

**FACTORS INFLUENCE EMPLOYEES JOB SATISFACTION: A
STUDY OF HUMAN RESOURCES PRACTICES IN RAPID RAIL
SENDIRIAN BERHAD**

By

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ABSTRACT

Human Resources Management (HRM) is getting more important in the business nowadays because human behavior and their knowledge are the most important aspect in influencing productivity of the organization. One of the elements in HRM is employee satisfaction measurement. Employers have to ensure that employee satisfaction is high among the worker which is a precondition for increasing productivity, committed to provide world class customer services, quality of the job and responsiveness. The purpose of this study is to examine which human resources practices could affect job satisfaction amongst customer services officer in Station Operation Kelana Jaya Line, Rapid Rail Sendirian Berhad. A survey of 114 staffs started in May 2014 until June 2014, in all job grading who were selected using simple random sampling. Inferential, descriptive statistics, correlation, multiple regression analysis was run through SPSS version 17 to test the research hypothesis. Employee job satisfaction was selected as dependent variable and 6 hypotheses have been developed. Human Resources practices such as recruitment and selection, training and development, performance appraisal and rewards system, compensation and benefits were selected and adapted from Guest Model and Society of Human Resources Management report, USA. Multiple regression analysis shows that 50.1% factors are explained in the study. Pearson Correlation results show that all hypotheses are accepted and positively significance to employee job satisfaction. Findings, theoretical implication, suggestion for future studies and recommendation are suggested.

Key words: Human resources practices, job satisfaction, recruitment and selection, training and development, performance and appraisal, compensation and benefits.

ABSTRAK

Pengurusan Sumber Manusia (PSM) semakin penting dalam pengurusan pada masa kini kerana sifat manusia dan pengetahuan mereka adalah aspek yang paling penting dalam mempengaruhi produktiviti organisasi. Salah satu elemen dalam PSM adalah ukuran kepuasan pekerja. Majikan perlu memastikan bahawa kepuasan kerja adalah tinggi di kalangan pekerja dan ianya merupakan pra-syarat untuk meningkatkan produktiviti, komited untuk menyediakan perkhidmatan pelanggan yang bertaraf dunia, tugas yang berkualiti dan responsif. Tujuan kajian ini adalah untuk menguji dan membuktikan amalan sumber manusia yang dapat mempengaruhi kepuasan kerja di kalangan pegawai khidmat pelanggan di Jabatan Operasi Laluan Kelana, Rapid Rail Sendirian Berhad. Satu kajian terhadap 114 kakitangan bermula pada bulan Mei 2014 sehingga dengan Jun 2014, di semua tahap gred pekerja dengan menggunakan kaedah persampelan rawak mudah. Statistik inferensi, statistik deskriptif, korelasi, analisis regresi pelbagai telah dijalankan melalui SPSS versi 17 untuk menguji kajian hipotesis. Kepuasan pekerja telah dipilih sebagai pemboleh ubah bersandar dan 6 hipotesis telah dipilih. Amalan-amalan sumber manusia seperti pengambilan dan pemilihan, latihan dan pembangunan, penilaian prestasi dan sistem ganjaran, pampasan dan faedah telah dipilih dan diadaptasi menggunakan 'Guest Model' dan laporan 'Society of Human Resources Management' (SHRM), Amerika Syarikat. Analisis regresi berganda menunjukkan bahawa 50.1% faktor dijelaskan dalam kajian ini. Keputusan 'Pearson Correlation' menunjukkan bahawa semua hipotesis diterima dan mempunyai kaitan positif terhadap kepuasan kerja. Keputusan, implikasi teori, cadangan untuk kajian masa depan juga disyorkan.

Kata kunci: *Amalan sumber manusia, kepuasan kerja, pengambilan dan pemilihan, latihan dan pembangunan, prestasi dan penilaian, pampasan dan faedah.*

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LIST OF ABBREVIATIONS

AGL	Ampang Line
CSA	Customer Services Assistant
HCD	Human Capital Division
HR	Human Resources
HRM	Human Resources Management
HRP	Human Resources Practices
GTP	Government Transformation Plan
LRT	Light Rapid Transit
MRL	Monorail Line
NKRA	National Key Result Area
SO	Station Operation
r	Correlation Coefficient
R ²	R square
KJL	Kelana Jaya Line
SHRM	Society for Human Resources Management

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Human resources policy is important to every organization in order to meet operational and business goals. The policy is to determine the human resources strategy as a guiding principle starting from the beginning of the organization's formation. Human resources management are consist of policies, systems that influence employees' performance (Raymond, 2010). Attracting, rewarding and retaining employees is a key role play by human resources practices and it will drive the organization to form the basis for its human resources planning, retention system and practices, training, human resources planning, selection and recruitment, compensation and benefits policies. The existing and future employees will have the impact of the human resources practices because a good policy and system could be able to deliver the manpower requirement of an organization in term of quantity and quality. To ensure that employee talent is used effectively and efficiently, management system must be designed to align with organizational objectives.

Various research projects have been conducted to explore and understand issues of job satisfaction in developing countries. Ellickson and Logsdon, (2001) have explored the of job satisfaction's determinant among the USA municipal government employees. Job satisfaction and relationship with burnout were studied by Rocca and Kostanski (2001). Nelson et al., (2006) studied the

relationship between job satisfaction and psychological contract in Australia. While job satisfaction is a global problem and both developed and developing countries are struggling to understand this issue and devised measures that are most effective to address the issues that are different from their employees' involvement, commitment, absenteeism, and turnover by creating and maintaining job satisfaction (Sattar, 2014). In 2013, 81% of United States employees reported satisfaction with their current job (SHRM, 2013)

The human resources were selected in present research are incorporated by the Society of Human Resources Management of USA and Guest Model. The practices consist of recruitment and selection, training and development, performance appraisal, compensation and benefits and industrial relation (Yeganeh and Su, 2008). A strategy will have to be formulated before new human resources policy can be recognized and implementation started. The present and future needs of the organization must discuss deeply before implementing this strategy. The strategy of human resources practices is to inculcate an excellence culture that will drives staff to perform exceeding the expectation. The value added services are an important element that will ensure that organization sustainable in today's business.

There are studies on job satisfaction that conducted in Malaysia. Saiyadain (1996) have worked on the correlates of job satisfaction in Malaysian managers; Wai, (2006) performed a quantitative analysis of the link between organizational culture and job satisfaction in Malaysian health care. Nik et al.,

(2013) found that job satisfaction partially mediates innovativeness and job performance of academicians in Malaysian public universities. Yew (2005) found that satisfaction towards salary was found have a significant positive relationship with affective commitment in the tourism industry in Sarawak.

Manafi et al., (2012) and Allen et al., (2003) demonstrated that HRM practices have a positive influence on job satisfaction. Malaysia employs a variety of races for human resources. In addition, Malaysia's potential is high for attracting tourists which can highlight the employee's role in this country (Farahbod & Azri, 2014).

Focus on customer satisfaction is the main objective of the management. It could be one of the elements of key performance indicator that must be fulfilled. The high standard performance that is targeted will be driven by key performance indicator which is aligned to organizational objectives. As an organization that managed the transportation, Rapid Rail Sendirian Berhad, is a subsidiary of Prasarana Malaysia Group (PRASARANA) put the quality services as the top priority of the organization. Furthermore the organization includes as one of the National Key Result Area (NKRA) in Government Transformation Plan (GTP) is to improve public transportation in Klang Valley.

The huge challenge as an operator of transportation services, Rapid Rail have to fulfill the high expectation from the customer, the philosophy of 'Customer Always Right' has to be adopted as a working culture as it is continuous effort to meet the excellent customer services. It is a matter when a part of the human

resources practices have a negative impact to the employees' satisfaction. As a transportation company owned under Ministry of Finance, Rapid Rail is responsible for smoothness of light rapid transit (LRT) in the Klang Valley. The ambition of the management was channeled through their vision to be a world class service provider of mass public transport infrastructure. Prasarana Malaysia has responsibility to manage rail and bus services in the Klang Valley. Rapid rail, which is included Ampang Line (AGL), Monorail (MRL) and rapid bus are the main division in Prasarana Malaysia Berhad. Rapid Rail Sdn Bhd is divided by Rail Engineering Department and Station Operations Department.

The research is focused to customer service employees in Station Operations department. As a department that control 3 customer services assistant (CSA), Station Operations department are responsible to absorb the pressure in handling 160,000 commuter daily (SPAD websites). The study will focus on Station Operations staff at the Kelana Jaya Line. Since starting the operation in 1998, formerly known as PUTRA LRT-2, the company had practiced multi-tasking approach to the customer services assistant. To be a qualified employee, the staff needs to pass a few in-house courses. Among the course they need to pass are rule books, emergency response plan, and radio communication. After completion, they have to attend vehicle driver training on how to drive the train manually during emergency. The course related to electrical boundary on how to de-energize the power also is compulsory.

1.2 Problem Statement

In borderless economical environmental, it is critical tasks for management to remain success. According to Cai and Kleiner (2004), managing people becomes a challenging job for both small and large organizations. Besides managing people, customer satisfaction becomes the main agenda of modern organizations. According to Cheng et.al, (2011), customer satisfaction gained attention from different business fields has increased and use it as standard to measure the performance of products or services.

Station Operations Kelana Jaya Line is a department that are responsible for customer services affairs in Rapid Rail has received many complaints regarding the quality of services from all channels of communication, social media like twitter, Facebook, instagram, e-mail, hotline call and verbal complaints.

Table 1.1
Kelana Jaya - Total Feedback Received by Category 2014

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	TOTAL
Complaints	14	15	8	31	28	11	18	45	38	31	46	23	308
Inquiries	276	259	266	340	307	212	255	218	241	208	326	294	3202
Suggestion	8	10	4	3	6	4	4	5	7	3	4	3	61
Compliments	1	0	0	1	0	0	4	0	2	1	0	1	10
Grand Total	299	284	278	375	341	227	281	268	288	243	376	321	3581

Sources: Unpublished internal by Group Communication and Strategic Marketing (GCSD) of Prasarana Malaysia Berhad

There were total 308 of complained received in 2014 in Kelana Jaya Line as showed in Table 1.1. They had received 10 compliments by the customers.

