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**THE RELATIONSHIP AND EFFECT OF CAREER DEVELOPMENT,
TEAMWORK, ENVIRONMENTAL CONDITION AND PARTICIPATIVE
OF LEADERSHIP STYLE ON JOB SATISFACTION AMONG EMPLOYEES
OF CAR MANUFACTURING FIRMS IN SELANGOR**

By



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A Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
In Fulfillment of the Requirement for the Master of Science (Management)



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ABSTRACT

Car manufacturing firm in Malaysia is expected to be a challenging and intense firm in order to face the country economic instability which is constantly changing year by year. Thus, car manufacturing firms should ensure the efficiency and effectiveness in their operation in order to produce the quality output. Moreover, the organizations in this sector need to get the maximum satisfaction of employees to avoid a negative impact on the organization. Because of this reason, the organizations have to understand the factors that affect the level of job satisfaction of their employees. Therefore, the purpose of this study is to examine the relationship and effect of career development, teamwork, environmental condition, and participative of leadership style among employees in car manufacturing firms in Selangor. The questionnaire was used to conduct this study. Both Proton or Perusahaan Otomobil Nasional Bhd and Perodua Manufacturing Sdn Bhd were selected as the sample for this study. Based on the population of 10,000 employees, therefore a sample size of 370 respondents is identified for data collection. 200 set of questionnaire was distributed to Proton Perusahaan Otomobil Nasional Bhd and another 200 set of questionnaire was distributed to Perodua Manufacturing Sdn Bhd. However, only 386 sets of questionnaire were returned. The simple random sampling technique was used to conduct a survey to the respondent. Based on Pearson Correlation results, there is a relationship between each independent variables and job satisfaction among employees of car manufacturing firms in Selangor. Meanwhile, according to multiple regression results, overall independent variables do have an effect on job satisfaction and also revealed that teamwork contributes the most effect on job satisfaction. Last but not least, this study is hoped to provide useful insight through the managerial and academic implication as a reference for future research, especially in car manufacturing sector. Malaysia

Keywords: Job Satisfaction, Career Development, Teamwork, Environmental Condition, and Participative of Leadership Style

ABSTRAK

Firma pembuatan kereta di Malaysia dijangka menjadi firma yang mencabar dan sengit akibat menghadapi ketidakstabilan ekonomi negara yang sentiasa berubah dari tahun ke tahun. Oleh itu, organisasi dalam firma pembuatan kereta perlu memastikan kecekapan dan keberkesanan di dalam operasi untuk menghasilkan output yang berkualiti. Selain itu, organisasi-organisasi dalam sektor ini perlu mendapat kepuasan bekerja yang maksimum dari pekerja untuk mengelakkan kesan yang negatif kepada organisasi. Oleh kerana ini, organisasi perlu memahami faktor-faktor yang mempengaruhi tahap kepuasan bekerja oleh pekerja mereka. Oleh itu, tujuan kajian ini adalah untuk mengkaji hubungan dan kesan pembangunan kerjaya, kerja berpasukan, keadaan alam sekitar, dan penyertaan gaya kepimpinan di kalangan pekerja dalam firma-firma pembuatan kereta di Selangor. Soal selidik telah digunakan untuk menjalankan kajian ini. Kedua-dua Proton atau Perusahaan Otomobil Nasional Bhd dan Perodua Manufacturing Sdn Bhd dipilih sebagai sampel bagi tujuan kajian ini. Berdasarkan penduduk 10.000 pekerja, oleh itu saiz sampel 370 responden dikenal pasti untuk pengumpulan data. 200 set soal selidik telah diedarkan kepada Proton Perusahaan Otomobil Nasional Bhd dan 200 set lagi soal selidik telah diedarkan kepada Perodua Manufacturing Sdn Bhd. Walau bagaimanapun, hanya 386 set soal selidik telah dikembalikan. Teknik persampelan rawak mudah telah digunakan untuk menjalankan kajian kepada responden. Berdasarkan keputusan Korelasi Pearson, terdapat hubungan antara setiap pembolehubah bebas dan kepuasan bekerja di kalangan pekerja firma-firma pembuatan kereta di Selangor. Sementara itu, menurut keputusan regresi berganda, keseluruhan pembolehubah bebas mempunyai kesan ke atas kepuasan bekerja dan juga menyatakan bahawa kerja berpasukan menyumbang kesan yang paling tinggi ke atas kepuasan bekerja. Akhir sekali, kajian ini diharap dapat memberi gambaran yang berguna melalui implikasi pengurusan dan akademik sebagai rujukan untuk kajian akan datang, terutamanya dalam sektor pembuatan kereta.

Kata kunci: Kepuasan Bekerja, Pembangunan Kerjaya, Kerja Berpasukan, Keadaan Alam Sekitar, dan Penyertaan Gaya Kepimpinan

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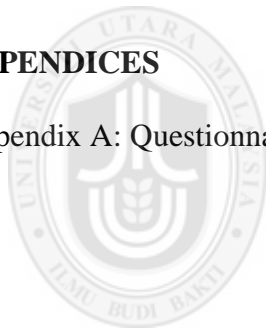
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LIST OF ABBREVIATIONS

| | |
|--------|--|
| et al. | and others |
| DOSM | Department of Statistics Malaysia |
| MIDA | Malaysian Industrial Development Authority |
| WERS | Workplace Employment Relations Survey |
| EFILWC | European Foundation for the Improvement of Living and Working Conditions |
| EWCO | European Working Condition Observatory |
| UK | United Kingdom |
| OSHA | Occupational Safety and Health Administration |
| SPSS | Statistical for Package Social Science |
| UUM | University Utara Malaysia |

CHAPTER ONE

INTRODUCTION

1.0 BACKGROUND OF THE STUDY

The purpose of this study is to examine the relationship and effect of career development, teamwork, environmental condition, and participative of leadership style on job satisfaction among employees of car manufacturing firms in Selangor. According to Nausheen and Lin Xiao (2012), job satisfaction is actually a pleasurable feeling and also can be defined as positive emotional from the individual job experience. According to Swarnalatha and Sureshkrishna (2012), job satisfaction is a deep positive emotional towards one's job. Furthermore, an individual feels satisfied with their job when they are feeling happy and love their job.

The level of job satisfaction is influenced by factors such as pay and benefits, career development and promotional opportunities, work-life balance, autonomy in work and other factors. According to Reicher (2006), the qualification and fulfilling the demand for the jobs is the key to job satisfaction. Employee may do some comparison in their job whether they are satisfy or not based on their expectation towards the job.

Satisfaction among individual is subjective because it involves individual emotions (Spector, 2008). In an organization, the employee's dissatisfaction affects the employee to turnover and life satisfaction. While according to Wood, Wood and

Boyd (2007), job satisfaction is refers to work experience by the employee. Job satisfaction is important and the employee must understand their role to give better performance to the organization because this may also cause employee's dissatisfaction. Employee who is unclear about their role may lead to dissatisfaction on their job (Edmonson, 2006).

The quality of the product and services is important to the customer and therefore the organization especially the manufacturer, needs to ensure the employees can deliver the best service to the customer. The managerial level or the leaders in the organization needs to manage well their employee and they need to put more concern on the needs and welfare of employees. Besides, the organization should be able to manage their employees to maintain the quality of employees in the organization. This is to ensure the employee may achieve the high level of job satisfaction on their task. Based on the view of Newstrom (2007), the job satisfaction means the views and opinions of employees on their feelings about the current work that they carried out in the organization.

The employees who feel happy and excited to do their job are most likely to improve their performance in the organization. Furthermore, the organization may expand by having a good and quality performance for the employee. A continuous motivation in the organization can retain employee to stay in the organization and increase the job satisfaction. On the other hand, it can reduce the employee turnover and get the better understanding on the employee's turnover (Rowold, 2008; Dupre & Day, 2007). Job satisfaction may cause different feeling because of different on

leader's behaviour, the co-worker's relationship and also the workplace environment (Robbins, 2012).

Martins and Coetzee (2007) explain the job satisfaction among employee can reduce the turnover problem in the organization. The turnover phenomenon shows the low of employee satisfaction in the organization. A pay to the employee can contribute to job satisfaction, but according to Spector (2008), this factor is not contributing hundred percent to make employee satisfied with their job. However, research by Yang, Miao, Zhu, Sun and Wu (2008) state that a pay influence the job satisfaction among employee.

High job satisfaction in the organization needs to enhance by the organization to produce the quality of employee. Each organization is encouraged to ensure that the work produced by the employee is productive by effective and efficient employee. Therefore, the job satisfaction is important because it shows a tough behaviour from employee towards their job (Pool & Pool, 2007). Besides, in real life, the job satisfaction is important to individual life since it is linked with the quality working life of individual (Bang & Lee, 2006; Park, 2001; Kim, 1995; Argyle, 1989).

The scope of understanding on job satisfaction is wide and hard to define because it depends what the individual feel on it and it is based on individual experience, feeling, and opinion. Basically, different people or individual give different definition and how they feel about their level of satisfaction towards their job. In gender perspective, there is a different definition on the level of job

satisfaction between male and female gender. Even there is less study on gender with job satisfaction, but there was some study from the researcher about the relationship between gender and job satisfaction (Lee & Bae, 2008; Park, 2001). Besides gender, different in age also make the changes in job satisfaction (Kooij *et al.*, 2010).

The high level of job satisfaction can enhance the employee in the organization to be more productive to produce a quality work. In addition, the employee more concern with their job if they satisfied with their job (Al Hussami, 2008). The employee's satisfaction comes from many factors and the most important can influence the employee's satisfaction is the employee understand their role and responsibility in the organization. Furthermore, the most organizations until now has stressed on the employee job satisfaction (Gautam, Mandal & Dalal, 2006). The high level of job satisfaction also can avoid the employee to resign from the organization because there is likely fewer employees' satisfaction (Wright & Bonett, 2007).

The employee's attitude and behaviour can be observed from the assessment of their level of job satisfaction in the organization. According to the previous researcher the employee satisfaction will influence the behaviour of the employee (Herzberg, Mausner & Peterson; Capwell, Iaffaldano & Muchinsky, 2007). The job satisfaction helps both employee and organization to have a good relationship and thus both expectation and needs of employee need to be reached. Since the job satisfaction is important for organization benefit, the researchers proof that the organization was struggle to improve the strategy to improve the level of job satisfaction among employee in some sectors like hotel sector (Abd Patah, Radzi, Abdullah, Adzmy, Adli, & Derani, 2009), the non-profit sector (Ismail & Zakaria,

2009), the government sector (Yahaya, Arshad, & Ismail, 2009) and the automobile manufacturing sector (Santhapparaj, Srinivasan, & Koh, 2005).

Thus, job satisfaction is important as dissatisfaction among employees is an issue as it could have an adverse effect on the organization if there is a low of the level of satisfaction from the employee. The employee's turnover may occur from a lack of satisfaction by employees and this could be happen for the employee to leave the organization voluntarily. According to Zhao and Zhou (2008), a high rate of turnover among employees is a reason of low of employee's satisfaction and organization commitment from employee. In addition, based on Firth, David, Kathleen, and Claude (2007), they have concluded that job satisfaction and employee's turnover have been widely studied and they found that there are four cases that negatively affect job satisfaction. Besides that, another study has revealed the importance of job satisfaction because it does relate with the decision of the employee to leave the organization (Morris, Bloom & Kang, 2007).

The high number of employee's turnover may cause the organization needs to hire a new employee and needs to provide training as the preparation to be as skilled workers in the organization. However, according to the report by organization in the wood industry, the Wood Manufacturing Council (2012) in their research on worker intention has mentioned that the training new hires are costly and this investment give a long term benefit to them if the new employees can stay with long term period in the organization. In this research also, a survey was conducted by Manitoba Division of the Canadian Manufacturers and Exporters through telephone survey with 266 manufacturers for the various sector. Canadian Manufacturers and

Exporters (2008) has revealed that the amount of turnover respectively 30% and 23% for wood product manufacturer and window and door manufacturer.

Job satisfaction among employees for blue-collar give more impact to them because their job environment more exposed to an unhealthy environment at their workplace. Sometimes the organization unconsciously put a pressure to their employees and may cause the employee experience a stress to do their job. A satisfaction of employee can be decreased if there is a high level of stress to the employee. Stress can give a bad effect to the employee especially to the employee's performance. Therefore the organization needs to have a strategy how to ensure high job satisfaction among employee. According Azizi, *et.al* (2009), high job satisfaction among employee shows that there is lack of stress among them and this could avoid absenteeism and employee turnover problem in the organization.

In addition, stress influenced the individual mind and then can change individual behaviour that is beyond their expectations. Zafir *et al.*, (2009) in his research explained on stress and its big impact on the employees in which give negative effect to the emotional, physical, and attitude of employees because of dissatisfaction feeling. Job dissatisfaction is caused by bad environmental condition and lack of support from the leader is the reason of stress among blue-collar employee in manufacturing firm (Ingram & Pilla, 2007).

The employee's satisfaction directly affects the job performance. High satisfaction gives a good impact to employee's job performance. Meanwhile, Okpara (2006) defined job satisfaction more to the general attitude toward the object. This

means the individual feel that he is getting what he want when he satisfied with his job. An employee with a high level of job satisfaction holds positive feelings about his or her job, whereas dissatisfied holds negative feeling. Therefore, in this study refers the general aspects of employee's satisfaction factors like career development, teamwork, environmental condition, and participative of leadership style.

According to Llobet and Fito (2013), there is a connection between positive emotions and the employment. There is also some satisfaction where there is compatible with the nature of the job and also the qualification. All the factors that influence the job satisfaction at Proton Perusahaan Otomobil Nasional Bhd and Perodua Manufacturing Sdn Bhd are depended on the employee's judgement to evaluate all the key factors itself. Hence, this study really assists the organization to improve the attitude of the employee in order to encourage them to work harder with the positive feeling and emotion during performing their job. Besides, the organization also can solve the dilemma in the organization and achieve the organization goals by increasing the employee satisfaction.

An employee in the organization is important because they are one of the main assets of the organization. The successful of the organization was determines by the work hard of employees. Each organization needs to concern with the employee's career development as it helps to make employees more skill to manage their job. Career development program such as training, seminar, and workshop also will help employees to gain and improve their skill. Based on Ko (2012), career development also can be discussed as a professional knowledge that will provide to the employees. This type of factor can encourage employees to be more innovative

and to improve their performance as well. When the organization provides more program under employees career development it able to enhance the competition among employees and as a result can make the human resource management to practice their responsibility to always more effective in handling employees. Besides, the purpose to provide career development for the employee is to avoid stress among them. The career development is important as the opportunity for employees to improve and broad their knowledge in the organization.

Work in the team can help any job done easier, faster and better understanding. Any work carried out with cooperation with individuals, can produce results that are more secure and help the organization more efficient in their operation. The manufacturing firm generally requires a commitment from the employee in performing their duties. This is to ensure the organization can have an efficient operation to meet their target in sales and profit. A fact from Jones *et. al*, Richard, Paul, Sloane and Peter (2007), the organization can be more efficient and also help the employees to improve their skill if their employees work in a team. The business world is highly competitive and increasingly high-tech from year by year. So teamwork is very important in the organization to conduct the daily operation more successful.

In manufacturing, the employees need comfortable surroundings to ensure they can do their job well. A bad environment condition may cause many problems in terms of health issues and a bad feeling towards job. Based on Siti Zawiah and Zahari (2006), environmental factors refer to the air temperature, humidity, noise, and light. This is normally happening for any discomfort factors and feeling at the

workstation and besides that there are some specific people in different departments need to involve with people at workstation to observe the operation. A comfort workplace may help to reduce stress among employees, secure health and safety of employees and maximize the efficiency of organization's operation.

Leadership in the organization plays the important role in guiding employees to have the high level of job satisfaction. A good leader can influence subordinates to work hard and more discipline towards their job to achieve their goal. Leadership style can be both transformational and transactional and this factor tends to influence the job satisfaction among employee. According to Northouse (2010) explaining the leadership is a key to influence their subordinate to achieve organization goal. This also support from researcher Chen and Chen (2008), from previous studies has revealed that there are many types of leadership style. Leadership style for both transformational and transactional are most common and this factor tends to influence the job satisfaction among employee. Therefore, the aim of this study is to examine the relationship and effect of career development, teamwork, environmental condition and participative of leadership style on job satisfaction among employees of car manufacturing firms in Selangor.

Car maker company in our country is one of the contributors of country's income. That was the reason why this firm was selected in this study. Selangor is one of the states in Malaysia that emerge as one of the fastest state growing in Malaysia in the manufacturing firm. Normally, this firm requires a high number of employees and a good management and supervision since it involves the variety of task and high commitment from both employees and organization.

Employees play the important role in determining the successful of the organization. Most of the organization concern on their efficiency's of the organization operation. The organization needs to concern how employees carry the responsibility for the organization to ensure the job satisfaction among employees can help to achieve the maximize target in the organization's performance and the better achievement. Thus, job satisfaction may determine a better job performance among employees. In the manufacturing firm, all employees need to show the best effort and maximize their performance as they can help the organization to be more successful and productive. According to Dessler (2010), the organization able to achieve their target and business strategies if they meet high performance from the employees as a whole.

