there's is a significant correlation between performance appraisal and job satisfaction. It's because the p value is smaller than significant value (0.005 < 0.01) indicating that H0 can be rejected and H1 can be accepted. This means there are relationships between bonus and job satisfaction at Koperasi Kredit Pekerja-Pekerja Berhad.

Simultaneously, there is a significant correlation between pay and job satisfaction (Appendix/Table 5.3). It's because the p value is smaller than significant value (0.001< 0.01) indicating that H0 can be rejected and H1 can be accepted. This means there are relationships between pay and job satisfaction in Koperasi Kredit Pekerja-Pekerja Berhad.

Finally for Promotion and Career Development with Job Satisfaction. (Appendix/Table 5.4) there's is a significant correlation between promotion and career development with job satisfaction. It's because the p value is smaller than significant value (0.048 < 0.05) indicating that H0 can be rejected and H1 can be accepted. This means there is a relationship between promotion and career development with job satisfaction at Koperasi Kredit Pekerja-Pekerja Berhad.

4.8) Regression

Regressions analysis in used in order to determine the most influential independent variable of human resource practices components that effects job satisfaction.

Table 4.8

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.864	.746	.732	.624

a. Predictors: (Constant), Training and development, performance appraisal, pay, promotion and career development

The model summary as shown in Table 4.35 above explains the value of R square which represent 0.746 or 74.6% of four variance for job satisfaction factors, namely training and development, performance appraisal, pay, promotion and career development.

Table 4.9

Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	103.941	4	25.985	66.812	.000
	Residual	35.393	91	.389		
	Total	139.333	95			

a. Predictors: (Constant), Training and development, performance appraisal, pay, promotion and career development
b. Dependent variable: Job satisfaction

The result in table 4.9 above indicates that the predictors (training and development, performance appraisal, pay, promotion and career development are significantly related to job satisfaction.

Table 4.10

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.460	.187		2.457	.016
	Training and development	.522	.047	.002	.034	.005
	Performance appraisal	.438	.049	.014	255	.024
	Pay	.673	.058	.743	11.601	.000
	Promotion and career development	.198	.060	.207	3.288	.001

a. Dependent variable: Job satisfaction

Based on the regression analysis data above, the value for R square (.732) indicate that the regression model represent 73.2% of variances for human resources practices. In addition, the Anova table that assessed overall significance of the model indicate the model is highly significant as $p < 0.05$.

Among four factors of human resources practices, the component of Pay obtained the highest Beta value (.743) indicating that Pay has been the most influential factor or effect that determines the level of job satisfaction among Koperasi Kredit Pekerja-Pekerja Berhad employees.

4.9) Restatement of Hypothesis

Based on the hypothesis constructed earlier in Chapter 2, even though there are five components of human resource practices, after factor analysis the component has been extracted into four factors and the component of benefit has been integrated within promotion and career development. Therefore only four hypotheses will be presented below together with its result.

	Hypothesis	**Result**
H1	There is a significant relationship between training and development with job satisfaction in KKP	Supported
H1	There is a significant relationship between performance appraisals and job satisfaction in KKP	Supported
H1	There is a significant relationship between pay and job satisfaction in KKP	Supported
H1	There is a significant relationship between promotion and career development with job satisfaction in KKP	Supported

4.10) Conclusion

This chapter explained on the respondents profile based on frequency analysis which based on characteristic of gender, age, length of service and level of education. Meanwhile the finding's initially were involved in data screening applications; including normality, linearity and homogeneity tests. Later on, in order to prepare the data for factor analysis, KMO, Bartlett, and Anti image correlation and MSA tests were conducted. Factor analysis which involves factor loading of principal component extraction and varimax rotation resulted in four factors being extracted for human resource. All this components are further reliable for analysis which include correlation and regression analysis. On

correlation analysis, all four dimension of Human Resource Practices have significant correlation with job satisfaction, while in regression the component of pay have the most influence in determining the job satisfaction in Koperasi Kredit Pekerja-Pekerja Berhad.

Chapter 5: Discussion and Conclusion

5.1)   Introduction

This chapter will elaborate and discuss research objectives and the findings based on the analysis results. The results of correlation, relating to each of the four hypotheses that were tested in previous chapter are examined to provide detailed explanation based on the analysis of the research data. Finally recommendation as well as directions for further future research are presented.

5.2)   Summary of the Result

This study aimed to show the relation of human resources practices towards job satisfaction in a credit union which also known as Koperasi Kredit Pekerja-Pekerja Berhad (KKP). It main objective is to determine whether there is a significant relations between human resources practices and job satisfaction by conducting a survey among Koperasi Kredit Pekerja-Pekerja Berhad staffs.

Based on the Pearson Correlation analysis, the component of human resource practices; training and development, performance appraisal, pay, and promotion and career development have significant correlation with job satisfaction, implicating that all the hypothesis which being tested successfully rejected the null-hypothesis. Therefore, it does imply on the existence of significant relationship between human resource practices and job satisfaction in Koperasi Kredit Pekerja-Pekerja Berhad.