There are multitasking concept that used by Kelana Jaya Line compared to Ampang Line and Monorail Line. Station Operation in Kelana Jaya Line

customer services are responsible to rescue the train and drive the train manually in automatic train operation.

Table 1.2:
Monorail - Total Feedback Received by Category 2014

	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	TOTAL
Complaints	1	0	5	7	3	4	9	18	10	15	16	6	94
Inquiries	41	26	50	188	49	45	1205	113	81	82	126	57	2063
Suggestion	1	2	0	3	2	2	3	0	1	4	1	3	22
Compliments	0	0	0	0	0	0	0	2	0	1	1	0	4
Grand Total	43	28	55	198	54	51	1217	133	92	102	144	66	2183

Sources: Unpublished internal by Group Communication and Strategic Marketing (GCSD) of Prasarana Malaysia Berhad.

Table 1.2 shows the complaints received by Monorail Line is 94 in 2014. The highest complaint was received on August which is 18 and 4 compliments was received by Monorail Line.

Table 1.3
Ampang Line - Total Feedback Received by Category 2014

	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	TOTAL
Complaints	15	14	17	20	21	26	24	38	26	29	27	19	276
Inquiries	108	132	129	147	114	126	121	142	99	176	344	110	1748
Suggestion	5	0	6	3	5	5	4	5	5	5	3	3	49
Compliments	0	1	0	2	0	1	0	0	0	0	0	1	5
Grand Total	128	147	152	172	140	158	149	185	130	210	374	133	2078

Sources: Unpublished internal by Group Communication and Strategic Marketing (GCSD) of Prasarana Malaysia Berhad.

Table 1.3 shows that complaint that received by Ampang Line is 276. The highest complaint received on August which is 38. They had received 5 compliments in 2014. The complaints received could impact commuter's perception towards rail transportation in Malaysia.

Table 1.4
Summary of 2014 Data Complaint

LINES	TOTAL OF COMPLAINTS
KELANA JAYA LINE	308
AMPANG LINE	276
MONORAIL LINE	94

Table 4 shows that the total of data complaint by lines. Kelana Jaya Line received 308 which is the highest complaint. The second highest is Ampang Line (276) and the lowest is Monorail Line (94). Reducing customer complaints is the priority setting by higher management.

Business success is related to customer satisfaction and companies rely on the loyalty of their customers to gain profit. The importance of customer expectation is support by Liang and Zhang (2012), who describes that many customers now expected companies to customize their specific needs of products or services in order to maintaining good customer relationships. According to Raymond (2010) emphasizes on customer services excellence and quality performance are related to what customer needs.

Customer-driven excellence includes reducing errors are important to reduce complaints. Therefore, customer satisfaction is widely view as business strategies Ali et al., (2010). A study by Schneider and Bowen (1985) found that the significant relationships between customer services and HR practices in a

bank. Aswathappa (2008) has suggested the Guest Model are amongst the top four model of human resources management. Other models also includes are Fomburn, Tichy and Devana Model, Harvard Model and Warwick Model.

The researcher feels that it is important to know the relationship between job satisfactions with human resources practices. Dissatisfied workers can cause bad image of the organization. Negatives consequences of low job satisfaction are withdrawal behavior, increasing cost, decreasing profits and customer dissatisfaction (Zeffane et al., 2008). Without efficient of human resources management programs and activities, it would difficult to imagine the sustaining and successful of an organization (Petrescu & Simmons, 2008).

1.3 Research Question

The research question attempt to verify which the human resources practices are could impact employees' job satisfaction.

- i. What is the level of job satisfaction in the organization?
- ii. What is the source of job satisfaction?
- iii. Are human resources practices and job satisfaction are related?
- iv. Which human resources practices that have the most impact towards job satisfaction?

1.4 Research Objectives

The study is to verify the human resources practices that could influence job satisfaction of Station Operations Kelana Jaya Line employee's. The objectives of the study are listed below:

- a. To determine the level of job satisfaction of Kelana Jaya Line employees.
- b. To determine the relationship between recruitment and selection process with job satisfaction of Kelana Jaya Line employees.
- c. To determine the relationship between training and development and job
- d. To determine the relationship between performance appraisal and reward systems with job satisfaction of Kelana Jaya Line employees.
- e. To determine the relationship between human resources practices and job satisfaction.
- f. To determine the influence of human resources practices and job satisfaction.

It is important to Prasarana's Human Capital Division and Station Operations management in order to response to any complaints or dissatisfaction from the staff. According to Finnegan et al., (2004) behavioral qualities refers to people's action, or what they do, and thus includes qualities such as punctuality, absenteeism, effort, planning, organizing and conflict.

1.5 Significance of the Study

This research will provide a clear understanding among employees about the significant of the study for organization and employee benefits. It is important for the management to look into the human resources practices that could influence job satisfaction among staffs. Station Operations Kelana Jaya Line department is a part of Prasarana's Malaysia Group that provides transportation facilities for Klang Valley commuters. As much as they rely on the front line staff to achieve their goals to be world class rail service provider.

Additionally the research can be helpful in term of employee job satisfaction and what are the strategies that could be used by the management.

1.6 Scope and Limitations of the Study

a) Due to limited time and budget, this study is cross-sectional and confined to non-executive and executive level. They are non-executive ranking from grade JG1 until grade JG6 and executive level starting from the associate (lower rank of executive level until Vice President) in Station Operations that were chosen because they are one of the departments that responsible on customer complaint. The customer service assistants are non-executive level who is reported to their Station Managers. The department is led by Head of Operation Kelana Jaya Line.

b) This study confined to explore the human resources practices that could influence employees' job satisfaction in Station Operations Kelana Jaya

Line Station Operations Kelana Jaya Line have 240 staffs but only 114 questionnaires were answered in the study. The questionnaires were distributed to the all customer services from Kelana Jaya to Gombak station.

Human Capital Division of Prasarana data also unavailable to retrieved. So it is difficult to get information regarding company policies, term and condition.

1.7 Organization of the Thesis

The study consists of five chapters. Chapter one discusses the background of the study, company's background, problem statement, research question, research objectives, the significance, scope and limitations of the study. Chapter two will focuses on the literature review of job satisfaction and four independent variables that included in the study. The variables consist of performance appraisal and rewards system, recruitment and selection, training and development, compensation and benefits. Chapter three emphasizes on methodology used in the present study such as research framework, hypothesis development, research design, operational definition, data collection and data analysis technique. Chapter four consists of the research finding based on data collected and data analysis method. Descriptive analysis, reliability test, Pearson's Correlation analysis, multiple regression analysis was used as a technique in chapter four. Finally chapter five offers discussion of the hypothesis, theoretical and practical implication and recommendations based on result for future research and practices.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter will present the literature review of job satisfaction and four human resources practices.

2.2 Job Satisfaction

There many definitions and dimension of job satisfaction. Job satisfaction is related to an emotional response towards work situation and it is shown through positive reaction. According to George et.al (2008), the employee could demonstrate their attitudes from various aspects such as relationship with coworkers, supervisors, subordinates and salary. Job satisfaction is beliefs and feeling collection that the employee has about current task. It is very important for management to enhance the level of employee job satisfaction because employee performance influence by happy employee.

Management rewards through security, compensation and pay is considered as extrinsic and intrinsic measures of self-actualization and attainment that is received by an employee. For example, intrinsic related to opportunities to growth, recognition and achievement. Bernstein and Nash (2008) suggested the emotional, cognitive and behavioral are job satisfaction's components. The cognitive related to beliefs about one' job while emotional is about feelings

towards that job such as boredom, anxiety or excitement. For example, it is can be challenging and demanding. The behavioral is about employee's attitude to work, consist of tardiness, staying late and pretending to be ill and get false medical leave.

Satisfied employees will attract more customers and the unhappy employees with their job can cause of customer unhappiness (Hanif and Kamal, 2009). Association of attitudes held by an employee is an indication of job satisfaction (McCormick and Ilgen, 1985). The way the employee response to their commitments is an indication of work quality. Two types of employees need are hygiene and motivation (Herzberg et al., 1959). The hygiene factors, according to Herzberg consist of job security, pay, the policies of the company and administration, interpersonal relation and working environment. The theory was suggested when hygiene factors do not exist in working condition, job satisfaction probable in bad circumstances.

Herzberg's motivation consists of satisfiers and dissatisfies employee. Samad (2007) suggests that satisfaction is related to both intrinsic and extrinsic factors. Mathis and Jackson (2011) emphasize that when employee expectation are not met it can cause job dissatisfaction. Pay and benefits, performance recognition and workers' relationship frequently related to job satisfaction dimensions. For the organization's success, job satisfaction is vital important. Employee satisfaction also is the result of perception on how well the job provides those things that are view important. The biggest assets of an organization are the

employee who is satisfied towards their job. Job satisfaction is considered very important as workers spend more time at the workplace. Additionally, job satisfaction has an impact on the general life of an employee because happy employee is a contented and happy human being. Factors are predicted to employees' job satisfaction is recruitment and selection, training and development, performance appraisal and reward systems, and compensation and benefits in the study.

Oyeniya et.al (2014) found that there are positive relationship between human resources practices and job satisfaction. Job satisfaction can be influenced by appropriate working environment for all employees that can create better industrial relations (Khan & Taher, 2008). Job satisfaction was identified as a mediating variable on the human resources and organizational performance relationship (Guest, 2002).

2.3 Recruitment and Selection.

Any practices that apply by human capital with the purpose to identify and attract the potential employee is referred to recruitment and selection. Recruitment is the process through which the organization seeks applicants for potential employment. Recruiting people who are incompetence can lead increased turnover, increased cost to the organization. They are unlikely to give their best, and end up leaving voluntarily or involuntarily when their unsuitability exposed.

According to Raymond (2011) selection refers to the process by which the organization attempts to identify applicants with the necessary knowledge, skills, abilities and other characteristic that will help the organization achieve its goals. An organization makes decisions in order to add employees to its workforce, then transfer existing staff to new positions.