Proton Holdings Berhad, a Malaysian automobile manufacturer and the manufacturing located at Shah Alam is one of the headquarter of Proton and the Malaysia's largest manufacturer of the automobile other than additional manufacturing plant in Tanjung Malim, Perak. This branch at Shah Alam presents 65 percent of the domestic market. Proton or Perusahaan Otomobil Nasional Bhd was launched in May 1983, the plant used largely manual labour production techniques, produced about 80,000 vehicles per year. In addition, Perodua Manufacturing Sdn Bhd is another car manufacturing situated at Rawang that produce the local car in Selangor. The reason why this firm become a part of the area needs to be concern is because it's contribute and make Selangor as an advanced and developing state in Malaysia. The development and effectiveness for both Proton and Perodua depends on the job satisfaction of employee. If the employee can perform well, the organization can maintain a good performance and the efficiency in the operation.

1.1 PROBLEM STATEMENT

This section highlight the problems occur on employee's job satisfaction of car manufacturing firms.

1. The amount of employee's turnover of car manufacturing firm is high - Adayana Industry Group (2016).
2. The manufacturer still needs to focus on employee's turnover problem since it may cause employee decides to leave the organization - The Institute of Motor Industry (2006).
3. In Malaysia, the automotive sector needs to absorb an additional of 180,000 employees until the year 2020 - Prime Minister Datuk Seri Najib Razak said on Astro Awani (2015). The organization needs to retain their employees for a long period and try to avoid employee's turnover problem that can contribute huge productivity losses and increasing cost of hiring new employees.
4. The employees are expected to increase in turnover issues of 65% - Datuk Wan Hisham Wan Salleh, President and Chief Executive Officer of Dale Carnegie Training Malaysia (The New Strait Times newspaper dated 14 April 2016).

5. It is difficult to understand the employee's needs and to maintain the employee in the same career field - Laszlo Bock, Senior Vice President of Google's People Operation.
6. There is about 150% of the person's salary for the cost of replacing the employee. Turnover problem among employees require the organization to hire new employees and replacing employees is costly and time-consuming - Institute of Research on Labour and Employment at University of California.
7. The unpredictable cost on training employees involves high investment to provide some training to the employee. In Malaysia, Proton and Perodua still lack in providing the training to the employees. The investment for training for Proton and Perodua is below 10% (Survey dataset, DOSM, 2009).
8. The Work environment in the manufacturing firm that not fulfil the employee's requirement can cause a stress and illness to the employee. In Great, Britain manufacturing for the year 2014 and 2015, the employee illness in manufacturing firm contribute 17,000 cases; 39,000 cases of musculoskeletal disorders; and 24,000 cases of stress and depression - Health and Safety Executive Great, Britain (2015).

Therefore, the purpose of this study is to examine the relationship and effect of career development, teamwork, environmental condition, and participative of leadership style on job satisfaction among employees of car manufacturing firms in Selangor.

1.2 RESEARCH QUESTION

Job satisfaction is critical in determining a good relationship between the employees with the job they hold in the organization. The research question is carried out to examine the relationship and effect of career development, teamwork, environmental condition, and participative of leadership style on job satisfaction among employees of car manufacturing firms in Selangor. The research questions are as follows:

RQ1: Is there any relationship between career development and job satisfaction among employees of car manufacturing firms?

RQ2: Is there any relationship between teamwork and job satisfaction among employees of car manufacturing firms?

RQ3: Is there any relationship between environmental condition and job satisfaction among employees of car manufacturing firms?

RQ4: Is there any relationship between participative leadership style and job satisfaction among employees of car manufacturing firms?

RQ5: What is the effect of career development, teamwork, environmental condition, and participative of leadership style on job satisfaction among employees of car manufacturing firms?

1.3 RESEARCH OBJECTIVES

The purpose of this research are addressed to answer as per above research question. In this study, the organization needs to examine the relationship and effect of career development, teamwork, environmental condition, and participative of leadership style on job satisfaction among employees of car manufacturing firms in Selangor. This research is concern on respondents of car manufacturing firms in Selangor and the research objectives are as follow:

RO1: To examine the relationship between career development and job satisfaction among employees of car manufacturing firms.

RO2: To examine the relationship between teamwork and job satisfaction among employees of car manufacturing firms.

RO3: To examine the relationship between environmental condition and job satisfaction among employees of car manufacturing firms.

RO4: To examine the relationship between participative of leadership style and job satisfaction among employees of car manufacturing firms.

RO5: To examine the effect of career development, teamwork, environmental condition, and participative of leadership style on job satisfaction among employees of car manufacturing firms.

1.4 SIGNIFICANCE OF THE STUDY

This study would assist both Proton and Perodua to measure the level of job satisfaction among employees of car manufacturing firms in Selangor by understanding the relationship and effect of several factors to job satisfaction. Generally, job satisfaction describes how the individual feel happy and comfort with their job. According to Navdeep and Pankaj (2010), job satisfaction is about emotional response towards employees work, while according to other studies there have some factors that contribute to job satisfaction such as salary, autonomy, communication, organizational commitment and also working environment (Lane *et al.*, 2010). The high level of job satisfaction helps to reduce the absenteeism and turnover among employee. If the employee satisfied with their job, the organization able to retained the employee for a longer period.

According to Biswas (2011), the organization may give the greater commitment if there is a greater job satisfaction among employee. In other research by Ankit *et al.*, (2012), it is said by Denton (2000), the employee tends to do more quality job if they feel satisfied with their job. State of Selangor has been selected in this study because it is a successful industrial area and provides many job opportunities to the community. Proton and Perodua as car manufacturing firms need to maintain the competitive advantage as they need to gain the high level of job satisfaction among the employee.

Anitha (2011) revealed in her study that the employee's satisfaction most important thing to the organization, they need to focus it since the employees need to

commit for the organization to work efficiently. This study analysed that the employees have the high expectation to get more benefit and experience after they work harder to perform their job for the organization. While from the previous study, Samina, Farooq and Syed Ali (2012), on their study “Exploring Factors Affecting Employees' Job Satisfaction at Work” the successful organization is from a good management and therefore a good management need to understand the employees needs and attitude that meet the employee’s satisfaction.

Therefore, this research is mainly to examine the relationship and effect of career development, teamwork, environmental condition, and participative of leadership style on job satisfaction among employees of car manufacturing firms in Selangor. Below are the significance of the study and its contribution to both managerial and academic:

1.4.1 Managerially

1. Assist organization to draw a clearer picture and framework to understand the level of employee’s satisfaction towards their job by giving better information and knowledge to the organization regarding on their employee perception on the factors that influence their job satisfaction as well.
2. The managerial level able to manage the employees with positive attitude and feeling towards their job.

3. Provide ideas to organization in order to prepare a strategy that can fulfil their employee's expectation so that their employee can give their best efforts to improve performance in their jobs.

1.4.2 Academically

1. Help to examine more and detail on employee's feedback regarding on the job satisfaction and its relationship and effect with career development, teamwork, environmental condition, and leadership of cars manufacturing firms.
2. Act as a second source and reference to other researchers to study on car manufacturing firms.

1.5 SCOPE AND LIMITATION OF THE STUDY

The scope of this study was focus on the employees for both Proton and Perodua and to examine the relationship and effect of career development, teamwork, environmental condition, and participative of leadership style on job satisfaction. There are about 10,000 employee involved in this study and based Krejcie and Morgan (1970), population with $N=10,000$, the sample size equal to 370 of respondent. However in order to ensure the adequacy of this study, 400 questionnaire were distributed to the respondent.

There are some limitations due to complete this research such as time and resources constraints. This research needs a full commitment due to complete this

study. Besides, there is only few antecedents are taken under observation to see the relationship between employee satisfaction and the antecedents. Another limitation is due to confidentiality of the data in the organization. Moreover, the participants may not feel free to express their perceptions concerning their job satisfaction in their organization in order to keep a good image for their organization. Lastly, the limitation of this study also may be cause different level of opinion and feedback from respondent.

1.6 ORGANIZATION OF THE THESIS

The research is made up of five main chapters which are: Introduction, Literature Review, Methodology, Results, and the last chapter, Discussion, Conclusion, and Recommendation. Chapter one provides the background to the study and discuss on problem statement on the topic. Next, based on the research question raised in the problem statement the objectives of the study were stated. Besides, the significance and the limitations of the study were included. The chapter was concluded with the organization of the study. Chapter two highlight the literature on the topic and review the work previously done by other researchers and discuss it to the current study. The methodology adopted in the study was presented in chapter three, to analyse the data requirement and sampling procedures. After analysing the data from the study, the results will be included in the chapter four. The findings will be gathered a computation of data collected. Finally in chapter five, researcher was make conclusion from the finding.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter provides an overview on the literature on the dependent and independent variable of this study. The purpose of the study is to examine the relationship and effect of career development, teamwork, environmental condition, and participative of leadership style on job satisfaction among employees of car manufacturing firms in Selangor. The discussion will start with the literature review on job satisfaction as the dependent variable. This is followed by the literature review on career development, teamwork, environmental condition, and participative leadership style as independent variables.

2.1 JOB SATISFACTION

Generally, job satisfaction is an attitude of the individual and this attitude depends on the individual how they want to express it whether positive or negative attitude towards their job. According to Stephen and Mary (2012), job satisfaction refers to the attitude of employee and this attitude depends on the level of employee job satisfaction. A positive behaviour is a result of having satisfaction with the job while a person with low job satisfaction may produce negative behaviour.

An individual needs to consider their feelings, beliefs, and behaviour to understand the positive and negative attitude towards job satisfaction. According to Bidisha and Mukulesh (2013), the employee more productive with their jobs and more likely to be retained in the organization. Furthermore, the researchers found that the high level of job satisfaction help to motivate the employee and reduce the turnover problem in the organization. Zadeh (2011); Chu, Hsu, Price, and Lee (2003); Mobley (1977); Porter, Steers, Mowday, and Boulian (1974), in their previous study highlight that the job satisfaction is important at the workplace. The high level of job satisfaction shows a great performance from employees.

There is many factors influence employee's job satisfaction. Another study from Olorunsola (2010) stated that salary is one of the factors that contribute to job satisfaction for both male and female administrative staff of South West Nigeria University. Yun, Cox, and Sim (2007) explore the relationship of leadership factor with job satisfaction. Leadership play the important role to influence the behaviour of employees towards their job. Both transformational and transactional leadership has a positive relationship with job satisfaction. Mansor, Fida, Nasir, and Ahmad (2011) have examined the job satisfaction among employees in their study in telecommunication industry in Pakistan. In this study, they highlight that a high level of dissatisfaction may lead to job stress among them. Meanwhile, in Malaysia, the topic on job satisfaction among employees also emphasized by many researchers (Nilufar, Zaini, David, & Syed Shah, 2009; Siti Zawiah, Zahari, & Zubaidah, 2009). It is too challenge for organization to manage the employees. In addition, the organization needs to concern with the employee's satisfaction to retain the employees in the organization.

Each employee requires a high level of motivation to feel confident with any work performed. The organizations need to be competitive to ensure that they can survive in a globalized world and compete with other competitors in the market. Motivation and job satisfaction have a relationship that can maximize and improve the level of job satisfaction among employees. According to Lumley, *et al.* (2011) there can be many factors that contribute to employee's job satisfaction. The factors are supervision, promotion, communication, benefits, and nature of work. While, Koroglu (2011) explored that job satisfaction shows the feedback from employees whether positive and negative feeling towards job. The other factor also can be happen because of employee's commitment. This factor include age, gender, experience, trust, importance of job, working hours, promotion, co-worker, leadership and others (Boylu, *et al.*, 2007). Kok (2006) highlights both physical and psychological conditions are the factors that influence job satisfaction. The satisfaction by employees can be achieved if the job meets the employee's expectation.

Motivation and job satisfaction have a relationship that can maximize and improve the quality of employee's job. Job satisfaction is important for both employees and manager in the organization. The employees need the organization to understand to fulfil the welfare and benefit that the employees should get after they give the best effort towards their job. While, manager needs their employees to give the positive attitude and they need to be committed in performing their job. Higher job satisfaction can be proved in study by Mansell *et al.* (2006), there are three surveys that support the correlation of higher job satisfaction with higher of

recognition, higher reward, higher job control, good supervisory, and all these led to less of problem in workplace.

According to Akehurst, Comeche, and Galindo (2009) and Robbins (2005), the meaning of job satisfaction from employee's perception is what they feel towards job, their belief, attitude, and the behaviours. High level of employee's job satisfaction is important to organization because it pledges the successful of the organization (Galup, Klein, & Jiang, 2008). The low of level employees job satisfaction can cause the organization is weak without their strength of their employees. There are many factors that affect job satisfaction. This is due to a number of studies from past researcher such as Madlock, 2006; Richmond and McCroskey (2000) mention factor of supervisor and different of gender that effect to job satisfaction. The problems like absenteeism, high turnover, low employee attitude and moral may affect the performance of the organization (Pitts, 2009; Klein, Kooij, & Koppenrade, 2008; Page & Vella, 2008; Riketta, 2008; Scroggins, 2008).

Increasing of globalisation and technological innovation requires organizations to improve organizational performance. The organization needs to recognise which things influence dissatisfaction and high satisfaction of employee. Therefore, the organization needs to ensure their employee satisfied with their jobs to increase the company's efficiency in operation (Yee, Yeung & Cheng, 2008). Pay can influences the attitude of employee to work diligent and give the best performance in their task (Judge, Piccolo, Podsakoff, Shaw, & Rich, 2010). Indirectly, it helps to increase the level of employee's job satisfaction. In addition, in

various study from researcher, the job satisfaction become serious matter in organization (Judge & Klinger, 2008).

There are different attitude and behaviour of employees to be understood by employer. This is may influence some factors like income of employee (He, Long, and Kuvaas, 2015), happiness (Fisher, 2010), work values (Bozeman and Gaughan, 2011), work rewards (Mottaz, 1985), working hours (Warsi, Fatima, and Sahibzada, 2009), and performance (Oh, Rutherford, and Park, 2014). According to Shipley (2015), job satisfaction determines the efficiency of organization productivity. Based on Soon (2013), mention that rewarding helps to increase the level of job satisfaction among employees. The terms of reward can be financial or non financial reward. Non financial reward like provide the welfare and refreshment for employees like meals, provide holidays and events to them (Whitaker, 2009). Based on this study, the rewarding for employees is more valuable to motivate them to perform their job well. However, the financial reward can influence employee's job satisfaction but only for short term period.

Most of the researcher's opinion was as concerned regarding on job satisfaction. According to Armstrong and Taylor (2014a), they agreed that job satisfaction is about attitude and feeling of employees towards job. As previous study from researcher, job satisfaction can be defined as two part of extrinsic and intrinsic. Example of extrinsic is pay and co-workers and the example for intrinsic is amount of responsibility and enjoying the task (Currie & Hill, 2012; Roberto & Morley, 2015). Robbins (2013) believes in his study there are six factors that contribute to job satisfaction like mentally challenging work, work-life balance,

equitable rewards, and colleagues supportive job environment. Bryant and Allen (2013) mention that if there is low of level of job satisfaction among employee, it is not only had adverse effects on employee performance, but even cause absenteeism to them. When this problem is happen, it gives a bad impression to the organization. Such problem like high employee's turnover is one of the reason lacks of job satisfaction among employee in the organization.

Dissatisfaction towards job can cause stress and indirectly affect employee's health and disrupt everyday life of employees (Chen & Kao, 2011). Therefore, to avoid this problem each organization needs to emphasize the employee's satisfaction so that the organization can ensure get to retain their employee to achieve organization's goal (Altinoz *et al.*, 2012). In addition, job satisfaction becomes a responsibility of organization to avoid high rate of employee's turnover (Zopiatis *et al.*, 2014). The organizations and employers should ensure that they reach the target of organization's performance. To achieve this, the maximum level of work satisfaction is necessary to enable work can be done easily and effectively. Zehir *et al.*, (2012) saying in previous study, job satisfaction is a topic which have been studied and discussed widely. Besides, it can be understand that it divided into two definitions which are external and internal definition.

Schermerhorn *et al.*, (2012) found that job satisfaction is concerned with the individual or employee feelings about their jobs. There is some experimental evidence regarding on job dissatisfaction that cause by lost attitude responsibility of human recourse and organization (Alniacik *et al.*, 2013). As previous discussion from the other researcher, Kinicki and Williams (2009) also highlight both extrinsic

and intrinsic job give valuable motivation to employees to perform well in their job. Employee job satisfaction enables them to give a commitment towards their work and can help them to produce better quality of their work. Every organization should examine how to understand each employee in their organization because each employee has different behaviour. Thus, if the employer can understand to manage their employee, it can help to motivate the employees to achieve the employees and organization goals.

2.2 CAREER DEVELOPMENT

Career development is one of the programs that give much benefit to employees in term of knowledge, skills, and as a learning process for employee to understand their job. Employee is the organization resource that plays the important role to ensure the efficiency of the organization. Based on Ashar, *et al.* (2013), the career development such as training may give the opportunity to the employee to learn and develop their career goals in the organization. With this opportunity, the employee feels more confident and happy to do their job and directly can improve their skill for their job. As a result, the employee decides to be employed and retain in the organization for a long period to contribute their skills and give the best responsibility towards their organization. Besides, according to Duggan (2009), it is important for organizations do some investment in training programs for employee to ensure the employees can be as successful employee.