In the meantime, based on regression analysis, the component of pay appears to have the most influence on job satisfaction compared to other human resource practices. This certainly indicates that compared to any other components of human resource practices, only that related to pay will ensure the satisfaction of employees, in this case Koperasi Kredit Pekerja-Pekerja Berhad employees.

5.3)   Discussion

The main objective of this research is to determine the relationship between human resource practices and job satisfaction at Koperasi Kredit Pekerja-Pekerja Berhad, a credit union in Malaysia. As observed by Armstrong (2009), human resource practices ensures the policies and practices are being carried out systematically in order to cater the wellbeing of employees. This obviously supports the notion of coexistence relations between human resource and job satisfaction.

By looking upon the components of human resource practices; training and development, performance appraisal, pay, and promotion and career development, these applications even though common in any organization, it's certainly have influence in determining the level of job satisfaction in Koperasi Kredit Pekerja-Pekerja Berhad. This concept in general was supported by Byrne et al. (2010), indicating that the role of human resource management practices in job satisfaction is rooted in the purpose of the human resource function.

In the meantime, despite the variety in human resource practices, mostly significantly, pay seemed as the vital element above all other practices. Ting

(1997) asserts that the significant of pay is strongly determined the job satisfaction. This further clarified on the finding of this research, in which the component of pay or something that associates with it has the higher influence on job satisfaction.

5.4)   Limitations of Study

The nature of this study is only being carried out on a smaller scale, which is only in Koperasi Kredit Pekerja-Pekerja Berhad and only involves a total sample of 96 Koperasi Kredit Pekerja-Pekerja Berhad employess. Hence, the findings cannot be generalized to overall credit cooperation in Malaysia.

5.5)   Suggestion and Future Study

Based on this research, it would be recommended that further study to be conducted in larger scale or populations, which involves other credit cooperation's in Malaysia as well. This will then provide significant analysis on determining the influence of human resources practices towards job satisfaction in credit union overall in Malaysia.

5.6)   Conclusion

Based on the overall research, it's been clearly indicated the existence of relationship between human resource practices components and job satisfaction at Koperasi Kredit Pekerja-Pekerja Berhad. This signifies that each components have influence over the element of job satisfaction among Koperasi Kredit Pekerja-Pekerja Berhad employees. However the findings cannot be generalized

for credit union overall since the population of Koperasi Kredit Pekerja-Pekerja Berhad is small and studying only specific credit union such as Koperasi Kredit Pekerja-Pekerja Berhad would not represent the whole world of credit unions. Despite this, the study conducted on Koperasi Kredit Pekerja-Pekerja Berhad is a fruitful one in gathering more knowledge regarding the human resource practices on credit cooperation such Koperasi Kredit Pekerja-Pekerja Berhad.

References

Alnaqbi, W. (2011). The relationship between human resource practices and employee retention in public organizations. *An Exploratory Study Conducted In The United Arab Emirates.* Edith Cowan University.

Anderson, V. (2004), *Research Methods* in *Human Resource Management.* Chartered Institute of Personnel and development CIPD House: London.

Ankur Chadha (2009). *Performance Appraisal - Management by Objectives.* Retrieved in http://managehrnetwork.blogspot.com.au/2009/03/performance-appraisal-management- by.html on 5/03/13.

Armstrong, M. (2009). *Armstrong's handbook of human resources management practice (11th Ed.).* London: Kogan Page.

Ariffin, L. J. (2012). *Malaysians prize pay above job satisfaction.* Retrieved on 29/08/2012 (http://www.themalaysianinsider.com/malaysia/ article/malaysians-prize-pay-above-job-satisfaction-survey-finds/)

Bhatia, B. K. (2010). *Career development of employees.* Retrieved from http://www.empxtrack.com/ recruitment/ white-papers/employee-career-development/ 2010 on 2 November 2012.

Byrne, Z. S., Miller, B. K., & Pitts, V. E. (2010). Trait entitlement and perceptions of the favourability of human resource management practices in the prediction of job satisfaction. *Journal of Business and Psychology, 25,* 451–464.

Clive, F. (2001). Performance appraisal and management: The developing research agenda. *Journal of Occupational and Organisational Psychology, 2001.*

Dawal, S.Z. & Taha Z. (2006). Factors affecting job satisfaction in two automotive industries in Malaysia. *Journal Teknologi, 44(A), p.65-80.*

Denisi, A. S., & Pritchard, R. D. (2006). *Management and Organization Review.*

Dessler,G. (2008). Human resource management (11th Ed.). Florida International University: US.

Dyer, L & Reeves, T. (1995). HR strategies and firm performance: What do we know and where do we need to go. *International Journal of Human Resource Management,* 6, 656-670.

Field, A. (2009) *Discovering Statistics using SPSS*. London: Sage.

Flick, U. (2011) Introducing Research Methodology: A Beginner's Guide to Doing a Research Project (Paperback).Sage Publication Limited

Guest, D. E. (2002). Human resource management, corporate performance and employee wellbeing: Building the worker into HRM. *Journal of Industrial Relations, 44(3): 335-358.*

Heathfield, S. M. (2010). *Promotion is often a reward to an employee for work contributions*. Retrieved on November 2nd ,2012, from http://humanresources.about.com/od/glossaryp/g/promotion.htm

Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity and corporate financial performance. *Academy of Management Journal,* 38(3), 635-672.