Thomas (2010) suggested that company will be able to compete with the effective recruitment approach. The systematic information about applicants are required in the selection process. The information is important about the necessity of the skills required. Gatewood et al, (2011) describes that job performance, training, compensation and recruitment should be coordinated with selection. Bohlander et al, (2001) suggested understand the objectives, policies and practices used for selection is critically important for managers. Robbins (1991) stated that human resources practices important for attitudes and employee behavior development. Furthermore, recruitment is generating a pool of competent individual to apply for employment within an organization (Ofori & Aryeetey, 2011). Gatewood et al, (2010) describes that collecting and evaluating the information regarding an individual with a purpose to extend an employment offer is called selection.

The employer is responsible in preparing the interview session and assessment on requirement for the position, then the candidates will be tested whether they are suitable for that position (Kaye & Jordan-Evans, 1999). It is the employer responsible to ensure the satisfaction to all employees.

Thomas (2010) suggested that the best approach to recruitment will enhance organizational efficiency in term of competitiveness. Effective selection will save the organization money and time. By selecting the right people to the right job, it would reward the person who has the best qualities and qualification internal and externally. As a government-owned company, Prasarana Malaysia Berhad would grow as leader in service transportation facilities to public. LRT expansion line project from Lembah Subang to Putra Height is one of the major tasks that are set by the government recently.

2.4 Training and Development

For a company to gain competitive advantages, training should view broadly to create intellectual capital. Training and development are important for human capital aspect by improving the skills, knowledge and individual's behavior. It works to improve business orientation and powerful factor in shaping attitudes of an employee. Pineda (2010) stated that key development of human resources and achieving organizational goal is training. Training is to provide employee with specific skills or assistance to increase the performance. Module and skill should relate to their task that is important to employee. As the front line of the company, the employees' knowledge on soft skill and technical skills are both very valuable to them.

Competition forces the organizations to change and adapt in order to sustain in their business. The effective and good coaching effort and training would assist employees in their tasks. Agarwala (2008) observed that the training and

affective commitment were positively related. Training and development should be able to enhance superior knowledge, behavior and attitudes of employees that enhance financial and non- financial ability of the organization (Thang & Buyens, 2008).

The training is important to an organization by giving more information about their tasks and responsibility. It would lead them to understand organizational behavior and culture. Motivation that ultimately leads to increased job satisfaction is created through training with the purpose to improve employee attitudes and satisfaction with career and development (Armstrong, 2009). Staff's skills could improve through training that provided by employer is for future and management benefits. The employer could face competition from another organization after giving quality training to their employee. Therefore, human resources must have strategies to reward and attract the loyal employee.

The importance of training could relate to financial efficiency. Effective training is important for employee development because it will encourage skills and abilities of employee, decreased operational cost, limits organizational liabilities. According to Robert and John (2011), numerous organizational benefits will achieve through strategic training. The training professionals and human resources department need to collaborate with operating managers in employee relation.

Development could drive employees perform in their current or future job effectively through working experiences, formal education and personality

assessment and abilities (London, 1989). Development is related to the employee's existing and future oriented. It could help the employer in preparing other position and enhance their ability to move into job may not yet exist. Training and development can help organization to increase workforce and have potential to increase job satisfaction. Jones (2009) suggests that the workforces made a conclusion that job satisfaction is positively related to training

As the largest service transportation operator in Malaysia, Rapid Rail has to ensure their staffs are supported by both technical and soft skills. Zaini et, al (2009) stated that business performance significant influence by human resource planning, training and development. Training is concerned with the knowledge to do a particular job with gaining job related skills. Development is concerned both in work and non-work roles. For example, development cares about work roles such as individuals' holistic growth. The examples of non-work roles are learning, adapting and managing the procedures, policies and business culture. The organization should be ready to absorb any possibilities the shortages of quality workers. Therefore, the training and development of existing employee is crucially important.

2.5 Performance Appraisal and Reward Systems

The performance appraisal is the process of evaluating and communicating on employee performance. That process is a step in improving establishment (Lloyd & Leslie, 2011). Performance appraisal not only let employees know

how well their performance, furthermore, it could influence their future level of effort when implemented and conducted.

Performance appraisal is a useful tool in making administrative decisions relating to pay increase, promotion and firings. For example, consideration must be made if the person shows the quality in performance, whether to promote him or not. The appraisal is valuable in determining individual and organization training and development needs. Performance appraisal is important in identifying employees' strength, weaknesses, encourage individual performance. It is a way on how employees doing and suggesting the behavior changes, attitude, skills or knowledge.

The organization will not survive if employees did not perform well. For that reason, performance management is the 'heart' of the organization. The appraisal also is the degree to which performance appraisals focused on output rather than on behavioral measurement. Study by Shaw et al, (1998) indicates the organization's method for tracking the value provided by an employee is through performance appraisal. Celery and Doty (1996) describe that results-oriented performance appraisal were strongly related to financial measure performance and return on equity. Waal (2007) suggested that positive behavior could drive to employees' ability to view the relationship between her or his work align with the organization's objectives.

The top challenger in the new invention for human capital management, merger and acquisition is reward systems. Kaplan (2007) argues that HR professionals

face a big challenge in the identification and implementation of rewards system that bring an organization further along its strategic path. It is necessary for human resources policies are aligned with the business strategy. Employers are interested in the administrative user of performance appraisals as well, such as decisions about promotions, terminations, layoffs and transfer assignment. Performance appraisals with purpose of promotions and demotions must be documented. Rehman et al. (2010) found that extrinsic rewards are more related to employees' job satisfaction than intrinsic rewards.

2.6 Compensation and Benefits

Compensation and employee benefits are defined as remuneration, pay and rewards system and used to motivate employees (Milkovich & Newman, 1999). These payments normally awarded to an employee based on their performance. Compensation are consists of planning, organizing and controlling the monetary and non-monetary systems as appreciation to employee contribution. Compensation consists of basic wage or salary, incentive, bonuses and other benefits. Performance directly related to rewards offered in addition to the basic wage. Benefits are the rewards that are given to an employee as a result of employment and positions in the organization. Among the sample of compensation are the retirement pensions, life insurance and paid vacation.

Aswathappa (2011) suggested that employee benefits are indirect compensation because not directly related to the performance of an employee. Mondy (2012)

explains that the benefits are the second most important driver of job satisfaction following job security.

Compensation other than wages that is provided in any form are defined by employee benefits (Ju et.al, 2008). The needs and expectation of the workforce with the company's goal and strategies must have relation with both compensation and benefits. To encourage employee to act in line with such goals and emphasizes the importance in achieving these goals, human resources needs to create a program that reinforces the importance of organizational values. Benefits not look as cost factors because it could positively affect human resources effort. Recent research in the United States was suggested that job satisfaction is linked to company benefits (Miller, 2006). Research result by Ghazanfar et al.,(2011) indicated that employee satisfaction with compensation has a strong positive effect, but insignificant on worker motivation.

In Maslow's need structure; benefits may affect the various aspects of security such as hospitalization costs, retirement benefits, life insurance but little effect on motivation. A research report by the Society of Human Resources Management (2012) was found that 6 out of 10 employees agreed that compensation was very important to job satisfaction.

However, Zulfqar et al., (2011) had investigated that compensation not significant on job satisfaction at the banking sector in Pakistan. Sousa (2000) indicates that compensation is a predictor of job satisfaction.

2.7 Human Resources Practices

Oyenyi et.al (2014) found that there are positive relationship between human resources practices and job satisfaction. Job satisfaction can be influenced by appropriate working environment for all employees that can create better industrial relations (Khan & Taher, 2008).

Job satisfaction was identified as a mediating variable on the human resources and organizational performance relationship (Guest, 2002). Zulfqar et.al (2011) found that human resources practices have a positive and significant relationship to employee performance in banking sector in Pakistan.

Farahbod and Azri (2014) found that HRM practices influence and have positive relationship towards employees' satisfaction in Malaysian hotel. Khan et al., (2012) in their study on university teacher in Pakistan found that the positive relationship between all HR practices and job satisfaction. Many studies were done to investigate the relationship between employee satisfactions.

Majumder (2012) studied the various dimensions of HR practices and job satisfaction in different private banks. The study shows that the HR practices are significant to employees' satisfaction

Steijn (2004) on the study of Dutch employees found that HR practices had a positive effect on job satisfaction. Hock (2011) has carried out a study to examine the impact of HR practices on foreign workers' job satisfaction in

PETRONAS group in Malaysia. The study found that only compensation has an impact on foreign workers' job satisfaction.

Petrescu and Simmons (2008) found that human resources practices statistically significant on overall worker satisfaction and direct positive effect to enhance employees' job satisfaction. The employees' job satisfaction is strongly associated with HRM practices (Macky & Boxall, 2007). Gurbuz (2009) suggested that human resources practices and employee job satisfaction have significant benefits for the organization in order to sustain in the market.

Martin (2011) conducted the study of HR practices included recruitment & hiring, compensation & benefits, training & development, and supervision & evaluation. The result of research found a significant relationship between perceptions of human resource practices and intention to quit, mediated by organizational commitment and job satisfaction. Guest (1997) suggests that the human resource management can be classified in two dimensions as internal and external fit. External fit explain HRM as a strategic integration whereby internal fit as an ideal of practices.

2.8 Summary

This chapter has presented related literature review and previous research on job satisfaction and human resources practices, namely recruitment and selection, training and development, performance appraisal and rewards system, compensation and benefits. Literature reviews on all of the variables were

searching from books, electronic library, and online journals. The next chapter will discuss on the methodology used in this study.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

The chapter is to discuss on how this research has been conducted through survey questionnaire, research design, population sampling procedure data collection technique, data analysis will be elaborated. Further relevant qualitative research will also be discussed.

3.2 Research Framework

The existing theory and definition concept that are used in the research is called theoretical framework. It shows ability to understanding of theories and concept that have a relationship to the research.