Yeo and Li (2011) revealed that training have its value to the employee. While Mercer and Reilly (2006) in their study confirm that the training and career

development opportunities is important to provide a new skill and knowledge to employees and as a result it helps them to increase the level of job satisfaction in the organization. Furthermore, the training and others career development opportunities is the way for organization in investing their employee to be a better employees and competitive with others in the organization. This is as a good signal to provide effective service to their organization and give the better practice as employee (Armstrong, 2010).

In the manufacturing firm, the employees should be given some training for the use of especially high-tech machines. The correct use of machine should be emphasized to ensure there were no mistakes and negligence would be happen and can cause a delay in the process of the operation. The career development like training so important for employees to get the adequate training and ensure their safety is secure during performing their task (Buble, 2006). There are so many programs that can be organized by the organization to build a career development among employees. Lack of career developments among employee may contribute to stress as impacts on lack of knowledge in handling their job (Coetzer & Rothmann 2007; De Bruin & Taylor 2006; Labuschagne *et al.* 2005; Martin 2005; Rollinson 2005; Cartwright & Cooper 2002).

Day, Sammons, Stobart and Kington (2007) briefed that the employees whose get a chance to develop their knowledge and skill in the organization can stay more longer as they feel more satisfy with their job and position in the organization. Gandossy and Kao (2004) stated in their study that the employee likes to involve in any career development opportunities organised by the organization. They feel more

happy and confident during performing their work for their employer and organization. Besides, career development is important to the employees to have self development in the organization. Every organization needs to develop a strategy by providing training and development programs to the employees. One of these strategies helps to attract employees to remain in the organization and give the services to the employers with long of period of time (Scott *et al.*, 2007).

Each training given to employees help to enhance their skills and knowledge in a particular field. Plus, some organization organise the training for the additional field to their employees. Besides, it is not only to improve the knowledge of an employee but to gain better attitude among employee. Werner and DeSimone (2011), in their study mention that the training provided is actually to prepare the employees with high potential and strong capabilities in discharging their responsibilities.

Career development planning in organization is important as it gives the opportunity to employees for further personal career development. The training program is one of the personal developments to the employee and this program gives some motivation and self training. Furthermore, Georgellis and Lange (2007) strengthen the research on training in Germany that get to influence high level of job satisfaction among employee. While, a study from Costen and Salazar (2011), explain that the human resource in organization is responsible to conduct such training program to the employees.

Personal career development is highly recommended to be provided by the organization for their employees due to technological development over the time.

The new skills need to apply to the employees so that they can facilitate and speed up all the process of their job. Besides, the useful of self development program can help employees to understand their job effectively. The employees feel comfortable and confident with their work and they are able to carry out their responsibilities with a good work and way. Besides, an effective program helps the organizations to avoid problems such as high turnover among employee and thus can reduce this issue especially among manager and employer. According to Baryam (2008), career development helps the human resource more efficient to maintain a good development stage in organization.

Nassab (2008) has reached in his study that career development has the relationship to contribute high level of job satisfaction and he highlights that job satisfaction is about individual behaviour towards job. Yap and Holmes (2010) revealed that the training has its relationship with organizational commitment and career satisfaction. Both of these show the effectiveness of training to the organization and employees. They found that the employees who involve more in training may led them to be more committed with their job and organization. Based on Merchant Jr., (2010) confirmed that the training may helps the employee to stay in the organization for the long period of time and at the same time help the employee to achieve their goal in the organization as they have their own personal career development growth.

Career development involvement by employees in the organization can be considered as a bonus to the employee in order to meet their expectation as a self improvement in the organization. In maximizing the level of job satisfaction to the

employee, the organization needs to find a variety of ways to provide more innovative planning and activities for employees towards their jobs. Training is one of the opportunities for employee's personal growth in the organization. Training for employees is able to get the satisfaction on job of employee (Sturgeon, 2006). According to Tarasco and Damato (2006), they agree that the training can help to increase the level of job satisfaction among employee. In addition, usually the employee's loyalty in the organization is depends on the employee satisfaction.

Other than car manufacturing firm, the other sector like advertising organization also focus on career development in the organization. The factor of unfavourable economic level, make the Greek advertising organization concern on career development strategy. The improvement on staff personal growth is important for both employee and the organization performance. The personal career development helps the learning process of employee more effective and improves their understanding on their task (Chang & Lee, 2007). In addition, according to Dirani (2009), the employee's job satisfaction is important to the organization since it can increase the employee's performance in the organization.

In the librarian's field, the activities such as self-development within the organization, also can bring the challenge of practicing career development activities (Hart, 2010). The career development like training gives the positive relationship with job satisfaction in the past research in Britain (Gazioglu & Tansel, 2006). This previous research was done by Jones *et al.* (2009), using the British data from Workplace Employment Relations Survey (WERS) for the year 2004. The training involves the programs such as seminar and courses as the requirement to

complete the career development program in the organization. Training is an effective program for the employee to get knowledge and to improve the level of their skill. In this situation, the human resource in the organization plays the role to provide better position for the employee's career (Agba, *et al.*, 2010). The implementation of the employee's development makes the organization more responsible to the employee satisfaction and thus the organization more competitive in their business.

The organization should provide some self development program to the employee as the learning stage for them to gain more knowledge in their organization. The career development helps to give a good career or job surrounding to the individual to handle the given task by the employer. For example, the training provide by the organization can encourage the management to find the employee's skill and develop self confident of employee to make decision for their job. Besides, the career development can build the support from the employee to be more competitive in the production (Ismail *et al.*, 2011; Baruch, 2004; Martin, Romero, Valle & Dolan 2001; Greenhaus *et al.*, 2000). While, according to Lips-Wiersma and Hall (2007), the career development helps to fulfil both needs of employee and organization to work efficiently.

The career development brings and educates the employee to work with their target to achieve their goals. The program for career development applied to employee to provide more knowledge in theory and practical so that the employee can works more productive for organization. This can help organization to retain the employee to work in the organization since the employee satisfied with their job. The

career development program also involves counselling to the employee. The counselling program offers the employees some opportunities to improve their knowledge and skill to work and they are able to get the information about their need in the organization. In addition, the organization can be more effective because they know the employee's needs and can recognise the potential or talent of employee in the organization. Any program under career development for employee may help the organization to reduce the turnover among the employee and help to motivate them to improve their performance in the organization (Kappia, *et al.*, 2007; Sullivan & Mainiero, 2007; Simonsen, 1999; Laabs, 1996).

In a big organization, there are some division that have their responsibility to achieve their target in their task. The organization needs to implement the training program to the employee as it shows the organization commitment to ensure the employee's work more quality and efficient. Basically, the training enhances the employee to explore and understand the job and this allows them to have some opportunity to develop their skill and perform well in the organization. According to Alipour, Salehi, and Shahnava (2009), the effective management can be achieved by practising the training for employee. This can make the organization to be more successful to achieve the organization's goals.

Employee is an asset of the organization that measures the direction of company to be successful in the business. The employee must come with a quality package so that the organization more competitive with their product in the market (Hasebur & Abdullah, 2013). Some study highlight that the career development can create a better working environment for employee. The training organised by the

organization helps for organization to achieve their goals. This kind of career development is responsibility of the manager to ensure the employee can get more knowledge and create better attitude to perform their job. The effort to implement training program provide the image of the organization to the world (Lu, Tjosvold, & Kan Shi, 2010).

In national level, the training is important for any level of industry. The training can help the organization to improve the operation of the organization. Normally the employee provided with any skill and information during the training. Therefore, the training can assist employee to be more confident with their position in the organization with all effective training given. The training can provide valuable knowledge and skills to the employee. The changing of technology requires employees must be equipped with knowledge so that they can handle their jobs well. In car manufacturing firm, skilled workers are needed and they are required to understand with the changes of technology in the organization's operation (Hasebur, 2013b). Based on Karthikeyan, Karthi, and Graf (2010), nowadays the training become so important because the organization need the employee who able to handle more than one task and they can do their job quickly when it is necessary.

People are important resource other than the equipment in car manufacturing firm. People who are with decisive credibility can measures the successful of the organization. In previous studies by Karthikeyan, Karthi, and Graf (2010), in banking sector, they are concern on the training for the employee since they need independent employee to do the daily operation efficiently. In the training session the different kind of input would be given and it enhance the various types of skill such as

leadership, teamwork, innovation and it helps to improve the employee understanding about their task. In point of view from Nadeem (2010), the training can increase the efficiency of the organization because it educates the employee to handle the job effectively. In addition, training is such of the investment by the organization to create the innovative employees who can handle problem solving in performing their job (Karim, Huda & Khan, 2012).

Career development leads to give positive impact and has the potential to give the job satisfaction among employee. It is good to the organization business and also can motivate employee to create the attitude as a discipline employee. The organization is required to maintain the competitive advantage since to ensure the competence of the business growth. Training is the best method for employee to continuously improve and enhance their skill. As the result, the employee become more committed towards their job (Armstrong, 2009). Besides according to Choo and Bowley (2007) mention that the training can meet the employee's satisfaction and also can increase the productivity. Next, the satisfaction of employee able for organization to produce quality product and service and this can make customer feel satisfied with their product.

Michael and Combs (2008) highlight that the extensive training for the employee's development can reduce the failure during the employee performs their job especially in operation department. The quality of product becomes priority in the organization and as a guarantee to improve the performance of the employee. The training is not only provides the skill and knowledge but it involves in mentoring the employee to support them to be more productive for the organization.

The previous researcher by Colombo and Stanca (2008); Sepulveda (2005); Konings and Vanormelingen (2009) revealed that the training become a factor to influence the job satisfaction since it overcome the weaknesses of employee in handling their job. In car manufacturing firm, employee's self skill and knowledge to perform job is important to ensure they can work effectively. Thus, this can help the organization to achieve their objectives and goals. Therefore, without the career development program, it may caused dissatisfaction could be happen among employee.

Besides, the training also becomes a fundamental for the organization to implement this program because it gives such valuable experience to the employees. The employee is not only can be expert to their current task but also they can get the knowledge to take new responsibility and roles in the organization. According to O'Donnell (2007), the career development is the healthy program to organise it in the organization. However, lack of career development can contributes to dissatisfaction among employee.

2.2.1 The Relationship of Career Development and Job Satisfaction

According to Sobia, Saira, Faisal, and Ishtiaq (2013), study on the impact of career development in banking sector in Karachi, Pakistan they have revealed the result that the career development has the potential to contribute the job satisfaction among the employee. In this study, the researchers found out that the employees decide to leave the organization if they feel less of satisfaction towards their job. Besides, the result of this study also agreed with Umer (2011) that, the employees

more satisfied towards their job if the organization provide the programs on career development in the organization.

Result of the study conducted by Bidyut and Mukulesh (2014) related to the factor that influencing job satisfaction in automotive industry in Assam, India. According to this study the career development as the factor that influences the job satisfaction in automobile industry in India. According to Paradise (2007), the American Society for Training and Development in its report stated that there is more than \$160 billion yearly incurred on employee training and development. Besides, the study by the researcher revealed in the result there is positive impact of training to the organization for the organization's profitability and efficiency. Similiarly, a study conducted by Nada, Katarina, and Kristijan (2012) has resulted in the research on topic the relationship between human resource development system and job satisfaction and they found out a survey on Slovenian employees from various organizations, the training and career development have the positive relationship with job satisfaction.

Nevertheless, according to Cigdem and Belgin (2014) in their study on role of career development on job satisfaction of employees, the result showed that the career development do not contribute to the employee's satisfaction. In this study has found that there is some mistake on the organization strategy in providing the career development program to the employees. The programs run by the organization do not follow the employee's characteristics of the development program in the organization. Furthermore it is suggested by the researcher to the organization to

have a professional consultant to set up a career development program to the employee.

2.3 TEAMWORK

Teamwork is important to achieve the efficiency of organization's operation by identifying the specific characteristic of teamwork (Rita, 2011). In teamwork, it is consist of team leader and a team. Both of these must understand their own responsibility to ensure they can work together and directly can produce the best job in the organization. As in other study by Annette, Tom, and Stefan (2009), the definition can be understood it must consist of working team. There as need the cooperation from too many party to ensure the job can be satisfied by all individual in the organization.

Besides profit organization, teamwork is a successful factor even in non-profit organization (Mulika, 2010). Normally, teamwork is often practiced in a group in the organization. Each employee more committed each other to do their work with other group members. In addition, other than teamwork within the organization, there is the implementation a team building program. This is one of the organization's strategies to improve the teamwork process among employee (Washer, 2006).

The management also is one body that need to take action to develop a good teamwork and cooperation to employees (Daft, 2012). This role of management helps to retain the level of loyalty to organization. There have four definition of

teamwork, first is in one team it consist of two or more people to cooperate each other, second is a communication, third is understand the teamwork performance goal and the last is all members are committed each other to achieve a goal. In addition, the organizations must act to bring about a spirit of teamwork among their employees. This means teamwork need a good leadership practice from employer to employees, an effective communication, clear employee and organization goal, and a good skill and commitment.

Teamwork is important to the organization because it emphasize employee to participate and cooperate with others. Besides it helps the organization to ensure such of improvement of morale and behaviour of employee, increase the level of employee's job satisfaction and improve the quality of product. Basically, teamwork more practice in manufacturing firm. As a management in one organization, the management need to concern the human need since the employee commitment may determine the successful of the organization. According to Thompson (2011), teamwork is a responsibility of individual in a group to achieve the organization's goal. A teamwork often guided by common goals among group members in order to produce a good work and a good effort to commit with work (Robbins, 2012). Furthermore, teamwork is one of the ways to achieve maximum performance. With teamwork all the work can be carried out accordingly within the target. The cooperation and commitment of employee is important to ensure the effectiveness of teamwork in organization and to gain better performance (Bell, 2007).

Teamwork should be practiced seriously in the organization to get a lot of benefit in the future. This initiative helps employee to be more discipline and thus,

the job can be done effectively and efficiently. In addition, teamwork is more valuable when there is some increasing in employee's performance in the organization. Most employees need cooperation by each employee to do the duties easier and help to decrease some mistake during performing the task. According to Jones (2006), many organizations encourage teamwork to be practised among employee as it is a key for organization to be more successful. Besides, the other study from Gladstein and Bresman (2007); Hackman (2002); Tannenbaum *et al.* (1992); Williams (1998) pointed out that the increasing of level of job satisfaction among employee show the effectiveness of teamwork among employee in the organization.

According to Zvalo (2009) mention that teamwork creates a more enjoyable work environment that can foster relationships among employees and employer. When the individual can work as a team, it can motivate each employee to work with positive way and indirectly can help to achieve job satisfaction among them. Meanwhile, Morgan, Wrigley, Narey, and Hibbert (2010) also agreed that the work doing in a team is the factor that can contribute to job satisfaction. The teamwork brings much benefit to the organization and employee. The operation becomes more efficient and the employee more loyal to the organization since they feel comfortable working with others and gain a lot of experience in teamwork guide. The other effects of teamwork are the employee gets the opportunity to gain some development, work with more innovation and more quality (Marosi & Bencsik, 2009).

Similarly with other researcher, based on Yauch (2007) basically teamwork is working with two or more people who are willing to cooperate and share the knowledge each other, play the responsibility when doing the work and give the commitment with team members in a group. In one study, by Lenchiony (2007), there was a principal in deciding about teamwork. It concludes that the communication, trust, and objective are closely related with teamwork. Based on Hoegl and Parboteeah (2007), teamwork is important because each employee in a group can communicate each other in order to share the knowledge and information. Lenchiony quoted Farrokhi (2010) also encourage the employees to maintain the level of confidence in teamwork. Furthermore, the objective and goal of teamwork also plays the important role in job satisfaction.

Teamwork goal is to achieve the goals of the organization. Many organizations set and value the teamwork goal to achieve the best performance in organization. Bateman and Snell (2007) in their study mention that teamwork can be based on department or group like development team, management team, project team and others. Normally, each team has their own task and responsibilities that should be done and need to manage the teamwork properly (Solansky, 2008). Besides that, the previous study from Boon, Abu Bakr, Arumugam, Vellapan, and Yin (2007) also support that teamwork has the positive relationship with job satisfaction. According to Craig (2008) highlight that the teamwork as the important way for the organization to gather the long term of successful for each individual in the organization and also for organization's benefit itself.

In manufacturing firm, teamwork is so important in order to improve the quality of employee's performance by creating the innovative way to produce the product and services and getting the commitment from employees by motivate the employees with some benefit to them. Working together and in team also may improve the employee's skill. Besides, the employee gets the experience by working with the colleagues and learns how to make decision to ensure the job can be done well by each individual. This can make employee more happy and leads the satisfaction among employee in the organization. In one example in construction sector, the employees need to have the expertise to handle the various of task and have the connection with others in team member to meet the objective of the project (Azmy, 2012).

According to Anesthesia (2009), teamwork among employee in healthcare sector is important because it gives the employee satisfaction in their job. The employee's of healthcare sector need to give the best and effective performance since it affect the patient's satisfaction. Teamwork plays the vital role in so many fields in our country. It enhances the confidence level, communication, and the coordination of employee and indirectly the employee may satisfy with their job. In addition, the employee tries to give and achieve the maximum performance for the organization if the encouragement of teamwork is given to the employee. Work individually more stress compare work in team because the management can be more efficient to employee. Based on Anne Delarue (2008) also revealed the same idea on teamwork that contribute to employee's satisfaction because it encourage the positive attitude to the employee to work more effective and efficiently.

