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**THE RELATIONSHIP BETWEEN JOB SATISFACTION AND JOB PERFORMANCE
AMONG EMPLOYEES IN BEVERAGE INDUSTRIES IN NEGERI SEMBILAN.**

SELVA GANAPATHY A/L ARNACHALAM



MASTER OF HUMAN RESOURCE MANAGEMENT

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By

SELVA GANAPATHY A/L ARNACHALAM



**Dissertation Submitted to Othman Yeop Abdullah Graduate School of Business, Universiti
Utara Malaysia (UUM), in Partial Fulfilment of the Requirement for the Master of Human
Resource Management**

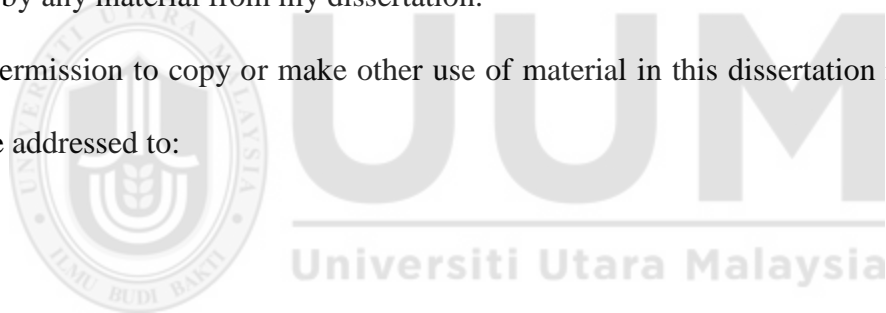
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**Dean of the Centre for Graduate Studies
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This study was conducted in order to find any relationship between job satisfaction and job performance among employees in beverages industries in Negeri Sembilan. The job satisfaction dimensions that were surveyed in this study are promotion, salary, performance appraisal system and training and developmental programme. Vitaton (M) Sdn.Bhd, Bioton Corporation Sdn.Bhd, Vitatrade (M) Sdn.Bhd and Vita-Cool (M) Sdn.Bhd's employees were the respondent of this study. The respondents were obtained from the human resource department of the said organisations. A total of 253 questionnaires were distributed to obtain the primary data used for this study. Both descriptive and inferential statistics were employed by researcher to find results. The results show that, training and developmental programme have very high influence on employee's job performance and followed by performance appraisal system, salary and promotion. The R square value in model summary, researcher find that, job satisfaction dimension only influence 66.40% towards employee's performance while remaining 33.60% were influence by other factors which is not discussed in this study. Recommendations for future study are to focus on other factors that might influence on employee's job performance.

Keywords: Job Satisfaction's dimensions (promotion, salary, performance appraisal system and training and developmental programme), Job Performance.



Tujuan utama kajian ini dijalankan untuk mengkaji kesan kepuasan kerja terhadap prestasi perkerjaan kepada pekerja di industri pembuatan yang berasaskan minuman di Negeri Sembilan. Dimensi kepuasan kerja yang dikaji dalam kajian ini adalah kenaikan pangkat, gaji, sistem penilaian prestasi dan program-program latihan dan pembangunan pekerjaan. Pekerja-pekerja dari Vitaton (M) Sdn.Bhd, Bioton Corporation Sdn.Bhd, Vitatrade (M) Sdn.Bhd dan Vita-Cool (M) Sdn.Bhd adalah responden bagi kajian ini. Responden kajian ini diperolehi daripada jabatan sumber manusia dari setiap organisasi tersebut. Sebanyak 253 soal selidik telah diedarkan bagi mendapatkan data primer untuk digunakan dalam kajian ini. Analisis *descriptive* dan analisis *inferential* telah digunakan oleh penyelidik dalam mendapatkan dapatan kajian. Dapatan kajian mendapati, program-program latihan dan pembangunan memberi kesan yang mendalam terhadap peningkatan prestasi pekerjaan pekerja dan kemudian diikuti dengan sistem penilaian prestasi, gaji dan kenaikan pangkat. Keputusan *R square* dalam statistik regresi mendapati hanya 66.40% sahaja dimensi kepuasan kerja menyumbang kepada tahap prestasi kerja pekerja, manakala baki 33.60% adalah disebabkan oleh dimensi lain yang tidak diselidiki dalam kajian ini. Penyelidik juga mencadangkan supaya kajian masa hadapan memberi tumpuan kepada dimensi-dimensi lain yang mempengaruhi prestasi kerja.

Kata Kunci: Dimensi kepuasan kerja (kenaikan pangkat, gaji, sistem penilainan prestasi dan program-program latihan dan pembangunan, prestasi kerja).



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LIST OF ABBREVIATION

HR	Human Resource
OCB	Organisation Citizenship Behaviour



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CHAPTER 1

INTRODUCTION

1.1 Introduction

A satisfied employee can be vital source for an organisation's competitive advantage. At this period of time, most managers find it difficulties to misplace the issue due to expectation for

satisfied working environment is rapidly increasing. For this reason, every employer has a moral responsibility by providing satisfying working atmosphere to their employees in order to gaining an organisational's competitive advantage.

1.2 Background of the Study

The study on job satisfaction was started by Locke in the year 1976. Locke, E.A. (1976) in 'The Nature and Causes of Job Satisfaction' defines job satisfaction as a pleasurable feeling from the employees which derived from the way of appraisal process conducting on their delegated job.

Determining the level of job satisfaction is not a new way in managing employees, because it is a tool in retaining the level of employees' performance. In order to retain employees' level of performance, it is employer responsibility to create the sources for it and the employees also need to drastically move forward to grab what job satisfaction sources has offered. There were many considerable factors that create and influenced job satisfaction among employees.

Spector (1997) in 'Job Satisfaction: Application, assessment, causes and consequences', listed down 13 dimension towards achieving the level of job satisfaction among employees which is appreciation, communication, co-workers, fringe benefits, job conditions, nature of the work, organization, personal growth, policies and procedures, promotion opportunities, recognition, security, and supervision.

Noe Hollenbeck, Genhart and Wright (2012) in 'Human Resource Management: Gaining a competitive advantage', summarised Spector's list and highlighted four main job satisfaction dimensions which more contributing towards employees' performance. There is promotion, salary, performance appraisal system and training and developmental programme. Researcher hereby believes that, the above dimensions would have a moral relationship between employees'

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