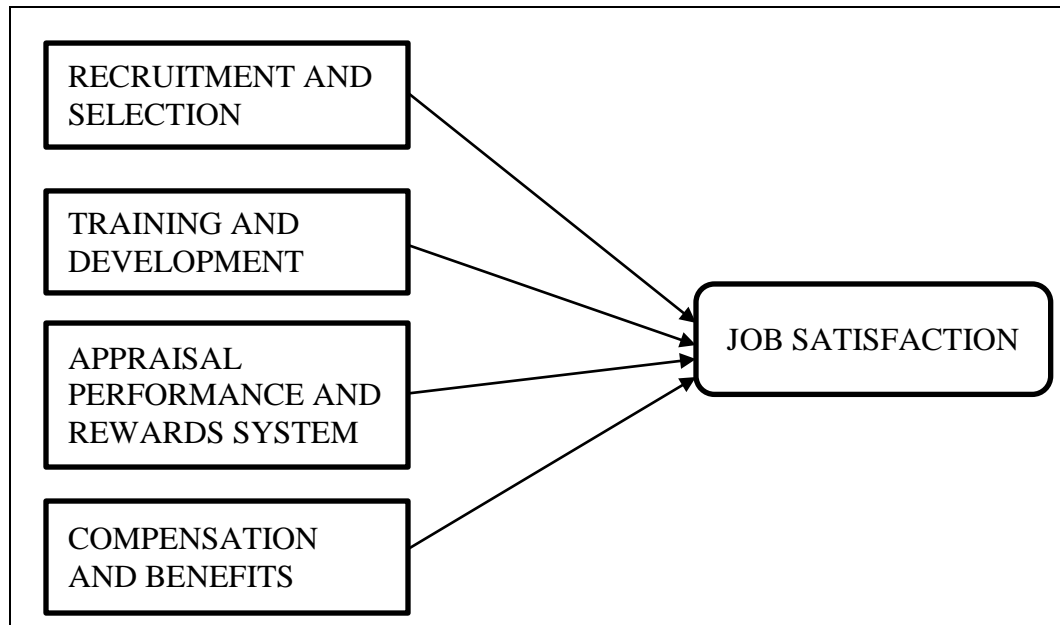


Figure 3.0
Research Framework

The research framework was emphasized on human resources practices in Rapid Rail Sendirian Berhad that could influence employees' job satisfaction. Figure 3.0 shows the framework between the independent variables (IV) and dependent variable (DV) includes human resources practices such as recruitment and selection, training and development, performance appraisal and reward systems, compensation and benefits and it could significance influence to job satisfaction as the dependent variable.

3.3 Hypotheses Development

Based on literature review in the previous chapter, six hypotheses have been developed in the study.

3.3.1 Hypothesis 1

In an attempt to overcome job dissatisfaction, employers have to improve recruitment and selection (Robbins et.al, 2009). Katou and Budwar (2007) suggested that organizational performance variables are positively related to recruitment and selection.

H1: There is a significant relationship between recruitment and selection towards job satisfaction.

3.3.2 Hypothesis 2

Many researchers are doing theories regarding training and development. Most researchers agreed that education is very important to employee satisfaction. Raja et.al, (2010) found that training has significant effects on job satisfaction and organizational performance. Tzafrir (2006) suggested that the most common human resources practices are training and development. Garcia (2005) found that the impact of training and development to job satisfaction is very positive. According to Jamal et al (2012) more training and development is needed to develop staff efficiency.

H2: There is a significant relationship between training and development towards job satisfaction.

3.3.3 Hypothesis 3

Promotion and rewards are strongly related to employee job satisfaction. Ellickson, et al. (2002) found that promotion is positively related to job satisfaction is depending on perceived equity by employees. Rewards system can be very positive motivating to ensure that the employees pursue achievement at higher levels (Kosteas, 2010). The importance of performance appraisal and rewards system is also related to fairness in the process. Participation of an employee in the performance appraisal and satisfaction with the performance appraisal system and fairness is positively related (Cawley et al., 1998). However, Vikram and Sayeeduzaffar (2014) in their research found

that performance appraisal has a negative and insignificant influence on job satisfaction.

H3: There is a significant relationship between performance appraisal and rewards system towards job satisfaction.

3.3.4 Hypothesis 4

In establishing and maintaining industrial democracy, compensation plays an important role (Monappa, 2004). However, Herzberg (1968) has argued that satisfaction decreased because of too little money offered to an employee. According to Frye (2004) previous study shows that positive relationship between compensations and job satisfaction.

H4: There is a significant relationship between compensation and benefits towards job satisfaction.

3.3.5 Hypothesis 5

Oyenyi et.al (2014) found that there are positive relationship between human resources practices and job satisfaction. Job satisfaction can be influenced by appropriate working environment for all employees that can create better industrial relations (Khan & Taher, 2008).

H5: Human Resources Practices have no significant relationship with job satisfaction.

3.3.6 Hypothesis 6

Job satisfaction was identified as a mediating variable on the human resources and organizational performance relationship (Guest, 2002).

H6: Human Resources Practices have no influence on job satisfaction

3.4 Research Design

Malhotra (1999) suggested research design is a blueprint for the conducting a research. It is a framework that consists of procedures to solve research problems and gaining the information need to structure. In this study, the researcher was selected quantitative research to verify the relationship between research variables as the theory supported by Kreuger and Neuman (2006). Leedy and Ormrod (2005) were suggested that quantitative research would be able to answer the relationship among variables in term of predicting, explaining and controlling the phenomena.

The customer service assistant selection in Station Operations Kelana Jaya Line is based on the multi-skills approached employed by the management. The driverless LRT systems need the multi skills staff that would be able to rescue the customers during emergency. The data were collected using questionnaires which are distributed to Station Operations at Kelana Jaya Line staffs by using simple random sampling.

3.5 Operational Definition

An operational definition involves scientifically defining a specific concept or constructed. In conclusion an operational definition tells the researcher how to measure the issues or event.

3.5.1 Job Satisfaction

Locke (1976) and Odom et al., (1990) describes that job satisfaction is the positive and negative feeling of an employee's towards their job.

3.5.2 Recruitment and Selection

Both recruitment and selection are two phases employment process. Thomas (2010) emphasizes on an effective recruitment approach will assist the organization to compete with limited resources. Selection is the process of choosing individuals with suitable qualifications and competence to fill the vacancy. It is also matching process of organization requirement with the skills and candidate's qualification. In conclusion, selection involves choosing the best candidates with the equally best abilities, knowledge and skills for the job.

3.5.3 Training and Development.

Training is referred to the delivering of specific skills and development refers to learning opportunities that designed to assist employees grow (Bernardin & Joy, 1993). Competition in industry forces organization to change and adapt in

order to remain competitive. According to Robert and John (2011), organization in the United States were spending more than USD\$126 billion annually on training and development or more than USD\$1000 per employee on average. Therefore, employee performance normally depends on many factors, but there is a relationship between work quality and training (Chris, 2010).

3.5.4 Performance Appraisal and Rewards System

An appraisal is an employee performance evaluation is a systematic ways and measured through job skills and knowledge, output quality and quantity, leadership skills, supervision and dependability (Giles & Mossholder 1990; Keeping & Levy 2000; Levy & Williams 2004). Organizational rewards included all types of rewards both intrinsic and extrinsic reward. According to Flandez (2008) Student Media Group in Delaware gives free soda and snacks, video game players as special effort in attracting and retaining employees. Additionally, rewards part is an employee need to be satisfied with actual pay levels and determination of pay generally. In addition, compensation must be designed and linked with performance management system performance appraisal.

3.5.5 Compensation and Benefits

Compensation is not only related to financial rewards such as pay, remuneration, salary, but also non-financial rewards such as any type of leave,

health benefits and retirement benefits (Amuedo-Doranted & Mach, 2003). Robert and John (2011) suggested that benefit refers to an indirect reward that given to an employee or group of thirty employee for organizational membership. According to Milkovich et al, (2011) cash compensation includes short and long term incentives, base, merit, cost-living. Benefits are income protection, work or life balance and allowance.

3.5.6 Human Resources Practices

HR practices describes as a set of policies and practices that should enhance the firms human capital to contribute in the achieving of business objective (Gurbuz, 2009).

3.6 Measurement of Instrument

Research instrument includes in the study is survey questionnaires, data analysis using Statistical Package Science Social (SPSS) version 17. In this study, the researcher was chosen closed format questionnaires. For this section researcher used a five-level Likert scale interval started from number 1 until 5.

The details interval scale as below:

1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly agree.

Human resources practices from the Guest Model were chosen as major instrument which is developed by David Guest, professor of organization psychology and HRM at King College (Mardsen, 2002).

Table 3.1
Guest Model of HRM

HRM Strategy - Differentiation, Focus, Cost Reduction.
HRM Practices - Selection, Training, Appraisal, Reward, Job Design, Involvement, Status and Security
HRM Outcomes - Commitment, Quality, Flexibility
Behavioural Outcomes - Effort / Motivation, cooperation and Involvement, Organisational Citizenship
Performance Outcomes - Greater Quality, Productivity and Innovation, Reduced Absentism, labour turnover and Conflict, Fewer Customer Complaints
Financial Outcomes - Profit, Return of Investment.

Table 3.1 shows that the component of human resources practices from Guest Model such as selection, training, appraisal, reward were selected as instrument to the questionnaires. Job design, involvement, status and security will study for future research

Table 3.2
Variable Instruments

Variables	Section and Question Number	References / Adopted	No of Item
Job Satisfaction	B (JS1-6)	<ul style="list-style-type: none"> Employee Job Satisfaction and Engagement Report SHRM,2013 	6
Recruitment and Selection	B (RS7-12)	<ul style="list-style-type: none"> Aswathappa, K.(2011); Human Resources Management: text and cases;6th edition 	6
Training and Development	B (TD13-18)	<ul style="list-style-type: none"> Raymond, A. Noe. (2010). Employee Training and Development; McGraw-Hill Irwin, United States. Wiley, J.W (2010); Strategic Employee Survey; Jossey-Bass, USA 	6
Performance Appraisal and Rewards System	B (AR19-24)	<ul style="list-style-type: none"> Aswathappa,K.(2011); Human Resources Management: text and cases;6th edition 	6
Compensation and Benefits	B (CB25-30)	<ul style="list-style-type: none"> Aswathappa,K.(2011); Human Resources Management: text and cases;6th edition 	6

Table 3.2 is the summary of the instruments that was used in the study.

Employees' job satisfaction were adopted and adapted from the Society of Human Resources Management (SHRM) 2013 report. Recruitment and selection were adapted from Aswathappa's book, training and development from Raymond's and Wiley's book, performance appraisal and rewards system, compensation and benefits from Aswathappa's book.