Each organization basically needs to highlight the practice of teamwork to employee. By working in group, there is a lot of idea can be share and the decision can be made after they satisfied how it helps the employee to solve the problem during performing their job. The mistake can be reduce and help the organization to maintain the quality of product and also can increase the level of satisfaction among employee. According to Manzoor (2011), teamwork can enhance the competitiveness and it result the improvement on employee's performance in the organization. In other research by Hunjra *et al.* (2010), also mention the teamwork can contribute the positive relationship with job satisfaction. In a bank sector, teamwork is important and successfully gives the positive relationship with job satisfaction (Vikram & Sayeeduzzafar, 2014).

The level of employee's satisfaction depends how the employee feel on the organization and the management appreciation. The organization is encouraged to provide effective management and has its own strategy for shaping their employees as dynamic employees. The dynamic employees can ensure they do their job more efficiently. Therefore, the approach of teamwork helps the organization to manage employee more effective because they learn so many things by working in group. They communicate well to understand the task and create a good environment to work happily with their colleagues. This is can be revealed from the study by Deshwal (2011) mention that a teamwork has a positive relationship with employee satisfaction. Besides, the satisfaction of job by employee can help organization to retain the employee in their organization and can attract the employee more satisfy and increase the level of satisfaction towards their job (Rai, 2012).

The employee job satisfaction can be considered the hardest and more challenge to the manager and organization. Lack of teamwork in car manufacturing firm may create some problem in the operation. Rahman *et. al* (2012) in his study revealed that the teamwork in hotel sector is one of variable that give the correlation with employee satisfaction. While, from the research paper of European Foundation for the Improvement of Living and Working Conditions (EFILWC, 2007), the teamwork have a several definition and show the positive impact on employee job satisfaction.

2.3.1 The Relationship of Teamwork and Job Satisfaction

According to study by Swarnalatha and Sureshkrishna (2012), the result showed that there is significant relationship between teamwork and job satisfaction among employees of automotive industries in India. Therefore, the organization needs to develop strategies to increase the level of job satisfaction among employee in automotive industry. Besides, based on Anubhuti *et.al* (2015) carried out the study on job satisfaction in banking sector and the result show the teamwork has a strong influencer to contribute to job satisfaction.

In previous research by Mafini and Dlodlo (2014), the result from the topic of the relationship between extrinsic motivations, job satisfaction and life satisfaction amongst employees in a public organisation, this support that the teamwork gives a positive relationship with job satisfaction. Manilall, Jhalukpreya Surujlala, and Danny (2016), conducted a study on the relationship of teamwork among employees in South African construction industry and found a moderate positive relationship

with job satisfaction. Then, the researchers also gave the opinion to the organization to improve the concept of teamwork in the organization.

Based on Beatrice Kalisch, Hyunhwa Lee, and Monica (2010), a study was conducted regarding on staff teamwork and their satisfaction among 3,675 nursing staff from five hospitals. This study was highlights the high number of nursing's turnover and to leave the position. The result gives a positive impact of teamwork to job satisfaction among the nurses. Nicholas and John (2010) in their study have revealed the importance of work together as a group to share the information and decision making purpose. This may help the organization to increase the productivity as they success to increase the employee's satisfaction.

Teamwork is good for the organization because the efficiency of job can be maintained especially in operation team. This practise helps the organization to meet their operation's target and to achieve the organization goals. The job can be done faster and the less time required was needed to complete the employee's job. Basically, the practise of teamwork is consisting from different skill and background of individual, therefore the task can be done more effective and may create a great environment for employee. Establish a team, can improve the communication skill and better cooperation from employees. In other county such as South Africa there is a proof on teamwork practise that it is totally help the organization to increase the operation's efficiency of the organization and can monitor the employee in handling the job. Based on the study by the European Working Condition Observatory (EWCO, 2007) have prove that about 80.6 % of United Kingdom (UK) organizations

have trained their employees to work in groups while in South Africa has used the teamwork as a base to work in the organization.

2.4 ENVIRONMENTAL CONDITION

Employee in the organization concerns on their health and a balanced lifestyle. Without a good health, it has a bad effect on their performance. Besides, it also interferes the employee focus on each task given. In manufacturing firm, employee is an asset of the organization that measures the efficiency of organization. A better physical health of employee is correlated with higher job satisfaction. In fact, the employee's comfort shows the satisfaction of employee in the organization. Therefore, the organization need to ensure there is a better environmental condition they need to provide for employee. A study from Wong *et al.* (2008) agreed the satisfaction on environmental factor was like a lighting, noise and air quality. The satisfaction can give a good health condition to employee. A good environmental condition can avoid the negative impact on employees. In other research by Newsham *et al.*, (2009); Kinzl *et al.*, (2005); Veitch *et al.*, (2005); Newsham *et al.*,(2004); Brill *et al.*, (2001); Leather, *et al.*, (1998); Finnegan and Solomon (1981), proved that there is a correlation on environmental condition and job satisfaction.

A bad health condition contributes negative effect on employee's performance. Employee performance may decrease and cause them a problem such as absenteeism, decrease the employee focus and concentration at work, doing such activities like less working with working time framework and others. Furthermore, all these type of problem cause the organization to face losses or can reduce the

profit and the organization's performance. In order to sustain and maintain the organization performance, the organization especially in car manufacturing firm need to have a healthy environment and concerned about the health of workers to increase the efficiency of the organization. The employee of health satisfaction is come from the satisfaction like temperature, lighting and air quality (Schakib *et al.*, 2010).

Environmental quality at workplace is important to the employee. The furniture, air quality, workspace, and appropriate temperature influence the feeling of employee to work in the organization. An uncomfortable and unsatisfactory of employee may reduce the employee's level of work quality. A clean environment should be practiced and maintained by the organization to ensure the employees in the organization always be disciplined and positive towards their job. Satisfaction gives the different and spacious view on job satisfaction. The environmental condition factor brings the impact to employee's job satisfaction. It is closely related with indoor environmental quality and a comfort workspace in the organization. While, even the workspace in the organization was has the correlation with lighting, humidity, noise, and temperature. In previous study by Veitch *et al.* (2007), the employee's satisfaction may influence by noise, temperature, lighting, air quality, and view from outside office and workplace.

Too lightly or darker may affect employee's performance and job satisfaction. The organization should prepare the best workspace with better environmental condition to satisfy their employee. A need and satisfaction from employee is important to create positive feeling towards their job. The feeling of comfort and happy when performing job makes employees more diligent and

committed to do any work at workplace. Choi *et al.* (2009), saying that a satisfaction with environmental factor has a correlation with satisfaction on lighting condition. Besides, Lai *et al.* (2009) asserts in study that a good environmental also was affected of lighting in the workplace.

The other studies also concern on the importance of a suitable lighting condition for employee workspace and it is really influence the level of job satisfaction of employee. It can affect health of workers like headache and indirectly give bad reputation to the employee's performance. The other negative effects also include lead to negative attitude and feeling towards the employee's job and they may feel not comfortable with their environment and job (Newsham, Brand, Donnelly, Veitch, Aries, & Charles, 2009). Therefore, increasing the improvement of environmental condition very helpful to employee and has a positive correlation with job satisfaction among employee.

While according to Bluysen *et al.* (2011) and Bin *et al.* (2011) mention the same study that a good air quality and lighting can fulfil the satisfaction of employee. The stated satisfaction may give the impact on job performance. In car manufacturing firm, the employee's performance very important since it measures the quality of employee's work. A bad level of noise in this firm can cause negative effect of employee's health. Employees who are always sick and tired normally lead to unfavourable daily attendance. Plus, the daily operation in this sector involve more technical part which is need the skill of employee.

Besides, some studies have shown that a negative environment condition may cause stress on employee. Psychological stress is one of the impacts if the level of health environment in organization is low (Ljungberg & Neely, 2007). In fact, it may reduce the level of job performance of employee. Employee mental strength also can be compromised if physical healths of employees do not achieve a good health among them. A healthy mental help to provide a healthy body and also provides energy for employee to do each task quickly and efficiently.

A good environmental condition may influence the behaviour and attitude of employees towards their satisfaction (Mcguire & McLaren, 2007). Furthermore, based on Noah and Steve (2012), a good environment condition can increase the employee's job satisfaction and thus help the organization to achieve their goals. In Malaysia there are so many types of sector involved by the Malaysian community. The previous study by researcher held some serious study on employee job satisfaction. The environmental issues has discovered by the organization in order they need to improve the employee's job performance and commitment from their employees. A bad environmental condition in the organization may cause the illness to the employees (Villotti, 2012). The organization need to concern to provide the employees, the healthy environment so that the employees feel happy and satisfy to perform their job well.

Illness among employees may appear from dissatisfaction of the employee's job in the organization. The environmental condition may influence the level of employee's healthy. The illness caused by a bad environmental condition may affect the attendance of the employees. Besides, the environmental issue in the organization

such as lighting, sound, and noise can make the organization to improve this environmental factor so that the employer can solve the problem of absenteeism among employees. According to Duman (2010), the satisfaction is part of a comfortable environmental condition to the employees.

In recent years, the researcher put more effort to investigate about the environmental factor contribution to the employee's job satisfaction. A comfort environmental condition helps to increase the employee's satisfaction to their personal life and their job. In garment sector, the environmental factor also plays the role how it affects the employee's satisfaction and performance. The environmental factor which has been some issue such as lighting, noise, temperature were investigate with OSHA (Occupational Safety and Health Administration) and the improvement need to be done for the individual satisfaction. The exposure of negative environment may bring a lot of sickness to employees. This cause headache, dizziness, and stress among employee in the organization and indirectly this reduce the job performance of employee and absenteeism problem could be happened. Therefore, the satisfaction is important for the employee to maintain their health and they can commit their life and job (Ye, Yu & Li, 2012).

The ability of employee can be decreased if there is a high environmental problem happen in the organization. The temperature problem may lead to low level of employee's job satisfaction and reduce the level of employee's motivation to work harder to perform their job because of sweating and feel discomfort to them. According to Ismail *et al.*, (2009) discomfort feeling may influence by temperature and surface temperature like window and wall. In other words, the environmental

condition plays the important role because a good condition may contribute to employee's job satisfaction and can avoid the body pain among employees.

2.4.1 The Relationship of Environmental Condition and Job Satisfaction

According to Siti Zawiah and Zahari (2006), the results conducted in two manufacturing industries in Malaysia and found that more than 60% of respondent agreed these two manufacturing industries not provided a good environmental condition to them in term of humidity, noise and temperature. While, the other result shows 90% respondent agreed the organization provide a good condition in term of lighting. Thus, the study revealed that the environmental condition contribute to the job satisfaction. In this study the researchers suggest to the organization to improve their environmental condition as it may reduce the level of employee's satisfaction.

Based on study by Ismail, Mansor, Kim, Tahir, Usman, Sopian, Ab Rahman, Sulong, and Deros (2010) for the topic on the discomfort level of automotive industries operators towards their workstation design and work, and the result showed there is 59.1% respondent agree they felt body discomfort and sweat because of hot condition, about 15.9% respondent felt too cold, 31.1% respondent respond the light bright give negative effect on eye fatigue, 58.3% respondents having the experience of high level of noise at their workplace, 40.1% respondents agree that they are exposed to chemical, 41.6% respondent felt not comfort with heat conductivity and 33.3% respondent felt the vibration during performing their job that can cause hurt to their body. This study has been conducted in three automotive manufacturing in Malaysia to measure the impact of environmental condition and

employee's job satisfaction and about 134 employees were involved in this survey. This study provide the result heat condition was the most significant to discomfort feeling among employee's job satisfaction.

Moreover, according to previous study from Roelofsen (2007) on the impact of indoor environment, it can be found and result that the employee's performance can be increased from 5 to 15% if there is some improvement on working conditions. In addition, this can help to contribute about 24% in job satisfaction, the increasing of employee's productivity by 5% and also help to increase to 11% on team performance. In addition, a study was conducted in Assam, the data was collected for 100 respondent. The result on this research shows that a healthy working environment plays the important role to measure the level of job satisfaction among employee (Bidyut & Mukulesh, 2014).

Building a comfort and safe environment especially in manufacturing firm is an issue that must be addressed by employers and organizations as it involves job satisfaction for employees. Therefore if not, the employees do not feel confident to work in the organization and it fails to promote interactive environment to the employees. The result in this study shows that there is a relationship between environmental condition and job satisfaction. The statistical result examined 53 (13.7%) of respondent did not agree that they are satisfied with their surrounding environment and general layout of the office. Moreover, about 155 (40.2%) of respondent feel uncertain with the same statement. The SPSS result also provide 64 (16.6%) in their opinion did not agree they are satisfied with the working

environment of the company. In addition 132 (34.2%) of respondent feel uncertain about this survey statement.

2.5 PARTICIPATIVE OF LEADERSHIP STYLE

According to Hollowyay (2012), based on the study from Momeni (2009), the employee's attitude, behaviours, emotions, morale and perceptions was influence by the leader's behaviour. The leader should focus on the mission and the objectives of the organization. In car manufacturing firm, the employees feel satisfied if the mission and the objective of the organization are with line with the employee's personal belief. The employees feel more confident to stay more longer in the organization because the successful of their business organization and believe can be more competitive in the market. Besides that, they feel more secured to accomplish their duties as employees in the organization.

Therefore, two types of transformational and transactional leadership are encouraged to be understood and practiced by the organization to achieve high level of job satisfaction among employee. Basically, transformational leadership can have better relationship with employee rather than transactional leadership. While, transactional leadership refer to a communication between a leader and employee regarding on how the task need to be perform. After that, there is a reward for the employee.

The successful of organization can be achieved by a good management, quality employees and the effective participative of leadership style. Based on

Wright, Moynihan, and Pandey (2012), the types of transformational leadership is important to the public service. The transformational leadership include the motivation, individual consideration, inspirational communication, personal recognition, supportive leadership, and the idea to influence. Besides, it is inspire the follower to achieve the organization mission and goals. Meanwhile, the transactional leadership provides the rewards to the employees to motivate them in performing their job and task. In addition, the transactional leadership is the relationship between the leaders and subordinates. If the subordinate feel that the reward fulfils their requirement and what they contribute to the organization, they will comply with the right behaviour in the organization. According to Yun, Cox, and Sim (2007), both transformational and transactional effect positive relationship with job satisfaction.

Participative leadership style may influence the employee job satisfaction in manufacturing firm especially workforce in lower organizational levels (Clark & Hartline, 2009). According to Ababneh (2009), the concept of leadership style gives the same understanding in most and even in different organization. Most managers like to participate and delegate the leadership style in taking the responsibility by enhance and lead their team effectively. Sometimes, there is no close relationship between a leader and employee. Each organization encouraged to always understand and emphasize the duty as a leader to ensure the employees feel that they get the support and guidance from their leader so that they understand their work and can reduce stress in their jobs.

The leadership style requires effective changes and not depends on the current practice (Hoy & Miskell, 2008). This means the leadership in organization

must set with an effective leadership style, not only lead the subordinate but consistent with their leadership to their employees to meet the employee's satisfaction. Moreover, they highlight the effectiveness of both transformational and transactional leadership to employee's satisfaction. Besides, the organization able to grow stronger with the leadership that can inspire employees to work and achieve their goals and thus, helps the organizations to improve the qualities of product and service. In one research on nursing sector, this study concluded that the leadership of transformational successfully increase the job satisfaction among the staff (Cummings *et al.*, 2010; McGillis-Hall & Doran, 2007).

In one organization, the employee feels that the leadership style is one of leader character that may influence the employee's expectation towards the organization. In addition, besides giving the orders, a good relationship between the leader and the employee is very important to motivate and enrich the relationship between employer and employee. Furthermore, the leadership style can provide a motivation and can help to create a respect for their leader. A leadership style in a leader is one responsibility that has its own value as a leader because they need to guide their employee to do their job with a proper way and follow the procedure of their work (Chakrabarty, Oubre, & Brown, 2008). Similarly based on Momeni (2009), the personality, attitude and behaviour's of employee heavily influence and depends on participative of leadership style in the organization.

According to Gill *et al.* (2010), leadership means someone who has a skill to lead the subordinates and who has the advantage of competitiveness in a self role. The organization needs the employee who able to handle their job, loyal and

committed to complete the task and efficient to produce the quality job. As to this reason, the leadership style of leader should be support the employee to improve the way and the abilities to work and achieve the organization objective and goals (Aydin & Ceylan, 2009).

Leader in organization must have leadership criteria to enhance the employee's satisfaction towards their job. The relationship between leaders and employees are encouraged to develop a close relationship to facilitate communication between these two parties. With their close relationship, it could reduce problems in controlling jobs among them. The cooperation between these two parties is important in order to achieve the job satisfaction of employee and for the benefit of the organization (Chou, Chou, Jiang, & Klein, 2011). In addition, a good implementation of leadership allows the leaders to control and overcome all employees' responses towards the organization. The leadership of a leader is very challenging task to ensure good relationship with their employees. Furthermore, a leader has to care about the behaviour of employees so that they are constantly reminded about their job at their workplace (Jiaxin, Lin, & Jun, 2014).

The employee's satisfaction most important thing to the organization since it gives many advantage and benefit to organization. The employee satisfaction is an evaluation of their work and they feel it meets job requirement and this can help to attract employee to work and retain in the organization. By leadership, the organization able to obtain employee loyalty and can avoid many adverse effects because of lack of employee's satisfaction towards their jobs (Ming, 2010). The leadership can be effective if there is a power in the leadership to manage the

employee. In China, in observing and understanding the employees, a close relationship with employees is a factor that can increase employee job satisfaction because the employees can work more and harder with their job (Ren-Tao, 2011).