Huselid, B. B., Pinckus, M. P., & Spratt, M. (1997). HR as a source of shareholder value: Research and recommendations. *Human Resource Management, 36, 39-48.*

Ilham Dahir Sheikh Mohamoud (2009). *The role of work motivation on employee performance.* Master's thesis. Universiti Utara Malaysia, Kedah.

Javed, M., Rafiq,M.,Ahmed, M., & Khan, M. (2012). Impact of HR practices on employee job satisfaction in public sector organizations of Pakistan. *Interdisciplinary Journal of Contemporary Research, Vol. 4, No.1,pp. 348, 2012.*

Lado, A.A., & Wilson, M. C. (1994). Human resource systems and sustained competitive advantage: A competency-based perspective. *Academy of Management Review, 19(4): 699-727.*

Lee, C. H., & Bruvold, N. (2003). Creating value for employees: Investment in employee development. *International Journal of HumanResource Management, 14, 981-1000.*

Lew, T.Y. & Liew, M.Y. (2005). Exploring the antecedents of needs and job satisfaction among employees of a leading bank in Malaysia: Implications for managing bank employees in Malaysia, *Bankers' Journal Malaysia*, 29, (1), pp.10-26.

Locke, E. A. (1976).The Nature and Causes of Job Satisfaction, in M. D. Dunnette (ed.), The *Handbook of Industrial and Organisational Psychology*, Chicago: Rand MCNally College.

Mahmood , M. H. (2006). *The institutional context of human resource management: Case studies of multinational subsidiaries in Bangladesh.* Unpublished doctoral thesis, University of Manchester.

Mayhew, R. (2012). How to improve job satisfaction with promotions. Retrieved from http://smallbusiness.chron.com/improve-job-satisfaction-promotions-10286.html on 2nd November 2012.

McNamara, C. (2008). *Employee benefits and compensation: Basics about employee motivation.* Minnesota: Authenticity Consulting LLC.

Michael,V.P.(2000), *Research Methodology in Management*. Himalaya Publications: Mumbai.

Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2006). Human resources management: Gaining a competitive advantage. 5th Ed. New York: McGraw-Hill.

Numan, N. (2010) Benefits. Retrieved from March 13, 2013 from http://www.hr.com/en/app/blog/2010/02/compensation-and-benefits-definition-and-importanc_g5kiosxm.html#sthash.yTpsK9DA.dpuf

Patrick J. Montana and Bruce H. Charnov (2000). "Training and Development". *Management*. Barron's Educational Series. p. 225

Paul, A. K., & Anantharaman, R. N. (2003). Impact of people management practices on organizational performance: analysis of a causal model. *International Journal of Human Resource Management.*

Pettijohn, C. E et al. (2001). Characteristics of performance appraisals and their impact on sales force satisfaction. *Human Resource Development Quarterly 12(2): 127-146.*

Ray, R. L., & Rizzacasa, T. (2012). *Job Satisfaction: 2012 Edition*. The Conference Board, Inc. Retrieved on 29/08/2012 from (http://www.conferenceboard.ca/e-library/abstract.aspx?did=4932).

Santhapparaj, A.S., Srineevasan, J. & Ling, K.L. (2005). Job satisfaction among women managers in Malaysian automobile manufacturing sector. *Journal of Applied Sciences,* 5(9),p.153-158.

Schuler, R.S. and Jackson, S.E. (1987). Linking competitive strategies with human resource management practices. *Academy of Management Executive,Vol.1,No.3,pp. 207-19.*

Sekaran, U. (2003). *Research Methods for Business (4thed.).* United State of America: John Wiley & Sons, Inc.

Siti Zawiah Dawal & Zahari Taha. (2006). Factors affecting job satisfaction in two automotives industries Malaysia. *Jurnal Teknologi*, 44(A),p.65-80.

Spector, P. (1997). *Job satisfaction: Application, assessment, causes, and consequences.* London: Sage.

Sinha, R. (2004) Basic Pay.Glossary of HR Terms. Retrieved from March 13,2012 from http://www.dot-connect.com.

Sirca, N.T., Babnik, K., & Breznik, K., (2012).The relationship between human resource development system and job satisfaction: Management, knowledge and learning. *International conference.*

Tessema, M., & Soeters, J. (2006). Challenges and prospects of HRM in developing countries: testing the HRM-performance link in Eritrean civil service. *International Journal of Human Resource Management,* 17(1), 86-105.

Ting, Y. (1997). Determinants of job satisfaction of federal government employees. *Public Personnel Management, 26(3), 313-334.*

Training & Development. (2006). *The Economic Times*. Retrieved on November 2nd, 2012, from http:// articles.economictimes.indiatimes.com/ keyword/training-and development.

Wyse, S.E. (2013). Snap surveys: Employee morale can impact organizational goals. Retrieved from March 13, 2013 from http://www.snapsurveys.com/blog/employee-morale-impact-organizaional-goals/Low