3.6.1 Questionnaire Instrument.

The total of 30 questions has been developed for all variables. Each variable have 6 questions based on above books and SHRM survey.

3.6.1.1 Job Satisfaction.

6 items in job satisfaction questionnaires are measured respondent's perception towards their appreciation to be in the organization.

Table 3.3
Job Satisfaction Questionnaires.

JOB SATISFACTION	NO	LIKERT SCALE				
1. I proud to be a member of this organization	JS1	1	2	3	4	5
2. I received appropriate recognition for my contribution	JS2	1	2	3	4	5
3. I am happy with a working environment in this organization	JS3	1	2	3	4	5
4. I would recommend this organization to others as a good place for the carrier and future.	JS4	1	2	3	4	5
5. My working environment is safe, comfortable and appropriately equipped.	JS5	1	2	3	4	5
6. I am very satisfied with my current job as a whole.	JS6	1	2	3	4	5

The element is included in the survey are their proudness to be in the organization, management recognition, the safety of the working environment, perception towards employers and working condition.

3.6.1.2 Recruitment and Selection

Elements in recruitment and selection were measured by suitable candidate that chosen by the organization, perception towards employment, fairness or

discrimination in the process of selection done by human resources. The guides to the new promotion staff also include in the questionnaire. Selection of internal and external candidates also includes in the question is to verify their satisfaction towards opportunity in the process of selection. The last question about the variables is to ask employee perception regarding the process of recruitment and selection relationships towards the quality of the employee.

Table 3.4
Recruitment and Selection Questionnaires

RECRUITMENT AND SELECTION	NO	LIKERT SCALE				
7. The HR (Human Resources) department constantly chooses the suitable candidate in the recruitment process	RS7	1	2	3	4	5
8. This organization always gives training and guidance to new promote staff.	RS8	1	2	3	4	5
9. HR always gives opportunity to internal employee compares to external candidate.	RS9	1	2	3	4	5
10. Selection and recruitment process is done fairly and without discrimination.	RS10	1	2	3	4	5
11. I believe that HR is to select right employee based on their ability and qualification.	RS11	1	2	3	4	5
12. Good recruitment and selection process will increase the quality of an employee.	RS12	1	2	3	4	5

3.6.1.3 Training and Development

The third variable in the study is training and development. The questionnaires are measured training contents and development programmed in Station Operations, Rapid Rail Sendirian Berhad. Respondents asked whether they were satisfied with the level of training that has given. The question is also

regarding the training given is related to their tasks and skills that could be tools to enhance their skills.

They could get benefit from the training given and could absorb the pressure in daily operational issues. The question in this part is also related to training that given could assist them for future career and development.

Table 3.5
Training and Development Questionnaires

TRAINING AND DEVELOPMENT	NO	LIKERT SCALE				
13. I satisfied with the level of training and guidance given to me as an employee	TD13	1	2	3	4	5
14. All training given is related with my tasks.	TD14	1	2	3	4	5
15. My skills and knowledge provided is enough to make me a better employee.	TD15	1	2	3	4	5
16. I believe that training and development will enhance my career development.	TD16	1	2	3	4	5
17. Knowledge is important to my working environment as my tasks are very challenging.	TD17	1	2	3	4	5
18. I believe that training and coaching important to employee pursue job satisfaction.	TD18	1	2	3	4	5

3.6.1.4 Performance Appraisal and Rewards System.

Performance appraisal and rewards system are important elements of the employee. One of the elements in the questionnaire is about PMS rating given by superior.

Employee satisfaction towards the process during the PMS session also include in the survey.

Table 3.6
Performance Appraisal and Rewards System Questionnaires

PERFORMANCE APPRAISAL AND REWARDS SYSTEM	NO	LIKERT SCALE				
19. I satisfied my PMS rating according to my performance	AR19	1	2	3	4	5
20. The way my superior doing PMS is satisfied me	AR20	1	2	3	4	5
21. I will get better reward according to PMS if my performance recognized by superior	AR21	1	2	3	4	5
22. PMS help me to get more benefits from an organization as a whole.	AR22	1	2	3	4	5
23. PMS rating is helping in term of career development.	AR23	1	2	3	4	5
24. Getting a promotion is my ambition and I will perform better from year to another year.	AR24	1	2	3	4	5

The importance of the rating is to measure their performance on that year. Their perception towards appraisal also included in the survey question. There is a question about their perception, whether appraisals could influence to promotion and could motivate them for better performance.

3.6.1.5 Compensation and Benefits.

6 items are included in the questionnaire are about pay satisfaction, benefits given by employer, bonuses and other monetary issues. The compensation and benefits could influence their performance. Their satisfying on payment of bonus, increment and extra monetary benefits also include in the survey question. They also asked about their satisfying on the contribution and rewards that given since join the organization.

Table 3.7
Compensation and Benefits

COMPENSATION AND BENEFITS	NO	LIKERT SCALE				
25. I feel that I am adequately paid as compared to others in the organization and in similar industry.	CB25	1	2	3	4	5
26. The benefits given are adequate to make me stay in this company.	CB26	1	2	3	4	5
27. I am always concerned about incentive and my performance could affect if this company did not give extra bonus and other monetary benefits.	CB27	1	2	3	4	5
28. Good compensation and benefits will me make me a better employee.	CB28	1	2	3	4	5
29. The salary, bonuses and benefits are fair and did not affect my performance.	CB29	1	2	3	4	5
30. My contribution to this company makes me satisfied and happy to contribute more to this organization.	CB30	1	2	3	4	5

Employee satisfaction towards compensation could influence their performance also includes in the question. Another element in the questionnaire is to measure whether monetary is very important and it could influence their satisfaction.

3.7 Data Collection Method

The data were collected through a set of questionnaires that has been distributed to the respondents in Station Operations Department at Kelana Jaya Line, starting from May 2014. From 240 questionnaires, only 114 were returned until end of June 2014.

3.7.1 Quantitative Research

Quantitative research is used in the study to describe trends or tendency by examining the relationship among variables. According to Creswell (2014) quantitative report consist of introduction, literature review and theory, methods, result and discussion. Quantitative research was chosen because of many previous studies on job satisfaction using the same method. According to Wiley (2010) statistical analysis results will assist the management to understand the employment elements relationship that most influence an employee's decision to stay or not.

3.7.2 Reliability Test

A pilot study is purpose to check on the reliability and validity of questionnaires that has done. The purpose is to check whether the respondents understand the contents according to researcher's interpretation. A pilot study was conducted using 30 samples from Station Operations, Kelana Jaya Line. The researcher was with 30 respondents and conducted face to face session to ensure that they feel comfortable during that session.

Table 3.8
Interpretation of Cronbach's Alpha

Value of Coefficient	Relationship
0.00 - 0.60	Low relationship
0.61 - 0.79	Moderate
0.80 - 1.00	High Relationship

Sources: Sekaran, Uma (2000). *Research Methods for Business: A Skill-building Approach*. Third Ed. New York: John Wiley & Sons, Inc., p. 288

Sekaran (2003) suggested that the reliability instrument should consistent across time in term of items measurement. It also must free from bias. In addition, Cronbach's Alpha indicates how well the items are positively correlated to each other using reliability coefficient. Sekaran (2000) suggested that reliability over 0.80 is good, the 0.70 range is acceptable and less than 0.60 is poor. Tables 3.8 are summarizing the value of coefficient.

The reliability test for each questionnaire instrument was measured using Cronbach's Alpha. None of the respondents indicated to change the content of the questionnaire. The questionnaire was presented in both Bahasa Malaysia and English. Each respondent took approximately 45 minutes to complete the entire questionnaire. It is very important that the data are reliable and accurate.

The finding in the pilot study would help the researcher to remove the question that considers unclear and confusing from the respondent's perspective.

3.7.3 Primary Data

Sekaran (2006) describes that primary data is gathered from the actual site of events occurrence. For the study, a set of questionnaires was used as the instrument to the Station Operation staffs in Kelana Jaya Line. Data of complaint from the Group Communication Division of Prasarana Malaysia Group were used as references. Quantitative approach has been administered by hand to all respondents.

3.7.4 Secondary data

According to Sekaran (2006) data that collected through existing sources by someone than the researcher conducting the current study such as organization data and analysis of industry that offered by media is considered as secondary data. Advantages of using this type of data are because the accuracy and ready to use. Journal and articles on Perpustakaan Sultanah Bahiyah Universiti Utara Malaysia were used as guidance in the study. Among the journal were used are Emerald Insight. Book such as Strategic Employee Surveys by Wiley was used in employee questionnaires.

3.8 Sampling

Roscoe (1975) is suggested that the rule of thumb which is 30 to 300 samples is suitable in the determination of quantity sampling (Sekaran, 2003). Based on that statement, 114 or 47.5% samples are sufficient as sampling for the study as Station Operations Kelana Jaya Line have a total of 240 staffs which is located between Kelana Jaya to Gombak station.

Simple random sampling method was used in distributing the questionnaires. The questionnaire was given by the researcher to all respondents and received back by hand completely in a month. The reliability test result will be explained in Cronbach's Alpha analysis. Among the advantages of sampling regarding Bless and Higson-Smith (1995) are;

- Bringing together data of samples coming from geographical environs are not exactly that time consuming.
- Less cost
- When the population is large, the most logical and sensible way to collect data is through sampling.

3.8.1 Population

Uma and Roger (2009) are suggested that population refers to a whole group of people, the things or events that researcher wish to investigate, while the sample is a subset of the population. In combination there are other operations staffs at Ampang Line and Monorail Line.

The chosen of only from Kelana Jaya Line staffs was based on the highest complaints received compared with Monorail Line and Ampang Line. For this quantitative research questionnaire was distributed to Station Operations staffs in Kelana Jaya to Gombak station. It has included non-executive and executive level, which is consists of from lower rank until upper rank;

- i. Non-executive JG1 until FG3 (Customer Services Assistant) – the lowest ranking of front liner
- ii. Non-executive JG4 until JG6 (Transit Officer) – the senior staff who can drive the train during emergency.
- iii. Executive – Associate (Station Manager) – the superior of both customer services assistant and transit officer

- iv. Executive - Senior Executive (Station Manager)
- v. Executive - Assistance Vice President and above.