According to Ismail and Ford (2010), the leadership need to give some attention in the organization structure and the action need to be taken so that a good effect can be seen in the process of implementation of leadership to the leader. Besides manufacturing firm, leadership has been proved that it is able to increase the employee's satisfaction in technology sector (Archana *et al.*, 2011). A leadership not only provide guidance and have good relationships with employees but even more to keep emotions of employee that can motivate them to be committed with their job (Carroll *et al.*, 2008). In this study, the organization should study and improve more in leadership criteria to be more as a daily practical and ensure that the employee's satisfaction can be gained and a better performance can be increased (Cherry, 2012).

A good leadership can avoid a stress problem among employee. The employee needs a leader who always supports them in their daily task. They need a supportive leader to create a quality work at their workplace and get a motivation to do their job. Besides, lack of leadership may result losing confidence among employee and can decrease their sense of self-confidence in their commitment to the organization. Furthermore, each employee should know their individual responsibilities towards their job. According to Emery and Barker (2007), they found that a leader also should voluntarily responsible in providing a support and motivation for their employee to make them capable to take their responsibility.

A positive response by employees on their scope of work is the result of good leadership in the organization. Good or bad depends on the quality of employee's work which depends on the leadership of the head of the employee. Basically, employees are able to present their work at the best effort for the organization if they are satisfied with the guidance and attention of their leader to them. Effective leadership can educate employees more disciplined and committed to their work. Thus, it indirectly helps to build a positive emotional support from employee to organization. Based on Nicholson (2007) and also Bass and Riggio (2006), the attention to the employee helps the employee feel satisfied with the organization since the employee's desire has been achieved.

The integrity of an effective leader can attract more employees' interest to perform the assigned tasks by employer. The employees more understand and accept the assignments for each task that is heavier and requires expertise and skills. The employees who have placed their trust to their leaders may accept the task with positive and happy feeling. Some more, it can motivate them to work harder for the organization. According to Bass and Riggio (2006), mention that the employees more trust the leader if they can be as the idol to the employee. In addition, a good leader could be more respected and emulated by the employee in an organization. Leadership with a motivation brings the employee to achieve their goal towards their job and organization.

The participative leadership style needs the innovative role as a leader in the organization. The way of the leader leading the employee is important because they need to show to their follower the creative way to perform the job effectively and

efficiently (Nicholason, 2007; Bass & Riggio, 2006). Car manufacturing firm involves so many tasks in the operation part. The employee needs the expertise and skill for their self and also for the use of technology and machine. Therefore, a leader should guide the employees to be more innovative in performing their job. Both employee and leader need to work hard to achieve their vision in the organization.

A leadership within the organization ought to inspire employees to work diligently in order to achieve the vision and mission of the organization. A continuous success also refers in the way the leadership of an organization (Sadri, Sadri, & Nayak, 2011). Mohanty (2006) highlights that the effective leadership can create a happy and encourage environment for the employees to take their responsibility in organization. Similarly as previous study from the other researcher, this researcher also found two types of leadership that can encourage the employee's job satisfaction such as the transformational and transactional theory styles. There is positive effect on relationship between employer and employees if there is an effective leadership in the organization.

2.5.1 The Relationship of Participative Leadership Style and Job Satisfaction

In the case of automobile industry in Iran, this study has been carried out by Yaghoubi, Tee, and Elsadig (2013) on the impact of the relationship between transformational and traditional leadership styles on job satisfaction. The study has been conducted by distribute questionnaire to production line employees and about 540 questionnaire has been collected out of 600 questionnaire. The researcher implement the survey using stratified random sampling method and the result

showed that there is a significant positive relationship between the transformational leadership and job satisfaction. Furthermore according to researcher the type of transformational leadership style lead the contribution to the employee's satisfaction. However, the researcher highlight the employee's satisfaction influences depends on the leadership style. The researcher also mention that the employees very important to the organization therefore a leader in the organization need to plan the interesting strategy in order the satisfaction from employees can be obtained. This strategy help the organization to ensure the efficiency of the operation, produce the quality of product and increase the competitiveness in the market.

In one study has been carried out in a hotel sector in Germany. Rothfelder, Ottenbacher, and Harrington (2013) in their study have result there is a positive of transformational leadership towards employee's job satisfaction. According to their studies, the transformational leadership refer to aspects of the consideration, the things that able to influence and inspired the other individual. In addition, transformational leadership is about self improvise (Arnold, Turner, Barling, Kelloway, & McKee, 2007). Result of a study conducted by Amin, Yusnita, Ibrahim, and Muda (2013) found that in Malaysia, all aspect similarly contribute to the individual job satisfaction as per discuss from previous study and research. Furthermore, the leadership has a strong leadership to influence the behaviour and attitude of individual and has significant positive relationship with job satisfaction.

Based on Sowmya and Panchanatham (2011) indicate in their study conducted in India. The study and survey has showed the result that a relation between a leader and employees is one of the most significant contribute to

employee's satisfaction towards their job. Chang and Lee (2007) have revealed the relationship between leadership style and job satisfaction. They conducted the research in 134 private fields and the result found out positive relationship of leadership style with job satisfaction.

In the case of banking sector, in point of view from the researcher, has mention the suggestion to the bank manager should practise the transformational leadership in order to gain the employee's commitment for the organization. Riaz *et al.* (2011) has found a positive connection of leadership style and job satisfaction. Similarly in this sector, about 42% of respondent agreed the transformational leadership has a positive impact and relationship with employee's job satisfaction. This study was conducted to 133 employees in a bank sector in Pakistan (Bushra *et al.*, 2011). Basically, this type of leadership has the impact to give better performance of employee to achieve the organization's goal.

2.6 UNDERPINNING THEORY

The satisfaction of employees towards job is hard to measure. The discussion below explains the theory that relate to this study and research.

2.6.1 Herzberg Two-Factor Theory

According to Herzberg, Mausner and Synderman (1959), on their study regarding Two Factor Theory of Herzberg on job satisfaction and job dissatisfaction, they divided the two group influencing job satisfaction and job dissatisfaction as below:

- The first group they call it as motivator that lead to job satisfaction
- While, the second group is hygiene that lead to job dissatisfaction

The theory of Herzberg for both motivator and hygiene explained that these two factors is influence the people's behaviour. In studied done by Herzberg, a motivation may contribute to people satisfaction and the hygiene factor may lead to people dissatisfaction. This theory also indicates the job satisfaction to intrinsic and extrinsic factor (Hirschfeld, 2000; Warr, 1987; Hauber & Bruininks, 1986; Herzberg, 1959). Hence, the intrinsic factor refers to motivator and extrinsic factor refers to hygiene (Iqbal, Hameed & Ramzan, 2012).

Referring to Warr (1987), confirmed on intrinsic and extrinsic job have their own factor that may influence the employee's behaviour and job satisfaction. The intrinsic factors include the work itself for example like the quantity and amount of job receive, amount of responsibility and task, the achievement and recognition of work, and opportunity for employee to get personal growth in organization. Meanwhile, the extrinsic job refers to working environment, the organization policy, salary, supervision, and the co-worker (Goetz, *et al.*, 2012).

The Herzberg theory helps the organization to increase the level of employee's satisfaction by understanding the work and how to motivate employee (Donald, 2004). Nowadays, most organization in various field have been give the attention on job satisfaction (Mausner & Snyderman, 1959). This is because the job satisfaction is the most important issue to achieve and sustain the successful for the organization.

Various studies have been conducted to prove and explain the theory of Herzberg. Some result shows on the willingness of employee to work in team is depends on the employee's job satisfaction. The results of this research highlight the absence of hygiene factor may cause dissatisfaction. The other factor like supervision also contributes to job satisfaction (Friedlander & Margulies, 1969). This is also in line with Maidani (1991), mention that the increasing of job satisfaction not only influences by motivator factor but also can influence by hygiene factor. But this is contra and opposite with Herzberg theory (1966) that highlights the supervision is not influence the job satisfaction.

There is such criticism on Herzberg's theory because no measurement on overall satisfaction. If a person does not meet the maximum level of self satisfaction, this does not mean they are not overall satisfied with their job. Furthermore, this theory suggests that the motivation can create job satisfaction and thus the motivation can prevent dissatisfaction among employees. In his model also explaining the hygiene factor is not bring the high level of employee's job satisfaction and without hygiene factor may cause the dissatisfaction on employee's job. Besides, according to many researchers the Herzberg two factor theory provides different result and the researcher argue that the hygiene factor is the motivator. The result can be differ if it is tested in different industry and it is depends also on the employee and service of employee in the organization (Nave, 1968).

2.7 SUMMARY

This chapter presented the literature review that examine the relationship and effect of career development, teamwork, environmental condition and participative of leadership on job satisfaction. Next, researcher was focus on the methodology, the technique and also procedure for data collection from respondent and analysis.



CHAPTER THREE

METHODOLOGY

3.0 INTRODUCTION

This chapter focus on the research framework, hypothesis, research design, indicate the operational definition on the variables, measurement of variables, data collection, sampling design, data collection procedures and finally the techniques of data analysis.

According to Flick (2011), the analysis on the questions needs to be carried out in the research methodology. This chapter described the research method employed in this study to ensure the data can be collected and analysed. In addition, all the information done to be collected to solve the problems and under this chapter, there is some investigation to analyse the data and to conduct the research (Gobo, 2008).

3.1 RESEARCH FRAMEWORK

The research framework of this study is to examine the relationship and effect of the factors influencing job satisfaction among employees of car manufacturing firms in Selangor. The research framework is based on the literature as previous discussion on chapter two. The independent variables as the factors influencing on job satisfaction are career development, teamwork, environmental condition, and

participative of leadership style. Meanwhile, the dependent variable is employee's job satisfaction.

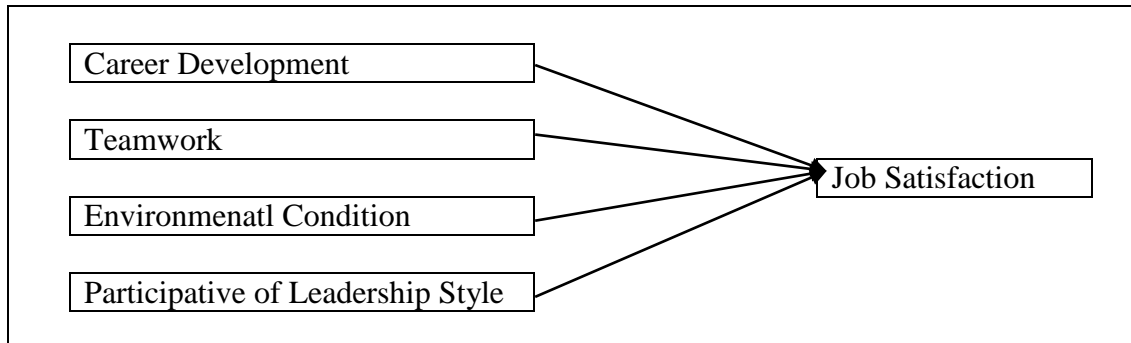


Figure 3.1
Theoretical Framework of the Study

3.2 HYPOTHESIS

The hypothesis is tested based on four independent variables and one dependent variable. This research study is based on the H_0 which is the hypothesis null and H_a which is the hypothesis alternate. The proposed hypotheses are below:

3.2.1 Career Development

H_{10} : There is no relationship between career development and job satisfaction among employees of car manufacturing firms.

H_{1a} : There is a relationship between career development and job satisfaction among employees of car manufacturing firms.

3.2.2 Teamwork

H2o: There is no relationship between teamwork and job satisfaction among employees of car manufacturing firms.

H2a: There is a relationship between teamwork and job satisfaction among employees of car manufacturing firms.

3.2.3 Environmental Condition

H3o: There is no relationship between environmental condition and job satisfaction among employees of car manufacturing firms.

H3a: There is a relationship between environmental condition and job satisfaction among employees of car manufacturing firms.

3.2.4 Participative of Leadership Style

H4o: There is no relationship between participative of leadership style and job satisfaction among employees of car manufacturing firms.

H4a: There is a relationship between participative of leadership style and job satisfaction among employees of car manufacturing firms.

3.2.5 The Effect of Career Development, Teamwork, Environmental Condition, and Participative Of Leadership Style

H5o: There is no effect of career development, teamwork, environmental condition, and participative leadership style on job satisfaction among employees of car manufacturing firms.

H5a: There is an effect of career development, teamwork, environmental condition, and participative leadership style on job satisfaction among employees of car manufacturing firms.

3.3 RESEARCH DESIGN

This study used the quantitative approach and the data collection used a questionnaire. The descriptive and inferential study used in this study and the organization was selected based on the scope of the study to distribute the questionnaire. A population for the purpose of this study focused on employee at Proton or Perusahaan Otomobil Nasional Bhd which is situated at Shah Alam and Perodua Manufacturing Sdn Bhd, situated at Rawang since these two organizations are involve in car manufacturing firms in Selangor. A structured questionnaire used as a primary data and were be given to 400 respondents of employees.

This study uses a cross-sectional descriptive approach to gather information for the analysis purpose. The Statistical for Package Social Science (SPSS) of version 20.0 used to analyze the collected data and the mentioned hypotheses where

the result tested using Cronbach's Alpha and multipoint scaled items. The Chronbach Alpha (Chronbach, 1951) is 0.70. If the Alpha value is higher than that suggested by Nunnally (1978), so the data collected can be considered as reliable. The multiple regressions were adapted to test and prove the effect of the variables in this study.

The research design very important in this study because it helps to provide the methods and decisions to be decided during the study conducted (Cresswell & Clark, 2007; Kumar, 2011). In this research, the study is refer to the dependent variable that is job satisfaction while the independent variable which are career development, teamwork, environmental condition, and participative of leadership style.

3.4 OPERATIONAL DEFINITION

Table 3.1
Operational Definitions of Variables

| Variable | Definition |
|-----------------------------------|--|
| Job Satisfaction | Job satisfaction is about feeling of the individual feels towards their jobs (Qasim, Cheema & Syed, 2012). |
| Career Development | The organization who concerns with the employee's development will prepare the program for the employee's self development in various scopes of employee's job and task (Yu, 2011). |
| Teamwork | Çetina <i>et al.</i> (2012) has proved a good teamwork style has a significant relationship with job satisfaction. The employees feel more comfortable and trust each other to accept the idea of team members to solve their job accordingly. |
| Environmental Condition | The employees need an appropriate environmental condition so that they can perform their job with high motivation and meet their satisfaction (Kabir, 2011). |
| Participative of Leadership Style | The employees need the efficient leadership that has the strong criteria to get the positive outcome in employee's satisfaction (Ivancevich <i>et al.</i> , 2008). |

3.5 MEASUREMENT OF VARIABLES

This study used the questionnaire instrument and it was constructed, adopted and adapted for the purpose of this study. The questionnaire consists of two variables, dependent and independent variables. Dependent variable in this study is the job satisfaction among employees of car manufacturing firm in Selangor while the independent variables are career development, teamwork, environmental condition, and participative of leadership style. Besides, the demographic information also was included in the questionnaire for this study.

Table 3.2
Five Point of Likert Scale

| Range of Point Scale | Meaning of Scale |
|----------------------|-------------------|
| 1 | Strongly disagree |
| 2 | Disagree |
| 3 | Uncertain |
| 4 | Agree |
| 5 | Strongly agree |

Source: Sekaran (2003)

From the previous literature, the scales of the study of Likert scale were adopted (Sekaran, 2003). Respondents were asked to score each question and indicate their degrees of relative agreement level along a five-point, Likert-type scale: strongly disagree = 1; disagree = 2; uncertain = 3; agree = 4; and strongly agree = 5. The Likert scale was used to determine the level of agreement or disagreement the statement on 5 point scale. Based on Dawes (2008), the statement is usually measure with five, seven or nine response levels to collect data for the research (Cooper, 2008). Each section and instrument was tested using Cronbach's alpha for reliability.