3.9 Data Collection Procedures.

Data were collected through a set of questionnaires that distributed to the employees directly. The letter of application from the Universiti Utara Malaysia (UUM) has also been forwarded to Chief Operating Officer (COO) Kelana Jaya Line. The letter of application letter is shown in appendix C and the distributions of the questionnaires were starting on May 2014. The researcher then received back the questionnaires which are completed by respondents on June 2014. Some of them are sending back personally and some are collected by the researcher.

3.10 Techniques of Data Analysis

The most important in the study is data analysis. Several testing was run through Statistic Package for the Social Science (SPSS) software version 17.

The analysis includes;

- Descriptive statistics describe the characteristics of respondents
- Reliability test (Cronbach's Alpha)
- Pearson correlation analysis to describe the relationship between variables
- Regression analysis test (Coefficients Alpha)

- Multiple regression analysis

3.10.1 Descriptive Statistics

The descriptive statistics purpose is describing and summarizing the data from respondents (Leary, 2004). The demographical information on the study is the staff profiles such as age, salary, educational level, length of services, gender, monthly income and job grading of the organization as well as their level of job satisfaction and human resources practices, descriptive statistics like percentages, standard deviation, means, mode, normal distribution and frequencies were used. By using the descriptive statistics, the researcher will be able to present quantitative description in a manageable form.

Descriptive statistics in the study are to describe the frequency and percentage the respondents' profiles such as age, gender, total years in services, academic qualification, monthly income and their salary grade within non-executive (Grade JG3 until JG6) and executive level is from executive, senior executive and assistant vice president.

3.10.2 Inferential Statistics

Inferential statistics are the method that assists the researcher to utilize the information from the samples to make generalization about the larger populations. The test is Pearson Correlation and regression analysis.

3.10.3 Pearson Correlation

The Pearson correlation is a parametric test to analyzed data which are correlated linearly. It is to measures the relationship between two (2) or more variables normally between the independents and dependent variables

Table 3.9
Pearson Correlation Interpretation

R Positive Value	Interpretation
90 to 1.00 (-.90 to -1.00)	Very high positive (negative) correlation.
.70 to .90 (-.70 to -.90)	High positive (negative) correlation.
.50 to .70 (-.50 to -.70)	Moderate positive (negative) correlation.
.30 to .50 (-.30 to -.50)	Low positive (negative) correlation.
.00 to .30 (.00 to -.30)	Little if any correlation.

Sources: *Hinkle et al (2003); Applied Statistics for The Behavioral Science (5th Ed)*.

Table 3.9 is the interpretation of Pearson's Correlation according to Guilford's Rule of Thumb (Guilford, 1956). The r value or symbol is the correlation coefficients. The negative value indicates that negative relationship between variables, while positive value is identification of positive relationship. A coefficient +1 is indicating that the two variables properly connected and it is the magnitude and give an overview that there is a significant correlation (Hinkle et al, 1989).

The *p* value is a symbol of correlation significant. In the study the significance level of Pearson's is 0.01 α (2-tailed). In addition the closer value to 1, the relationship is likely significant (Muchinsky, 1993).

3.10.4 Regression Analysis

According to Steinberg (2010), multiple regressions are predicting outcomes based on more than predictor variable simultaneously. Sekaran and Bougie (2013) suggested that multiple regression analysis is assessing the degree and the character of the relationship between the independent variables and dependent variables. In the study, four independent variables are predicted namely recruitment and selection, training and development, performance appraisal and rewards system, compensation and benefits, while job satisfaction was selected as the dependent variable.

According to Evans (2013) regression analysis is for initiating statistical model that characterize relationship among variable or more. When both dependent and independent variables jointly regress in purpose to explain the variance, it could indicate that how much an increase of a unit in the IV would affect the DV, assuming other IV are remain unchanged.

3.12 Summary

This chapter was discussed the methodology of the research includes operational definition of variables, research design, sources of data, sampling and population, the method of data collection, the research instrument technique of data analysis and descriptive and inferential statistics.

CHAPTER 4

RESULT

4.1 Introduction

This chapter will explain descriptive analysis of the respondent profiles. It consists of gender, marital status, age, academic qualification, length of services and job grading. It also shows the results of data analysis from respondents. The reliability test using Cronbach's Alpha, Pearson Correlation was used to determine the relationship between IV and DV. Multiple regression analysis is used to find which are amongst variables are the strongest contributor on predicting job satisfaction.

4.2 Descriptive Analysis

Table 4.1 below are the summary of the respondent's profile which is include the gender, marital status, age, academic qualification, years in services, job title and monthly income for both executive and non-executive employee. A total of 114 questionnaires were answered by Station Operations staffs in Kelana Jaya Line.

4.2.1 Gender

Table 4.1 shows the respondent's gender. Out of 114 respondents, they are 59.6 % or 68 are male employee, and 40.4 % or 46 are female.

Table 4.1
Gender

	Frequency	Percent
Male	68	59.6
Female	46	40.4
Total	114	100.0

4.2.2 Marital Status

The marital status of operation staffs shows that the largest groups are married consists of 71.1% and only 25.4% are single, and 3.5 % are divorcee.

Table 4.2
Marital

	Frequency	Percent
Singe	29	25.4
Married	81	71.1
Others	4	3.5
Total	114	100.0

4.2.3 Age

Table 4.3 shows the respondent's age. The majority age of operation staff in between 26 to 34 years old represents 62.3 %, age 35 to 44 years old represent 19.3 %. The lowest group is 45 years old and above is 10.5 %.

Table 4.3
Age

	Frequency	Percent
25 and below	9	7.9
26 to 34	71	62.3
35 to 44	22	19.3
45 and above	12	10.5
Total	114	100.0

4.2.4 Academic Qualification

Table 4.4 shows that employee's academic qualification. The largest group is 69.3% was completed secondary school, 23.7 % have diploma, only 4.4 % have degree and the lowest group have master degree is 2.6 %.

Table 4.4
Qualification

	Frequency	Percent
Secondary	79	69.3
Diploma	27	23.7
Degree	5	4.4
Master Degree and above	3	2.6
Total	114	100.0

4.2.5 Experience

Table 4.5
Services

	Frequency	Percent
Less than 2 years	7	6.1
3 to 5 years	38	33.3
6 to 9 years	21	18.4
10 to 15 years	39	34.2
16 years and above	9	7.9
Total	114	100.0

4.5 shows respondent's experience or year of services. 34.2% of them are working 10 until 15 years as the largest group, 33.3% is working 3 to 5 years, followed by 6 to 9 years is 18.4%, and the last groups only 7% are working less than two years

4.2.6 Job Title

The job title is divided by non-executive and executive level. The non - executive level is started from Grade JG 1 to JG 6. Executive level started from executive until the assistant vice president and above. The largest group in table 4.6 is between JG1 to JG 3 which is 57% from the total of respondents. The customer service assistant who starts their career is in the group.

Table 4.6
Job Title

	Frequency	Percent
Non Exec JG1-3	65	57.0
Non exec JG4-6	23	20.2
Executive	22	19.3
Senior Executive	2	1.8
Assistance vice president and above	2	1.8
Total	114	100.0

The second largest group is in Grade JG4 to JG6 consist is 20.1%. The third group of respondent is executive level is 19.3%, senior executive is 1.8% and the less group is assistance vice president and above also 1.8%. In total, 77.1% are non-executive, 22.9% are executive level and above.

4.2.7 Income

Table 4.7 shows the respondent's income with five scales of salary. The higher group is at RM 2001 to RM2, 500 which is contributed 29.8%, the second group is in between RM1, 501 to RM2000 which is contributing 26.3%. The third largest group is in RM2, 501 to RM3000 which is 17.5%. The lowest

number of employees is in the group of RM3001 above and RM1, 500 and below which is only 13.2%.

Table 4.7
Income

	Frequency	Percent
RM1500 and below	15	13.2
RM1501-2000	30	26.3
RM2001-2500	34	29.8
RM2501-3000	20	17.5
RM3001 and above	15	13.2
Total	114	100.0

4.3 Mean and Standard Deviation

Table 4.8 explains the mean score and standard deviation for each item. The result shows that the mean for dependent variable explains of impress figure (M=3.6, SD=.50). The mean for training and development is ranked the topmost (M=3.8, SD=.56), followed by compensation and benefit (M=3.6, SD=.52). The third ranked is appraisal and rewards system (M=3.5, SD=.59) and the lowest ranked is recruitment and selection (M=3.4, SD=.53). In conclusion the mean value above 3 consider satisfactory.

Table 4.8
Descriptive Statistic

	Mean	Std. Deviation	N
Job Satisfaction	3.6652	.50245	114
Recruitment and Selection	3.4547	.53825	114
Training and Development	3.8918	.56747	114
Appraisal and Rewards System	3.5906	.59171	114
Compensation and Benefit	3.6199	.52119	114

Note: M = Mean, SD = Standard Deviation

4.4 Reliability Test

Cronbach's Alpha is to show the internal consistency of the questionnaires as shown in Table 4.9.

Table 4.9
Cronbach's Alpha Result

	Cronbach's Alpha	N of Items
Job Satisfaction	0.86	6
Recruitment and Selection	0.85	6
Training and Development	0.91	6
Performance Appraisal and Rewards System	0.88	6
Compensation and Benefit	0.77	6

In this study, independent variables and dependent variable alpha are high. The alpha value of job satisfaction is 0.86. Amongst four variable, training and development are the highest 0.91 alphas.

The second highest is performance appraisal and rewards system is 0.88. Recruitment and selection alpha value is 0.85 and compensation and benefits is 0.77, which is the lowest variable among the variables. In general all variables have strong value and respondent's understanding towards the questionnaires given is good.

4.5 Pearson Correlation Result

Table 4.10 shows that all the variables have a positive relationship towards job satisfaction, the p value are 0.00, significant at < 0.01 level).

Table 4.10:
Correlations

		Job Satis	R & S	T & D	A & R	C & B	HRP
Job Satis	Pearson Correlation	1	.616**	.552**	.637**	.483**	.797**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	114	114	114	114	114	114
R & S	Pearson Correlation	.616**	1	.552**	.599**	.503**	.798**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	114	114	114	114	114	114
T & D	Pearson Correlation	.552**	.552**	1	.680**	.568**	.826**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	114	114	114	114	114	114
A & R	Pearson Correlation	.637**	.599**	.680**	1	.651**	.880**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	114	114	114	114	114	114
C & B	Pearson Correlation	.483**	.503**	.568**	.651**	1	.782**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	114	114	114	114	114	114
HRP	Pearson Correlation	.797**	.798**	.826**	.880**	.782**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	114	114	114	114	114	114

Notes: **Correlation is significant at the 0.01 level (2-tailed);js=Job Satisfaction; rs=Recruitment and Selection; td=Training and Development; ar=(Appraisal and Rewards System); cb=Compensation and Benefits;

The strongest relationship is performance appraisal and rewards which is $r = .64$, $p < 0.01$. Positive relationship between DV and IV shows that if an improvement on appraisal performance and rewards increased, job satisfaction will also high. In conclusion all variables are positively correlated each other

4.5.1 Hypothesis 1: There is a significant relationship between recruitment and selection towards job satisfaction.

Table 4.10.1
Correlation between recruitment and selection and job satisfaction.

		Job Satisfaction
Recruitment and Selection	r Sig. (2-tailed)	.616* .000

Table 4.10.1 shows the positive relationship between job satisfactions with recruitment and selection r value is .62 and p value is significant at 0.00 level (0.62 or 62%, $p = 0.00 < 0.01$) is falling under strong relationship. The result is supported by Farnham and Pimlot (1995) who was founded that good morale of an employee and turnover reduced because of effective recruitment and selection. In conclusion employee job satisfaction will achieve if there are improvement in recruitment and selection process of human capital division.

Hypothesis 1 is accepted.

4.5.2 Hypothesis 2: There is a significant relationship between training and development towards job satisfaction.

Table 4.10.2:
Correlation between training and development and job satisfaction.

		Job Satisfaction
Training and Development	r Sig. (2-tailed)	.552* .000

Table 4.10.2 indicates that training and development r value is .55 (or 55%, $p = 0.00 < 0.01$). The result shows that weak positive relationship between variables, but significance influencing job satisfaction. Meaning that if an

employer gives more training and development, the employee should be more satisfy. The result is support by Katou (2007) who found that organizational performance and recruitment and selection were positively related in manufacturing in Greek.

Hypothesis 2 is accepted.

4.5.3 Hypothesis 3: There is a significant relationship between performance appraisal and rewards system towards job satisfaction.

Table 4.10.3
Correlation between performance appraisal and rewards system and job satisfaction.

		Job Satisfaction
Performance Appraisal and Reward System	r Sig. (2-tailed)	.637** .000

Table 4.10.3 shows the strongest positive relationship of performance appraisal and reward system with job satisfaction, r value is .64 (or 64%, $p= 0.00 < 0.01$). In conclusion, if the organization improves performance appraisal and rewards system, it could increase the satisfaction level amongst employees'. The hypothesis is supported by Dulebohn and Ferris (1999) suggested management do much on performance appraisal performance research is a key of the element of human resources management. Organization need to utilize the performance appraisals if they wanted the employees to perform well.

Hypothesis 3 is accepted.

4.5.4 Hypothesis 4: There is a significant relationship between compensation and benefits towards job satisfaction.

Table 4. 10.4

Correlation between compensation and benefits and job satisfaction.

		Job Satisfaction
Compensation and Benefits	r Sig. (2-tailed)	.483** .000

Table 4.10.4 shows that compensation and benefits r value is 48.3, ($p = 0.00 < 0.01$). It is an indication that weak relationship with other variables and positively related to job satisfaction. The hypothesis is supported by William et al. (2007) which is found that the employee will remain loyal because he or she is satisfied with how human resources operates wisely and work on compensation and benefits policies.

The hypothesis is also support by Dulebohn and Werling (2007) found that compensation policy and practices are related to the successes of human resources activities. The success in achieving human resource's goal is related with compensation which is directly to recruiting human capital. Furthermore, workers are motivated by compensation offered and willing to loyal to the organization.

Hypothesis 4 is accepted.

4.5.5 Hypothesis 5: Human resources practices have a significant relationship with job satisfaction.

Table 4.10.5
Correlation between human resources practices and job satisfaction

		Job Satisfaction
Human Resources Practices	r	.797**
	Sig. (2-tailed)	.000

Based on table 10.4.5, human resources practices have a significance relationship towards employee job satisfaction. R value.797 indicates that human resources practices have a significance relationship towards job satisfaction ($p=0.00, < 0.01$). The hypothesis was supported by many researchers. Zulfqar et.al (2011) found that human resources practices have a positive and significant relationship to employee performance in banking sector in Pakistan.

Hypothesis 5 is rejected.

4.5.6 Hypothesis 6: Human resources practices have influence on job satisfaction

Table 4.10.6 shows the R^2 value is 0.501 which means that the independent variable only explain 50.1% of the variation in the dependent variable.

Table 4.10.6
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig
1	.708	.501	.482	.36151	27.321	.000 ^a

The remaining 49.9% were contributed by other factors which is not included in the study. The regression analysis on all four dimensions of human resources practices were significant at $p < 0.01$, at $F=27.321$. However, it was found that only two dimensions were significant which have $p\text{-value} < 0.01$, namely recruitment and selection and appraisal performance appraisal and rewards system.

As a conclusion, at least 2 dimension of HRP, recruitment and selection and appraisal performance and rewards system have an impact on job satisfaction. Farahbod and Arzi (2014) found that HRM practices influence and have a positive relationship towards employees' satisfaction in Malaysian hotel.

Hence, hypothesis 6 is rejected.

4.6 Multiple Regression Analysis

Multiple regression analysis was used to test all variables in the study. Multiple regressions is to tell how much the variance in the dependent variable can be explained by the dependent variable.

Table 4.11
Multiple Regression Statistics

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.046	.278		3.762	.000
rs	.310	.082	.333	3.776	.000
td	.111	.086	.126	1.296	.198
ar	.285	.091	.336	3.136	.002
cb	.025	.089	.026	.282	.778

a. Dependent Variable: js (job satisfaction); rs (recruitment and selection); td (training and development); pr (performance appraisal and reward system); cb (compensation and benefit).

Base on table 4.11, the result were explained that all the HR practices show recruitment and selection is the highest (β . 310, $t= 3.77$, $p < 0.01$). The meaning of the result shows that recruitment and selection makes the strongest contribution and most significant to explain the job satisfaction amongst Station Operation's staff in Rapid Rail Sendirian Berhad. The second highest beta value is performance appraisal and rewards system (β . 285, $t= 1.29$, $p < 0.01$) and it is significant influenced towards job satisfaction.

The third variables is training and development with (β .111, $t= 3.13$, $p > 0.01$) and not significant influenced on job satisfaction. Compensation and benefits is the fourth (β .025, $t= .282$, $p > 0.01$) and are not significant influence with job satisfaction.

We may conclude by saying that recruitment and selection and performance appraisal performance and rewards system have impact on job satisfaction. Farahbod and Arzi (2014) found that HRM practices influence and have a positive relationship towards employees' satisfaction in Malaysian hotel.

4.7 Hypothesis Summary

Based on table 4.12, H1, H2, H3, H4, H5 and H6 are accepted. All variables are positively related towards job satisfaction. Based on Pearson's Correlation result, the strongest relationship with job satisfaction (r value = .637) are performance appraisal and rewards system and follow by recruitment and selection (r value = .616).

Relationship between training and development (r value = .552), compensation and benefits (r = .483) even though shows weak value relationship towards job satisfaction, there are still positively related towards job satisfaction.

Based on the Pearson's Correlation analysis H1, H2, H3, H4, H5 and H6 are accepted, while based on the multiple regression only recruitment and selection ($t = 3.77$, $sig = .000$) and appraisal and rewards system ($t = 3.13$, $sig = .002$) have influence on job satisfaction. However, training and development and compensation and benefits have no influence on job satisfaction

Table 4.12:
Hypotheses Summary

NO	HYPOTHESIS	RESULT
H1	There is a significance relationship between recruitment and selection towards job satisfaction	Accepted
H2	There is a significant relationship between training and development and job satisfaction.	Accepted
H3	There is a significant relationship between performance appraisal and rewards system	Accepted
H4	There is a significant relationship between compensation and benefits to job satisfaction	Accepted
H5	Human Resources Practices have no significant relationship with job satisfaction	Accepted
H6	Human Resources Practices have no influence on job satisfaction	Accepted

Base on Table 4.12 model summary, shows that human resources practices has 50.1% contribution factors in job satisfaction. R value.797 indicates that human resources practices have a significance relationship towards job satisfaction ($p=0.00, < 0.01$).

4.8 Summary

Base on the findings, hypotheses 1 until 4 are accepted using Pearson Correlation analysis. Based on multiple regression analysis, 50.1% factors influenced employee job satisfactions are explained in the study and 49.9% other factors are not included by the researcher. The following chapter will discuss further on the findings and propose recommendation on the subject matter.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter is aimed to discuss the result of the data analysis as described in the previous chapter. It will discuss regarding the main findings such as the hypothesis of the study, theoretical and practical implication of the study. The chapter also gives the recommendations to the organization and for future research and the conclusions of the study.

5.2 Finding on Data Analysis

The main aim of the study is to investigate the factors are contributing the employees' job satisfaction from human resource practices dimensions. Station Operations Kelana Jaya Line was selected as a scope of the study. Out of 150 questionnaires distributed only 114 were answered by the respondent.

5.2.1 Finding on Reliability Test

The Cronbach's Alpha was used to verify the reliability of questionnaires using 33 samples of respondents. All variables have values above 0.77 alpha and it is meant that the questionnaire are reliable to the study.

5.2.2 Finding on Pearson Correlation

Pearson Correlation analyses were used to test the relationship between variables. Data analysis shows that the positive relationship between variables towards job satisfaction and p value is less than 0.01. It is indicating that all variables have significant relationship each other.

5.2.3 Finding on Multiple Regression Analysis

Analysis of multiple regression shows that the variance in the dependent variable that is explained by the independent variables of the regression model is 50.1%. There is another 49.9% unexplained variable that could influence employee job satisfaction. Factors such as leadership, job design and job involvement are not covered in the study.