The component of variables and source of the questionnaire can be shown as Table 3.3 until Table 3.7 below:

Table 3.3
Items for Career Development

| Variable | Item Statement | Source |
|--------------------|---|------------------------|
| Career Development | The management often conducts short training courses. <i>Pihak pengurusan sering mengadakan kursus jangka pendek.</i> | Moeen and Syeda (2013) |
| | The management often conducts workshops on career advancement for its workers. <i>Pihak pengurusan sering mengadakan bengkel mengenai kemajuan kerjaya untuk pekerjanya.</i> | |
| | The management offers me the opportunity to attend workshops/seminars/training courses. <i>Pengurusan ini menawarkan peluang kepada saya untuk menghadiri bengkel / seminar / latihan.</i> | |

Table 3.4
Items for Teamwork

| Variable | Item Statement | Source |
|----------|---|--------------------------|
| Teamwork | Team members receive the guidance and resources they need from the team manager to do their jobs. <i>Ahli pasukan menerima panduan dan sumber yang mereka perlukan daripada pengurus pasukan untuk melakukan kerja mereka.</i> | Hinda and Herbert (2016) |
| | Team members express their opinions honestly and openly to each other. <i>Ahli pasukan meluahkan pendapat mereka secara jujur dan secara terbuka antara satu sama lain.</i> | |
| | Team members make good use of the time they spend together. <i>Ahli pasukan memanfaatkan masa mereka dengan menghabiskan masa bersama-sama.</i> | |
| | Every team member knows what the other team members expect from him or her. <i>Tiap-tiap anggota pasukan tahu apa yang ahli-ahli pasukan lain harapkan dari seseorang di dalam pasukan.</i> | |
| | Conflict between or among team members is handled promptly and effectively. <i>Konflik di kalangan ahli-ahli pasukan dikendalikan dengan segera dan berkesan.</i> | |

Table 3.5
Items for Environmental Condition

| Variable | Item Statement | Source |
|-------------------------|--|---|
| Environmental Condition | I work in a noise-free environment. <i>Saya bekerja di persekitaran yang senyap.</i> | Abdul Razak, Mohamad Hanifah, Kim, Baba, and Nor Kamilah (2010) |
| | I feel warmth discomfort and its cause sweating. <i>Saya berasa panas dan tidak selesa dan ia menyebabkan berpeluh.</i> | |
| | I feel cold discomfort because I was in air conditional room. <i>Saya berasa sejuk dan tidak selesa kerana saya berada di dalam bilik berhawa dingin.</i> | |
| | I am work in too bright light that leads to eye fatigue. <i>Saya bekerja di bawah cahaya terlalu terang yang membawa kepada keletihan mata.</i> | |
| | I am work at high level of noise. <i>Saya bekerja dengan bunyi yang sangat bising.</i> | |
| | I am working and expose to radioactive material disposed or chemical material. <i>Saya bekerja dan terdedah kepada bahan radioaktif lupus atau bahan kimia.</i> | |
| | | |

Table 3.6
Items for Participative of Leadership Style

| Variable | Item Statement | Source |
|-----------------------------------|---|--|
| Participative of Leadership Style | My leader provides a clear vision of who and what we are. <i>Ketua saya menyediakan wawasan yang jelas tentang siapa dan apa yang kita mahu..</i> | Yun, Jonathan, Henry, and Sabrina (2007) |
| | Because of my leader, I have a clear vision of our organization. <i>Kerana ketua saya, saya mempunyai wawasan yang jelas tentang organisasi kami.</i> | |
| | My leader provides a clear vision of where we are going. <i>Ketua saya menyediakan visi yang jelas mengenai matlamat syarikat</i> | |
| | If I perform well, my manager will recommend more compensation. <i>Jika prestasi kerja saya bagus, pengurus saya akan mengesyorkan lebih pampasan.</i> | |
| | My manager gives me positive feedback when I perform well. <i>Pengurus saya memberi saya maklum balas positif apabila saya melakukan pekerjaan saya dengan baik.</i> | |
| | My manager recommendations regarding my compensation depend on my performance. <i>Pengurus saya mencadangkan pampasan yang saya dapat bergantung kepada prestasi kerja saya.</i> | |
| | When I do a job well, my supervisor tells me about it. <i>Apabila saya melakukan kerja dengan baik, penyelia saya memberitahu saya mengenainya.</i> | |
| | My manager will recommend that I am compensated more if I | |

| | | |
|--|--|--|
| | perform well. <i>Pengurus saya akan mengesyorkan saya akan dibayar lebih jika saya melakukan kerja dengan baik.</i> | |
|--|--|--|

Table 3.7
Items for Job Satisfaction

| Variable | Item Statement | Source |
|------------------|--|-------------------------------|
| Job Satisfaction | I am happy with my work responsibilities. <i>Saya gembira dengan tanggungjawab kerja saya.</i> | Parvin and Nurul Kabir (2011) |
| | I feel comfortable in carrying out my responsibilities. <i>Saya berasa selesa di dalam menjalankan tanggungjawab saya. .</i> | |
| | I am satisfied with various activities in the organisation and love participating in them. <i>Saya berpuas hati dengan pelbagai aktiviti di dalam organisasi & suka mengambil bahagian di dalam organisasi.</i> | |
| | Fulfilling my responsibilities give me a feeling of satisfaction & personal achievement. <i>Dengan memenuhi tanggungjawab saya, ia memberikan rasa kepuasan dan pencapaian diri sendiri.</i> | |

3.5.1 Instrumentation

This study used five point Likert scale of questionnaire constructed, adopted and adapted by Moeen and Syeda (2013) for career development variable, by Hinda and Herbert (2016) for teamwork variable, by Abdul Razak, Mohamad Hanifah, Kim, Baba, and Nor Kamilah (2010) for environmental condition variable, by Yun, Jonathan, Henry and Sabrina (2007) for participatve of leadership style variable, and by Parvinand Nurul Kabir (2011) for job satisfaction variable. The questionnaire contains three sections, the section 1 includes different personal and demographic variables. This section had obtained the respondent's information about gender, age, marital status, income, academic level, race, number of years experience and present department in the organization. While, section 2 includes the independent variables

include employee career development, teamwork, environmental condition, and participative leadership style. Lastly is section 3, the dependent variable regarding on job satisfaction. For the purpose of this study, the questionnaire of section 2 and the section 3 are adopted and adapted based on the past researcher. The questionnaire were distributed to 400 employees, 200 set to Proton Perusahaan Otomobil Nasional Bhd and 200 set of survey to Perodua Manufacturing Sdn Bhd, only 386 were returned.

3.6 DATA COLLECTION

The two main information sources for data collection purposes are the primary and secondary data. According to Robert, Brain and Sekaran (2001), the primary data is the first hand data, used to analyse regarding on the research problem. The distribution of questionnaire is the main method used to gather the primary data needed for this study. While the secondary data were gathered from articles in academic journals, books and online sources

3.7 SAMPLING

The discussion on sampling covers the topic on population of the study, sampling frame, sampling elements and sampling size.

3.7.1 Population of the Study

Population is referring to a particular of group that live in specific area. In Selangor, the population of car assembler consist of Proton in Shah Alam, Perodua in

Rawang, Toyota in Shah Alam, Nissan in Serendah, Volvo in Shah Alam, Mazda and Peugeot in Petaling Jaya and a new plant in Shah Alam. The two biggest car assembling facilities are Proton and Perodua.

3.7.2 Sampling Frame

Sampling frame is a data sample selected from a population that enable for researcher to get some information for the nature and characteristic for the whole population. Proton or Perusahaan Otomobil Nasional Bhd and Perodua Manufacturing Sdn Bhd served as the sampling frame for this study that involve with the operation in car manufacturer. The total employee population for both companies is 10,000 employees.

3.7.3 Sampling Size

Sampling is used in this study because of the amount of time consumed to collect the data and therefore only selected people from population were selected (Sekaran, 2003). Based Krejcie and Morgan (1970) sampling size determination table, the appropriate sample size for the population of $N = 10,000$ employees is 370 respondents.

However, about 400 questionnaires were distributed to the respondent, 200 questionnaires were distributed to Protons or Perusahaan Otomobil Nasional Bhd and 200 questionnaires to Perodua Manufacturing Sdn Bhd. Researcher successfully get 386 set of questionnaire, more than recommended by Krejcie and Morgan (1970).

Due to limited time from respondent, they only give a feedback for 386 set to the researcher.

3.7.4 Sampling Elements

The sampling element in this study is the operation employees who are involved in the car production line in both Proton and Perodua. This is in-line with the purpose of this study is to examine the relationship and effect of career development, teamwork, environmental condition, and participative of leadership style on job satisfaction among employees of car manufacturing firms in Selangor.

3.7.5 Sampling Techniques

Simple random sampling technique is used to conduct a survey to the respondent. This technique is the easier method to get the data and feedback from respondent and each member of the population has equal chances of selection. Both cars manufacturing firm of Protons or Perusahaan Otomobil Nasional Bhd and Perodua Manufacturing Sdn Bhd estimate about 5,000 employees respectively involve in car manufacture's operation. In this study, both organizations informed that there are several departments involve in the operation such as research and development, quality, safety and health, procurement, vehicle engineering, kaizen and transformation and others. According to population with $N=10,000$, this study required about 370 to be distributed to the respondent. However, 200 sets respectively were submitted to the human recourse for both organizations and has been distributed it to the respondent.

3.8 DATA COLLECTION PROCEDURES

This research focused on two types of sources of data, primary and secondary data. The primary data could be obtained through questionnaire distribution to the respondent while the secondary data comes from journal, book or publication. The data collection for this study focuses on primary data. 400 set of questionnaire were distributed to the selected of respondent for the data collection purpose.

There are some procedure needs to follow to get the data from the respondent:

1. The researcher deals with the organization to get a permission to do a survey.
The researcher wrote a permission letter through email to Human Resource department to follow up with the person in charge.
2. Next, email a permission letter from UUM to conduct a survey and the explanation regarding on the survey has been given. There is almost one month to obtain permission and to get the person in charge for both organizations that can help the researcher to conduct a survey.
3. Set a date to distribute the questionnaire. The researcher walked in to the organization to distribute the questionnaire to the person in charge. Besides, the questionnaires also were distributed through email to the organization.
4. Several follow up has been done since both organizations are in the middle to produce new product.

5. The researcher confirmed a date with the organizations to collect the feedback of the questionnaire. A problem occurs to collect the feedback due to delay for a few times to get the questionnaire. Lastly, several follow up has been done through email and telephone to collect the questionnaire for both organizations.

3.9 TECHNIQUES OF DATA ANALYSIS

The SPSS “Statistical Package for Social Science” version 20.0 is used to key in all the data collected from the survey to generate the analysis. All the data of the three sections in the questionnaire was produced and used for the objective of this research. The reliability test of Cronbach’s alpha, person correlation, and multiple regressions has been conducted into this study to examine the relationship and effect of independent variables towards dependent variable.

3.9.1 Reliability Test

Table 3.8
Cronbach’s Alpha Interpretation

| Cronbach’s Alpha | Internal Consistency |
|-------------------------|-----------------------------|
| <0.5 | Unacceptable |
| 0.5-0.6 | Poor |
| 0.6-0.7 | Questionable |
| 0.7-0.8 | Acceptable |
| 0.8-0.9 | Good |
| 0.9-1.0 | Excellent |

Source: Pankit (2012)

The Cronbach's alpha is use to test the reliability of the variables in this study. The above table explain the range of consistency of reliability test (Pankit, 2012). It gives the value range of 0 until 1 for the correlation of coefficient. If the value more closely to 1 it is better and less than 0.6 is poor. While 0.7 is acceptable and 0.8 is good. The reliability test for the questionnaire may result when the researcher distributed the questionnaire to 30 respondents in the organization. The reliability will be tested on next chapter in chapter 4. According to Coakes, Steed and Ong (2010), the reliability test is a method that common to ensure the reliability of the study.

3.9.2 Pearson Correlation

Pearson correlation explains the correlation and the relationship among variables (Coakes *et. al*, 2010). According to Sekaran (2003) and Coakes *et. al* (2010) the correlation among variables can be perfect positive of +1.0 (plus 1) or can be negative correlation of -1.0 (minus 1).

The positive or negative correlation shows the direction and the value of the correlation of variables highlight the strength of the relationship (Coakes *et. al*, 2010). The table below shows the value of r (coefficient correlation), measures the relationship of independent variables and dependent variables (Pankit, 2012).

Table 3.9
Interpretation of Coefficient Correlation

| Coefficient Correlation (r) | Interpretation |
|------------------------------------|-----------------------|
| <0.2 | Slight correlation |
| 0.2-0.4 | Low correlation |
| 0.4-0.7 | Moderate correlation |
| 0.7-0.9 | High correlation |
| 0.9-1.0 | Very high correlation |

Source: Pankit (2012)

3.9.3 Multiple Regressions

Sekaran (2003) elaborated the importance of multiple regressions in this research. It analyse the relationship of variables of the multiple r or the multiple correlation. While according to Coakes *et. al* (2010), the result of regression equation is correlation of independent variables with the dependent variables. The multiple r or multiple correlation explain the variance, when the variables jointly regressed against dependent variable.

The R^2 (R-square) or the square of multiple r, is the amount of variance in independent variable by the predictor. It is when more than one predictor jointly regressed against variable. The result can be indicated when we know the value of R-square, the F statistic and the level of significance.

3.10 SUMMARY

This chapter highlight the methodology of the research and concern on reliability test, Pearson's Coefficient and multiple regressions. The result for this chapter will further discuss on chapter four by using the SPSS of version 20.0 to analyse the data.



CHAPTER 4

RESULTS

4.0 INTRODUCTION

In this chapter, the findings need to be highlight and discuss to get the results from the data collected from the study and the data was analyzed using the SPSS version 20. This study used the common bias method, factor analysis, reliability analysis, frequency analysis, descriptive analysis, and inferential analysis to show the results of the relationship and effect between independent variables (career development, teamwork, environmental condition, and participative of leadership) on the dependent variable (job satisfaction).

4.1 COMMON METHOD BIAS

Under this method, the researcher needs to ensure all the data reported from the questionnaire distribute to the respondent are exclude from the bias and systematic measurement error or called as Common Method Bias or Variance. According to Podsakoff and Organ (1986) the common method bias give the negative effect to the validity of the result if one factor accounts more than 50%. Based on this study, the result from the table 4.1 below present that the single factor is only 35.645% of the total variance. Therefore, this result has showed the data collected is below than 50% and it is free from the threat of common method bias or variance.

Table 4.1
Common Method Bias

| Total | Cumulative (%) |
|-------|----------------|
| 9.268 | 35.645% |

4.2 FACTOR ANALYSIS

The factor analysis used in the study as a data reduction technique in order to reduce number of factors from a larger number of items of the measured variables.

Table 4.2
KMO and Bartlett's Test

| | | |
|--|--------------------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .932 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 4664.447 |
| | df | 325 |
| | Sig. | .000 |

Table 4.2 above indicates the KMO analysis indicates 0.932 which is shows the adequacy of sample because it is exceed than 0.6, while $P < 0.05$ indicates the data is suitable for analysis.

4.3 RELIABILITY TEST

Table 4.3
Cronbach's Alpha Statistics for Pilot and Actual Study

| Variable | Pilot | Actual |
|-----------------------------------|-------|--------|
| Career Development | 0.826 | 0.819 |
| Teamwork | 0.835 | 0.789 |
| Environmental Condition | 0.704 | 0.705 |
| Participative of Leadership Style | 0.959 | 0.902 |
| Job Satisfaction | 0.836 | 0.823 |

Pilot study as above conducted to 30 respondents in both car manufacturing firms of Proton/ Perusahaan Otomobil Nasional Bhd and Perodua Manufacturing Sdn Bhd to assess the reliability of the survey's instruments. All the results show the Cronbach's alpha is more than 0.7 which is acceptable and can be use for this research. Therefore, the results for all the variables above measure the instrument and indicator in the survey are reliable.

After the pilot study has been done to test the questionnaire's reliability to 30 respondent, next this study was used the cronbach's alpha to test the reliability of the instruments in the questionnaire to 400 respondents. The value for career development is 0.819, the value for teamwork is 0.789. Next the value for environmental condition is 0.705, the value for participative of leadership is 0.902 and the value for job satisfaction is 0.823. All the result shown above measure all the variables are reliable since it is greater than 0.7 and closer to 1. This is according to Sekaran (2003) that indicates if the Cronbach's Alpha is closer to 1 it is consider better and has the higher reliability.

4.4 DESCRIPTIVE ANALYSIS

The discussion on descriptive analysis is divided into two main sections. The first section discuss on the background of the respondents. This is followed by the discussion on the descriptive analysis of each of the variables.

4.4.1 Background of the Respondents

4.4.1.1 Gender

The total feedback for this study represents 386 respondents for both cars manufacturing firms. There are 309 male respondents (80.1%) while only 77 female respondents (19.9%) and this shows male respondent contribute the major feedback for the survey.

Table 4.4
Gender of Respondents

| Gender | Frequency | % |
|---------------|------------------|--------------|
| Male | 309 | 80.1 |
| Female | 77 | 19.9 |
| Total | 386 | 100.0 |

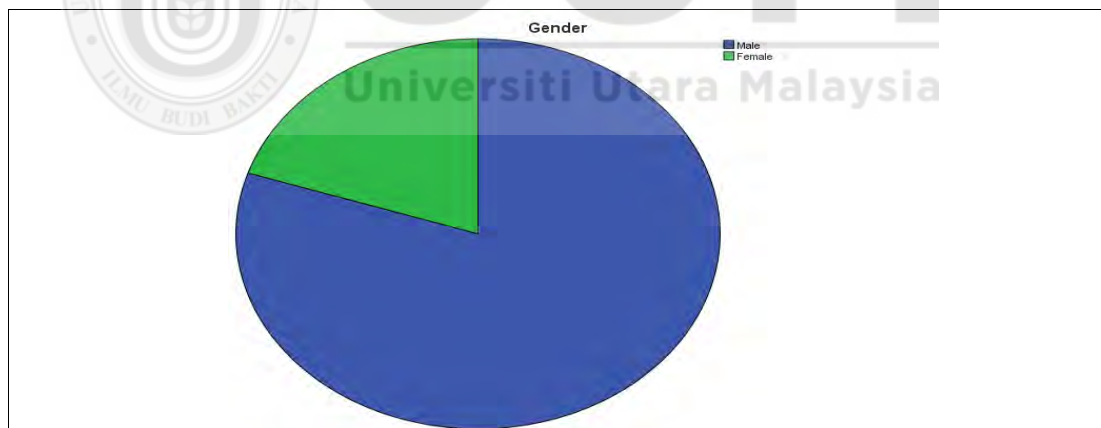


Figure 4.1
Gender of Respondents

4.4.1.2 Age

While for the age frequency analysis, there are 15 (3.9%) is below than 20 years old involved in participation for the survey. For the age 21–30 years old there are 137 (35.5%), followed by the age 31-40 years old about 168 (43.5%), then for the age 41-50 contribute about 51 (13.2%) and lastly for the age more than 50 years old there are about 15 (3.9%).