5.3 Finding on Hypotheses.

The purpose of the study is to determine which human resources practices that could influence employee job satisfaction as dependent variables. Four independent variables, namely recruitment and selection, training and development, performance appraisal and reward system and compensation and benefits were chosen as human resources practices.

All variables have positive relationship and significance based on Pearson Correlation analysis. Compensation and benefits value is $r=0.48$, $p < 0.01$, shows the weak relationship among variables, but p value (.000) is significant.

Recruitment and selection (r value.62) is the strongest variables amongst four variables It indicates that employees are concerned in the selection of the people in the organization. Besides that, performance appraisal and reward system are significantly related to employee job satisfaction. In order to build an effective human resource management, the best method to well manage an organization is to connect the requirements, expertise and the person with the requirements of the role and regulation of the group to achieve the objectives and goals of the organization. This is because every member of the organization has a variety of characteristic, limitations and potential.

5.3.1 Discussion on hypothesis 1.

H1: There is a significant relationship between recruitment and selection towards job satisfaction.

Based on the study, recruitment and selection are the second highest factors that related to job satisfaction in Station Operations. In the structure interview question regarding opportunities, employees are concerned about internal and external recruitment.

The management selection is the area that could impact satisfaction. There is an indication that internal employees are not given more opportunities to fill up the vacancies in the organization. Another issue is fairness in the selection process. The fairness in the selection process is supported by Weinstein (2012) who stressed those individual rating biases, stereotyping and errors of the recruiters

have an impact on the final decision. Weinstein also emphasizes on ability and competency based selection programs are more reliable and more valid predictors of performance than programs that are traditionally used. A poor recruitment and selection process will increase probability of getting poor employees and this could be impacted in term on financial and non-financial. Furthermore, recruitment and selection are the second highest influence factors towards job satisfaction in Pearson Correlation analysis, $r = .616$. The management could look into the process of recruitment and hiring process.

5.3.2 Discussion on hypothesis 2.

H2: There is a significant relationship between training and development towards job satisfaction.

Table 4.10 of training and development shows r value is $.552$ in Pearson Correlation analysis. The positive relationship this variable with job satisfaction indicates that employee satisfaction will increase if there are additional initiatives programs in training and development. Why is the employee development important? It is vital important because development is a management's effort to improve quality of works. Dessler (2003) also sums up how training and development influences corporate performance by arguing that developing human capital through continuing training may increase the productive output from each employee either through improvement in skill level or through improvement in morale and job satisfaction.

Training and development even though is accepted and related to the other variables, but the significance is low in the study. However, Rahman (2014) found that employees should be able to concentrate on their career development if the training program given is effective. The study also found that training and development and job satisfaction are the most important parts of organizational effectiveness. Training is not a cost, but it is the most sustainable investment of the organization. It also will improve levels of motivation of the employee leading to superior customer satisfaction and quality product and services (Karim et al 2012).

5.3.3 Discussion on hypothesis 3

H3: There is a significant relationship between performances appraisal and rewards system towards job satisfaction.

Performance appraisal and reward system is first ranking variables that significance to employees as indicates through multiple regression analysis which is r value.637. The study shows that the employees are much emphasized on appraisal performance and rewards system. Appraisal satisfaction is employee satisfaction with and is considered the most consequential among all variable feedback (Giles and Mossholder 1990; Keeping and Levy 2000; Levy and Williams 2004). Ali and Ahmad (2009) confirmed there is a statistically significant relationship between reward and recognition respectively also motivation and satisfaction. Furthermore, dissatisfaction can make a difference. Employees unhappy with the appraisal process were less satisfied with their

firms, less satisfied with their pay, less committed and there is possibility to resign (Ducharme et al, 1995).

5.3.4 Discussion on hypothesis 4

H4: There is a significant relationship between compensation and benefits towards job satisfaction.

The study shows r value (.483) of compensation and benefit is positively related to employees' satisfaction. Even though it is weak relation to job satisfaction, the employer should responsible to any issues related to employees' welfare. The management improvement in this aspect could reduce dissatisfaction among employee. Many dimensions of compensation could be offered to employees. For example, the management could introduce benefits such as higher health insurance benefits and funding of education.

According to the Society for Human Resources Management (SHRM, 2013) report, job dissatisfaction could contribute problems to organization and has been associated with increased levels of turnover and absenteeism, which could cost the organization in terms of low performance and productivity (SHRM, 2009). Thus, organizations must ensure that the compensation and benefits system is fair and equitable to all staffs and they understand the system. Based on the study, if the management will be able to increase both compensation and benefits, it could create a real job satisfaction and motivate their employees.

5.3.5 Discussion on hypothesis 5

H5: Human Resources Practices have a significant relationship with job satisfaction.

Based on Pearson's Correlation analysis, R value.797, $p < 0.01$, human resources practices has a significant relationship to employee job satisfaction. Khan et al., (2012) in their study on university teacher in Pakistan found that the positive relationship between all HR practices and job satisfaction. Many studies were done to investigate the relationship between employee satisfactions. Majumder (2012) studied the various dimensions of HRM practices and job satisfaction in different private banks. The study shows that the HRM practices are significant to employees' satisfaction.

5.3.6 Discussion on hypothesis 6

Hypothesis 6: Human Resources Practices have an influence on job satisfaction.

Steijn (2004) on the study of Dutch employees found that HR practices had a positive effect on job satisfaction. Hock (2011) has carried out a study to examine the impact of HR practices on foreign workers' job satisfaction in PETRONAS group in Malaysia. The study found that only compensation has an impact on foreign workers' job satisfaction.

5.4 Theoretical and Practical Implication

Customer service assistant performance is very important in many organizations. The study indicates area improvement need to be done by the management as the respondents were represented the department that directly deal with customers. Both employee and employer have a responsibility as emphasized by Tan and Torrington (2004). HRM involve findings of two needs – what people want from their work and what organization wants from its employees’, and then try to match these two set of needs.

The result in the study could be used as an indication and guidance for Rapid Rail’s management. Hiring the right people in the organization could minimize conflict between employee and employer. As a manager or any representation of the employer, he or she must responsible any issues of selection or staff promotion. Employee selection closely related to recruitment because both involve the process placing individuals in the organization. New techniques of selection, but still based on job analysis could benefit the organization. For example, internet screening technologies are used to get more information about candidates. Selection the right people at right place are equally important in the study. The selection process by HCD has to satisfy employees and the potential candidates must give a fair chance on promotional issues. Employee selection is influenced by the recruitment strategies used by the organization. In conclusion good recruitment strategy could be able to attract as many best candidates to apply for the position and selection of employees can be done

more effectively. Internal recruitment is an issue highlighted during the survey. An employee need fair chances to fill up internal vacancies need to look carefully.

Training and development model in rail organization must have specialized in both all areas such as technical, management and soft skills. Current model may analyze to enhance staff's competencies as the companies are searching projects abroad. It is important part that human resources could improve in term of the module.

Fairness is amongst the issues raised in performance appraisal and rewards system process. The rating given by their superior or supervisor is an important part as it could influence salary increment and bonus. Fairness in performance appraisal can enhance job satisfaction even though it is difficult to evaluate employee performance fairly. Any issue on performance appraisal and rewards system could impact on organization financially and the management could act accordingly to make win- win situation between employer and employees. Appraisals have significance important to the staff's promotion. Employers are interested in the administrative user of performance appraisals as well, such as decisions about promotions, terminations, layoffs and transfer assignment.

Promotions and demotions based on performance must be documented through performance appraisals otherwise it can cause interruption between internal union and employer. The Prasarana's Human Capital Division may also look into compensation and benefits issues as respondents indicate that there are

relationships between independent variables towards employee job satisfaction. Positive relationship (alpha value. 483) between compensation and benefits towards job satisfaction indicates that the employer could investigate further on the pay structure. The employer has more emphasize on database of employees. From the database they could get much information and start doing the survey to all levels of employee.

Development of Human Resources Information System (HRIS) is important as information technology can help employer works efficiently. R value.797 of HR practices indicates that employee are hoping that something that could be done for improvement by the Human Capital Division.

As indicated through 2014 data complaints in the problem statement, Station Operation Kelana Jaya Line is the highest compared to other line in Rapid Rail Sendirian Berhad. The highest complainer for the Kelana Jaya line is 308, 32 more than Ampang Line and 94 for Monorail Line. The improvement in HR practices could enhance employees' job satisfaction. The study on job description differentiation at Kelana Jaya Line compares with the other lines could be the answer.

5.5 Recommendations for Future Research

Job satisfaction has many dimensions and scope of research. There are many factors could influence job satisfaction amongst employee such as motivation, intention to leave, absenteeism and supervisor roles and leadership style in the

organization. The study is only focusing on the direct relationship between dependent variable and independent variables. It could be other mediating factors that related to job satisfaction in Rapid Rail. Additionally the wider the scope of the study is better for organization improvement.

The human capital division has to emphasize on hypotheses and pay their attention on the findings. Performance appraisal and rewards system are the most influential factor to the customer service assistant satisfaction. Internal recruitment is an issues highlight during the survey. An employee need fair chances to fill up internal vacancies need to look carefully.

Another Guest Model of HRM such as job design, involvement, status and security could be other factors that could influence employees' job satisfaction for the future research.

5.6 Conclusion

After viewing all the factors influencing job satisfaction in Station Operations, the researcher found that all variables are important. Human capital has to closely keep their attention on the hypotheses developed. Employer and employee have their own responsibilities and shall work together as human are the one of the most important factors in providing flexibility and adaptive methods in determining how to respond towards the competitive environment (Schuler & Jackson, 1987: Schuler & Mac Millan, 1984: Wright & Snell, 1991).

Study of job satisfaction will benefit Prasarana in the long term as employees' satisfaction can increase work performance. A happy employee could be the best employee. Furthermore, employees are the main assets of the organization and human capital should create the happy environment at workplace. Job satisfaction could increase with a combination of physical-social and psychosocial factors (Marwan, 2012). At the beginning of 20th, job rotation and job enlargement were applied as job design methods that increase motivation and job satisfaction. However, the practical application has indicated that the methods fail to meet goals of increasing satisfaction (Parker & Wall, 2011).

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