Table 4.5
Age of Respondents

| Age | Frequency | % |
|---------------|------------|--------------|
| Below than 20 | 15 | 3.9 |
| 21-30 | 137 | 35.5 |
| 31-40 | 168 | 43.5 |
| 41-50 | 51 | 13.2 |
| More than 50 | 15 | 3.9 |
| Total | 386 | 100.0 |

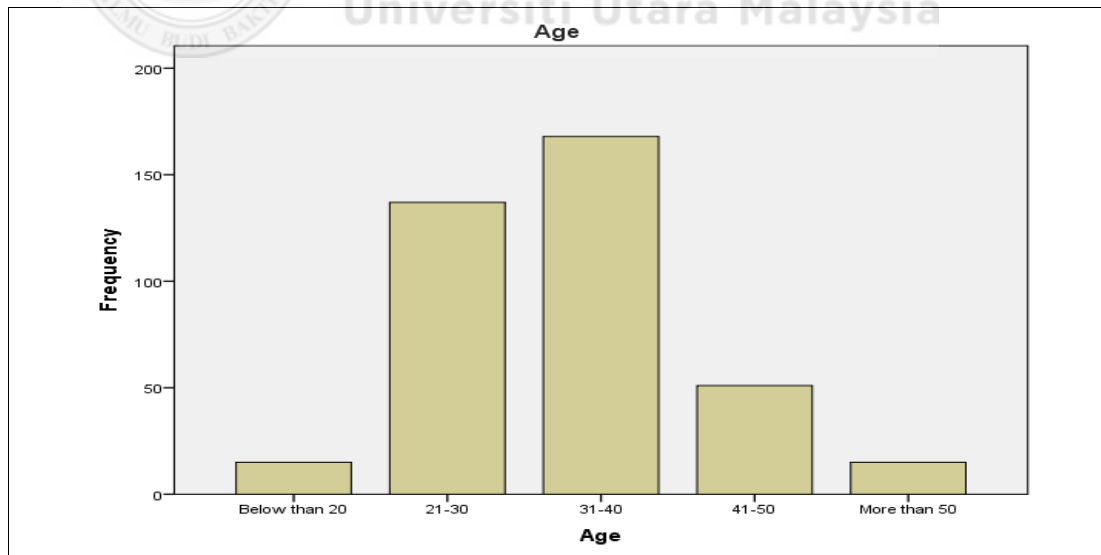


Figure 4.2
Age of Respondents

4.4.1.3 Marital Status

For marital status, the most of respondent are married, 288 out of 386 respondents that represent 74.6%. Next, followed by 75 (19.4%) of single respondent. While, the third highest is 17 (4.4%) of divorced respondent, then 5 (1.3%) of widow respondent and only 1 (0.03%) of widower respondent.

Table 4.6
Marital Status of Respondents

| Marital Status | Frequency | % |
|-----------------------|------------------|--------------|
| Single | 75 | 19.4 |
| Married | 288 | 74.6 |
| Divorced | 17 | 4.4 |
| Widow | 5 | 1.3 |
| Widower | 1 | .3 |
| Total | 386 | 100.0 |

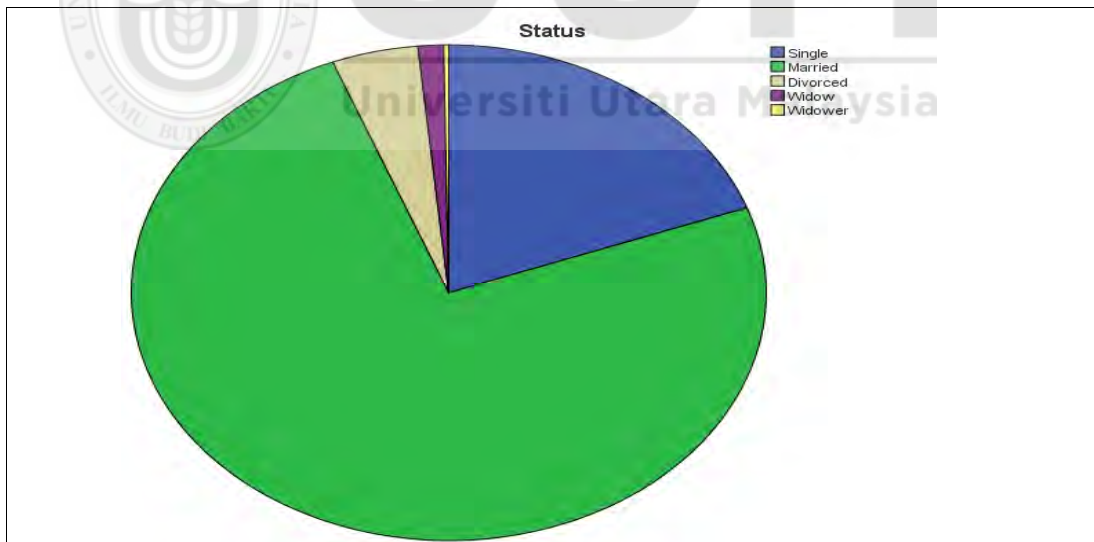


Figure 4.3
Marital Status of Respondents

4.4.1.4 Income Level of Respondents

Table 4.7 below shows that 131 (33.9%) respondent received their monthly income range of RM2, 100-RM3, 000 out of 386 respondent. Next 116 (30.1%) own their income range of RM1, 100-RM2, 000, followed by 81 (21.0%) respondent monthly income range of RM3,100-RM4, 000. Besides, about 34 (8.8%) respondent level income is more than RM4, 000. Lastly 24 (6.2%) respondent have the level income amount below than RM1, 000.

Table 4.7
Income Level of Repondents

| Income Level | Frequency | % |
|----------------------|------------|--------------|
| Below than 1,000 | 24 | 6.2 |
| Above 1,100 to 2,000 | 116 | 30.1 |
| Above 2,100 to 3,000 | 131 | 33.9 |
| Above 3,100 to 4,000 | 81 | 21.0 |
| More than 4,000 | 34 | 8.8 |
| Total | 386 | 100.0 |

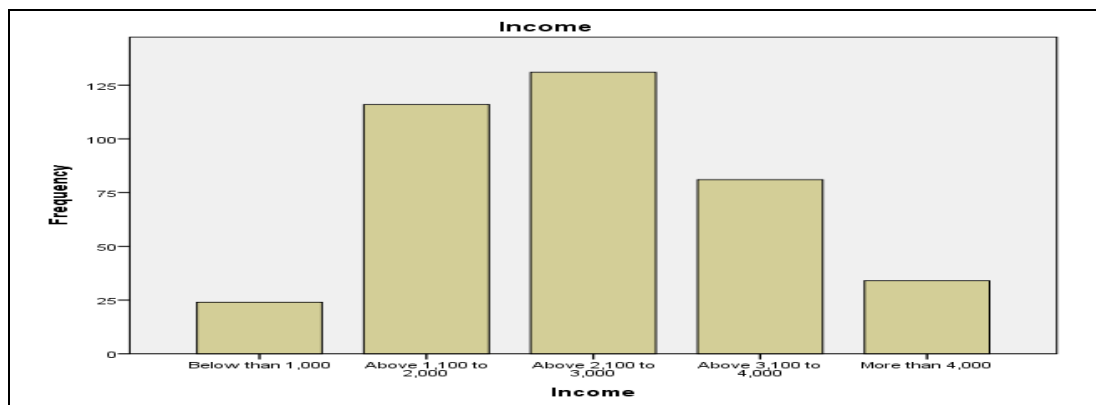


Figure 4.4
Income Level of Respondents

4.4.1.5 Education Background of Respondents

The result for the academic frequency analysis, 99 (25.6%) respondent qualified from STPM or Sijil Tinggi Pelajaran Malaysia, 90 (23.3%) respondent qualified from SPM or Sijil Pelajaran Malaysia, next is 89 (23.1%) respondent qualified from Degree level, 72 (18.7%) qualified from Diploma level, 21 (5.4%) respondent qualified from Professional level and only 15 (3.9%) respondent qualified from Master level.

Table 4.8
Education Background of Respondents

| Education Background | Frequency | % |
|----------------------|------------|--------------|
| SPM level | 90 | 23.3 |
| STPM level | 99 | 25.6 |
| Diploma level | 72 | 18.7 |
| Degree level | 89 | 23.1 |
| Master level | 15 | 3.9 |
| Professional level | 21 | 5.4 |
| Total | 386 | 100.0 |

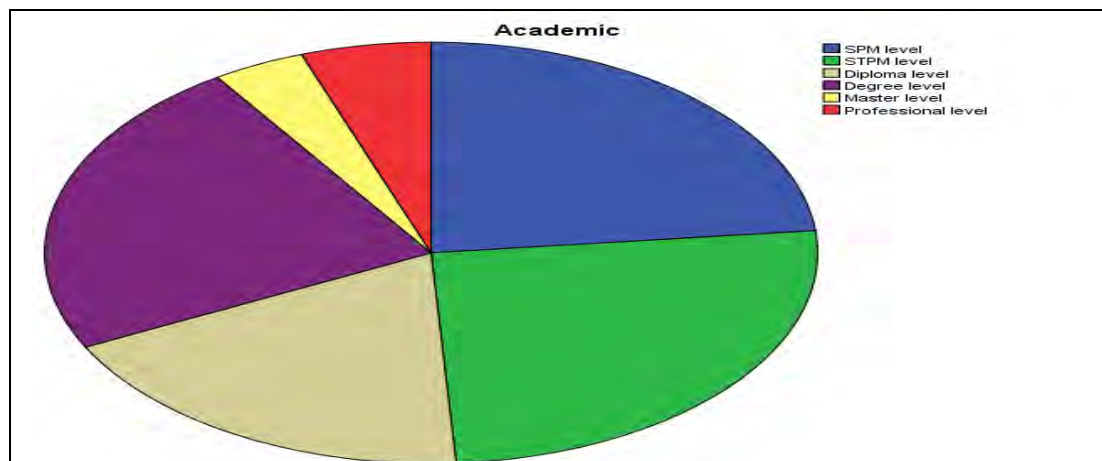


Figure 4.5
Education Background of Respondents

4.4.1.6 Race

About 367 (95.1%) respondent consist of Malay, the second largest is Chinese which is contribute to 13 (3.4%) respondent and the lowest is Indian about 6 (1.6%) respondent.

Table 4.9
Race of Respondents

| Race | Frequency | % |
|--------------|------------|--------------|
| Malay | 367 | 95.1 |
| Chinese | 13 | 3.4 |
| Indian | 6 | 1.6 |
| Total | 386 | 100.0 |

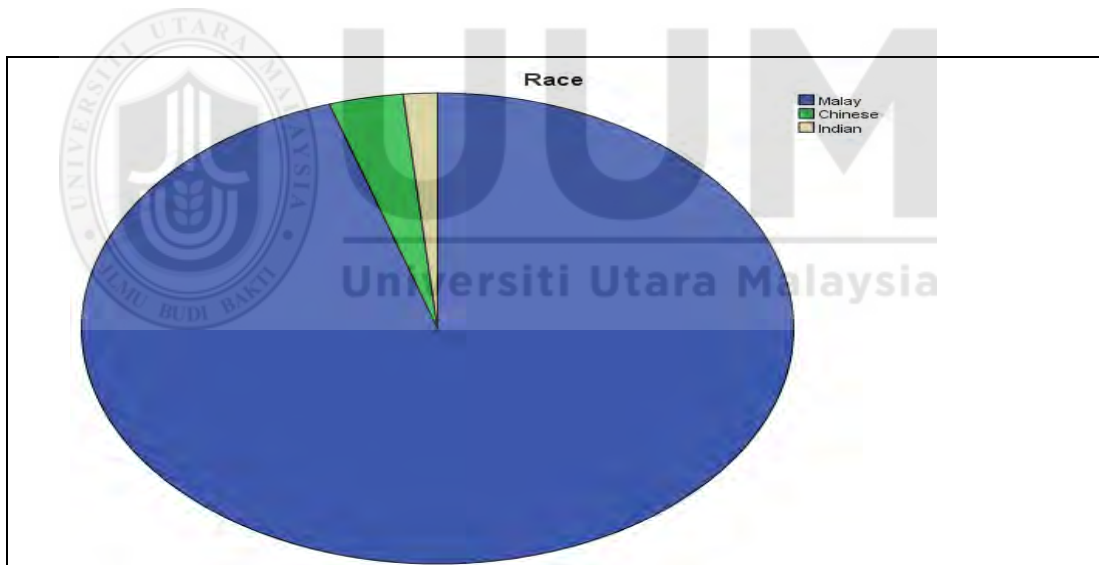


Figure 4.6
Race of Respondents

4.4.1.7 Experience

Table 4.10 below explained the experience frequency analysis for the total of 386 respondents for the purpose of this study. There are 110 (28.5%) works for 3 years in the organization and the same percentage of 28.5% hold by 110 respondents for those has works for more than 5 years. Next, followed by 78 (20.2%) respondent works for 2 years, 35 (9.1%) respondent works for 4 years, 33 (8.5%) works for 5 years and about 20 (5.2%) works for 1 year.

Table 4.10
Working Experience of Respondents

| Experience | Frequency | % |
|-------------------|------------------|--------------|
| 1 year | 20 | 5.2 |
| 2 years | 78 | 20.2 |
| 3 years | 110 | 28.5 |
| 4 years | 35 | 9.1 |
| 5 years | 33 | 8.5 |
| More than 5 years | 110 | 28.5 |
| Total | 386 | 100.0 |

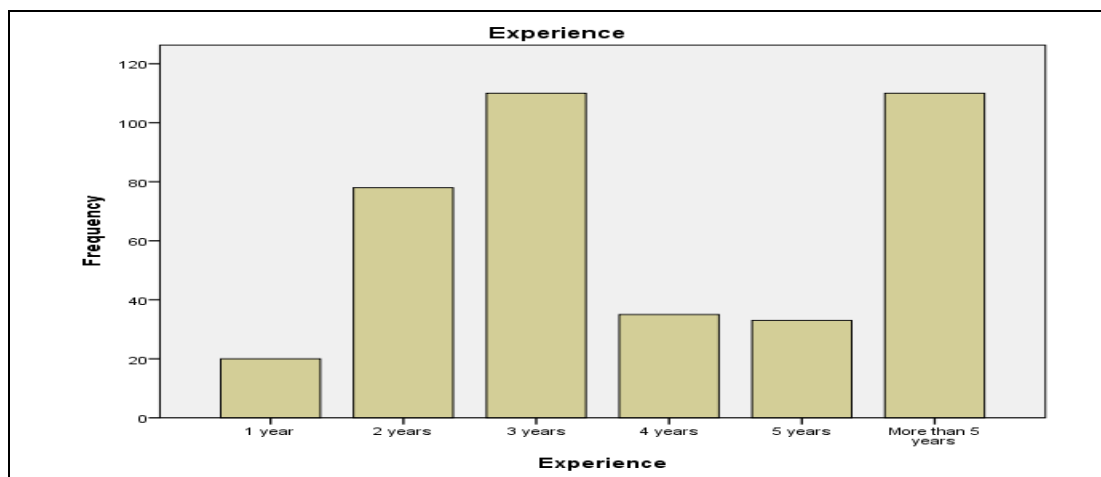


Figure 4.7
Working Experience of Respondents

4.4.1.8 Department

For department, the highest department that involve in the survey is Production department which are 195 (50.5%) respondent. Then followed by 58 (15.0%) respondent work for Procurement department, 47 (12.2%) respondent work for Quality department, 26 (6.7%) respondent work for Kaizen and Engineering department, 23 (6.0%) respondent work for Research and Development department, 18 (4.7%) respondent work for Vehicle Engineering, 13 (3.4%) respondent work for others department and the lowest is 6 (1.6%) respondent work for Safety and Health.

Table 4.11
Department of Respondents

| Department | Frequency | % |
|------------------------|------------|--------------|
| Research & Development | 23 | 6.0 |
| Quality | 47 | 12.2 |
| Safety & Health | 6 | 1.6 |
| Procurement | 58 | 15.0 |
| Vehicle Engineering | 18 | 4.7 |
| Kaizen & Engineering | 26 | 6.7 |
| Production | 195 | 50.5 |
| Others | 13 | 3.4 |
| Total | 386 | 100.0 |

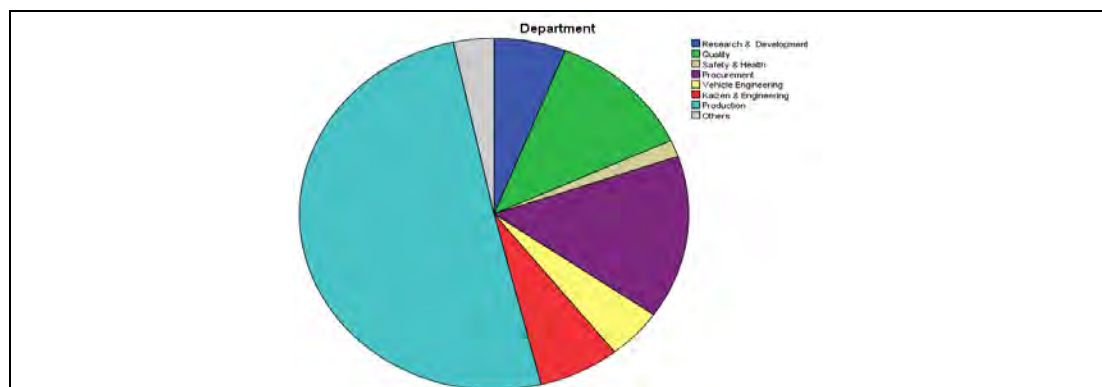


Figure 4.8
Department of Respondents

4.4.2 Dependent and Independent Variables

From descriptive analysis it helps the researcher to obtain the summarize information about the sample used for the study. This study can be sure and review the mean and standard deviation for each variable.

4.4.2.1 Career Development

Table 4.12

Mean and Standard Deviation Statistics for Career Development

| Item Statement | Mean | SD |
|--|-------------|-----------|
| The management often conducts short training courses. <i>Pihak pengurusan sering mengadakan kursus jangka pendek</i> | 3.41 | .727 |
| The management often conducts workshops on career advancement for its workers. <i>Pihak pengurusan sering mengadakan bengkel mengenai kemajuan kerjaya untuk pekerjanya.</i> | 3.32 | .797 |
| The management offers me the opportunity to attend workshops/seminars/training courses. <i>Pengurusan ini menawarkan peluang kepada saya untuk menghadiri bengkel / seminar / latihan</i> | 3.38 | .830 |

Table 4.12 shows the lowest mean is 3.32 and the lowest standard deviation is 0.797. The respondent said that the management often conducts workshops for them. Meanwhile, the highest mean and standard deviation are respectively 3.41 and 0.727. The respondent agreed that the management often conduct short training for them.

4.4.2.2 Teamwork

In term of teamwork aspect, the respondent feedback agreed that the team members express their opinions honestly and openly to each other which are

contribute to the lowest mean 3.38 and standard deviation 0.798. The highest mean is 3.61 and the highest standard deviation is 0.895 mentions that the team members make good use of the time they spend together.

Table 4.13

Mean and Standard Deviation Statistics for Teamwork

| Item Statement | Mean | SD |
|---|-------------|-----------|
| Team members receive the guidance and resources they need from the team manager to do their jobs. <i>Ahli pasukan menerima panduan dan sumber yang mereka perlukan daripada pengurus pasukan untuk melakukan kerja mereka.</i> | 3.58 | .828 |
| Team members express their opinions honestly and openly to each other. <i>Ahli pasukan meluahkan pendapat mereka secara jujur dan secara terbuka antara satu sama lain.</i> | 3.38 | .798 |
| Team members make good use of the time they spend together. <i>Ahli pasukan memanfaatkan masa mereka dengan menghabiskan masa bersama-sama.</i> | 3.61 | .895 |
| Every team member knows what the other team members expect from him or her. <i>Tiap-tiap anggota pasukan tahu apa yang ahli-ahli pasukan lain harapkan dari seseorang di dalam pasukan.</i> | 3.38 | .863 |
| Conflict between or among team members is handled promptly and effectively. <i>Konflik di kalangan ahli-ahli pasukan dikendalikan dengan segera dan berkesan.</i> | 3.40 | .794 |

4.4.2.3 Environmental Condition

Based on Table 4.14, the lowest mean and standard deviation of environmental condition is 2.41 and 0.936 respectively. This feedback shows that the employees are working and expose to radioactive material disposed or chemical material. While, the highest mean is 3.40 and standard deviation is 0.989 which are the employees agreed that they work in a noise free environment.

Table 4.14*Mean and Standard Deviation Statistics for Environmental Condition*

| Item Statement | Mean | SD |
|--|-------------|-----------|
| I work in a noise-free environment. <i>Saya bekerja di persekitaran yang senyap.</i> | 3.40 | .989 |
| I feel warmth discomfort and its cause sweating. <i>Saya berasa panas dan tidak selesa dan ia menyebabkan berpeluh.</i> | 2.66 | .968 |
| I feel cold discomfort because I was in air conditional room. <i>Saya berasa sejuk dan tidak selesa kerana saya berada di dalam bilik berhawa dingin.</i> | 2.96 | 1.102 |
| I am work in too bright light that leads to eye fatigue. <i>Saya bekerja di bawah cahaya terlalu terang yang membawa kepada keletihan mata.</i> | 2.71 | 1.071 |
| I am work at high level of noise. <i>Saya bekerja dengan bunyi yang sangat bising.</i> | 2.65 | .949 |
| I am working and expose to radioactive material disposed or chemical material. <i>Saya bekerja dan terdedah kepada bahan radioaktif lupus atau bahan kimia.</i> | 2.41 | .936 |

4.4.2.4 Participative of Leadership Style

Table 4.15*Mean and Standard Deviation Statistics for Leadership Style*

| Item Statement | Mean | SD |
|---|-------------|-----------|
| My leader provides a clear vision of who and what we are. <i>Ketua saya menyediakan wawasan yang jelas tentang siapa dan apa yang kita mahu..</i> | 3.41 | .893 |
| Because of my leader, I have a clear vision of our organization. <i>Kerana ketua saya, saya mempunyai wawasan yang jelas tentang organisasi kami.</i> | 3.29 | .828 |
| My leader provides a clear vision of where we are going. <i>Ketua saya menyediakan visi yang jelas mengenai matlamat syarikat</i> | 3.46 | .865 |
| If I perform well, my manager will recommend more compensation. <i>Jika prestasi kerja saya bagus, pengurus saya akan mengesyorkan lebih pampasan.</i> | 3.18 | .897 |
| My manager gives me positive feedback when I perform well. <i>Pengurus saya memberi saya maklum balas positif apabila saya melakukan pekerjaan saya dengan baik.</i> | 3.48 | .954 |
| My manager recommendations regarding my compensation | 3.32 | .862 |

| | | |
|--|------|------|
| depend on my performance. <i>Pengurus saya mencadangkan pampasan yang saya dapat bergantung kepada prestasi kerja saya</i> | | |
| When I do a job well, my supervisor tells me about it. <i>Apabila saya melakukan kerja dengan baik, penyelia saya memberitahu saya mengenainya.</i> | 3.45 | .852 |
| My manager will recommend that I am compensated more if I perform well. <i>Pengurus saya akan mengesyorkan saya akan dibayar lebih jika saya melakukan kerja dengan baik.</i> | 3.15 | .883 |

The result of table 4.15 above, the respondent agreed that their manager in both Proton and Perodua will recommended more compensation if they perform well. This states that for the lowest mean of 3.15 and the lowest standard deviation of 0.883. While, the highest mean can be seen as above for 3.48 and the highest standard deviation is 0.954 which is their manager give positive feedback when they perform well.

4.4.2.5 Job Satisfaction

Table 4.16
Mean and Standard Deviation Statistics for Job Satisfaction

| Item Statement | Mean | SD |
|--|-------------|-----------|
| I am happy with my work responsibilities. <i>Saya gembira dengan tanggungjawab kerja saya.</i> | 3.64 | .782 |
| I feel comfortable in carrying out my responsibilities. <i>Saya berasa selesa di dalam menjalankan tanggungjawab saya. .</i> | 3.48 | .711 |
| I am satisfied with various activities in the organisation & love participating in them. <i>Saya berpuas hati dengan pelbagai aktiviti di dalam organisasi & suka mengambil bahagian di dalam organisasi.</i> | 3.40 | .841 |
| Fulfilling my responsibilities give me a feeling of satisfaction & personal achievement. <i>Dengan memenuhi tanggungjawab saya, ia memberikan rasa kepuasan dan pencapaian diri sendiri.</i> | 3.62 | .744 |

Table 4.16 above present the descriptive analysis of job satisfaction. The lowest mean for job satisfaction is 3.40 while the lowest standard deviation is 0.841. This result shows the employee satisfied with various activities in the organisation. Furthermore, majority of employees are happy with their work responsibilities which contribute the highest mean of 3.64 and the highest standard deviation of 0.782.

4.5 INFERENCE ANALYSIS

Two types of analysis in the inferential analysis carried out are the Pearson correlation analysis and the multiple regression analysis. The hypotheses developed will be tested using the inferential analysis.

4.5.1 Pearson Correlation Analysis

Table 4.17
Interpretation of Coefficient Correlation

| Coefficient Correlation (r) | Interpretation |
|------------------------------------|-----------------------|
| <0.2 | Slight correlation |
| 0.2-0.4 | Low correlation |
| 0.4-0.7 | Moderate correlation |
| 0.7-0.9 | High correlation |
| 0.9-1.0 | Very high correlation |

Source: Pankit (2012)

The Pearson Correlation (r) can be explained refer to the table 4.17 above and furthermore, this section present and analyze the strength of the relationship between independent variables with dependent variable as previous discussion in literature review.

Table 4.18*Coefficient Correlation for Career Development and Job Satisfaction*

| | | Career Development |
|-------------------------|---------------------|---------------------------|
| Job Satisfaction | Pearson Correlation | .631** |
| | Sig. (2 tailed) | .000 |
| | N | 386 |

***. Correlation is significant at the 0.01 level (2-tailed).*

H1o: There is no relationship between career development and job satisfaction among employees of car manufacturing firms.

H1a: There is a relationship between career development and job satisfaction among employees of car manufacturing firms.

Table 4.18 above shows the result of correlation between career development and job satisfaction. This result reported that there is a significant, with moderate correlation when ($r = 0.631$, $p < 0.01$) between career development as independent variable and job satisfaction as dependent variable.

Therefore, the finding rejects the null hypothesis, and accepts the alternate hypothesis. This study supported the H1: There is a relationship between career development and job satisfaction among employees of car manufacturing firms.

Table 4.19*Coefficient Correlation for Teamwork and Job Satisfaction*

| | | Teamwork |
|-------------------------|---------------------|-----------------|
| Job Satisfaction | Pearson Correlation | .679** |
| | Sig. (2 tailed) | .000 |
| | N | 386 |

***. Correlation is significant at the 0.01 level (2-tailed).*

H2o: There is no relationship between teamwork and job satisfaction among employees of car manufacturing firms.

H2a: There is a relationship between teamwork and job satisfaction among employees of car manufacturing firms.

While, table 4.19 has shown that there is a significant and moderate correlation between two variables of teamwork and job satisfaction when ($r = 0.679$, $p < 0.01$).

Therefore, the finding rejects the null hypothesis, and accepts the alternate hypothesis. This study supported the H2: There is a relationship between teamwork and job satisfaction among employees of car manufacturing firms.

Table 4.20
Coefficient Correlation for Environmental Condition and Job Satisfaction

| | | Environmental Condition |
|-------------------------|---------------------|--------------------------------|
| Job Satisfaction | Pearson Correlation | .133** |
| | Sig. (2 tailed) | .009 |
| | N | 386 |

***. Correlation is significant at the 0.01 level (2-tailed).*

H3o: There is no relationship between environmental condition and job satisfaction among employees of car manufacturing firms.

H3a: There is a relationship between environmental condition and job satisfaction among employees of car manufacturing firms.

Based on table 4.20, it indicates ($r = 0.133$, $p < 0.01$) and it means there is significant but slight correlation between environmental condition and job satisfaction.

Therefore, the finding rejects the null hypothesis, and accepts the alternate hypothesis. This study supported the H3: There is a relationship between environmental condition and job satisfaction among employees of car manufacturing firms.

Table 4.21
Coefficient Correlation for Leadership and Job Satisfaction

| | | Leadership |
|-------------------------|---------------------|-------------------|
| Job Satisfaction | Pearson Correlation | .635** |
| | Sig. (2 tailed) | .000 |
| | N | 386 |

** . Correlation is significant at the 0.01 level (2-tailed).

H4o: There is no relationship between participative of leadership style and job satisfaction among employees of car manufacturing firms.

H4a: There is a relationship between participative of leadership style and job satisfaction among employees of car manufacturing firms.

The correlation tested between participative of leadership style and job satisfaction as table 4.21 above measures a significant, moderate correlation for these two variables ($r = 0.635$, $p < 0.01$).

Therefore, the finding rejects the null hypothesis, and accepts the alternate hypothesis. This study supported the H4: There is a relationship between

participative of leadership style and job satisfaction among employees of car manufacturing firm.

4.5.2 Multiple Regression Analysis

Table 4.22

Multiple Regression Analysis Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .759 ^a | .576 | .571 | .40808 |

a. Predictors: (Constant), Leadership, Environmental, Career, Teamwork

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| 1 | Regression | 86.158 | 4 | 21.540 | 129.341 | .000 ^b |
| | Residual | 63.449 | 381 | .167 | | |
| | Total | 149.608 | 385 | | | |

a. Dependent Variable: Satisfaction

b. Predictors: (Constant), Leadership, Environmental, Career, Teamwork

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---------------|-----------------------------|------------|---------------------------|--------|------|
| | B | Std. Error | Beta | | |
| (Constant) | .793 | .142 | | 5.579 | .000 |
| Career | .264 | .041 | .285 | 6.512 | .000 |
| Teamwork | .370 | .047 | .365 | 7.806 | .000 |
| Environmental | -.069 | .034 | -.071 | -2.034 | .043 |
| Leadership | .228 | .043 | .248 | 5.258 | .000 |

a. Dependent Variable: Satisfaction

The result shows in the Table 4.22 above revealed the value of r-square of 0.576 or 57.6% on the multiple regression analysis of all the variables which is career development, teamwork, environmental condition and participative of leadership style. It means the variance which is the r-square is 57.6% in dependent variable of job satisfaction is significantly explain of independent variables which is career development, teamwork, environmental condition, and participative of

leadership style. Meanwhile, the F value indicates 129.341 and the significant value 0.000 explains that the overall all independent variables of career development, teamwork, environmental condition, and participative of leadership style have the effect on dependent variable of job satisfaction.

4.5.2.1 The Effect of Career Development, Teamwork, Environmental Condition, and Participative Of Leadership Style

H5o: There is no effect of career development, teamwork, environmental condition, and participative of leadership style on job satisfaction among employees of car manufacturing firms.

H5a: There is an effect of career development, teamwork, environmental condition, and participative of leadership style on job satisfaction among employees of car manufacturing firms.

Table 4.22 as above illustrates teamwork variable is the highest t value which is 7.806 with p value which is 0.000. The second highest t value is career development variable which is 6.512 and the p value is 0.000. Next is participative of leadership style variable with the t value which is 5.258 and the p value which is 0.000. Meanwhile, environmental condition variable measure the lowest t value which is -2.034 with p value of 0.043. All these three variables of career development, teamwork, and participative of leadership style show significant and have an effect on dependent variable of job satisfaction when ($t \geq 1.645$, $p \leq 0.05$). But nevertheless, environmental development variable does not have any effect when

($t \leq 1.645$). In this study teamwork presents the greatest value of beta for 0.365, the t value for 7.806 and also a significant of p value for 0.000. Therefore, teamwork is the most effect on job satisfaction among employees of car manufacturing firm in Selangor.

However, overall all the independent variables give the effect on job satisfaction because the r- square is 57.6% towards dependent variable of job satisfaction. Besides, the F value indicates 129.341 and the significant value 0.000 explains that the overall all independent variables of career development, teamwork, environmental condition, and participative of leadership style have the effect on dependent variable of job satisfaction. Therefore, the finding rejects the null hypothesis, and accepts the alternate hypothesis. This study supported the H5: There is an effect of career development, teamwork, environmental condition, and participative of leadership style on job satisfaction among employees of car manufacturing firms.

4.6 SUMMARY OF HYPOTHESIS TESTING ANALYSIS

The table 4.23 below provides a result for the hypothesis for this study:

Table 4.23

Summary of Hypotheses Testing

| Ho (Null Hypothesis) | Result |
|---|---------------|
| Ho: There is no relationship between career development and job satisfaction among employees of car manufacturing firms. | Rejected |
| Ho: There is no relationship between teamwork and job satisfaction among employees of car manufacturing firms. | Rejected |
| Ho: There is no relationship between environmental condition and job satisfaction among employees of car manufacturing firms. | Rejected |

| | |
|--|----------|
| Ho: There is no relationship between participative of leadership style and job satisfaction among employees of car manufacturing firms. | Rejected |
| Ho: There is no effect of career development, teamwork, environmental condition, and participative of leadership style on job satisfaction among employees of car manufacturing firms. | Rejected |

4.7 SUMMARY

This chapter explained the result and the finding of the reliability test, the respondent characteristic, the descriptive analysis, and the inferential analysis of the Pearson Correlation Coefficient and Multiple Regression Analysis that will be further discuss in Chapter 5.



CHAPTER FIVE

DISCUSSION, CONCLUSION, AND RECOMMENDATION

5.0 INTRODUCTION

In this chapter the findings provide and explain about what have been discussed on the result of the data analysis in previous chapter. Next, the researcher makes a comparison to draw a conclusion and provide the implication and recommendation for future research for this study.

5.1 OVERVIEW OF THE FINDINGS

The purpose and objective of this study is to determine the relationship and effect of career development, teamwork, environmental condition and participative of leadership style on job satisfaction among employees of car manufacturing firms in Selangor. There are two car's manufacturing firms that have been selected for the purpose of this study. About 400 questionnaires were distributed to the respondent. 200 questionnaires were distributed to Proton or Perusahaan Otomobil Nasional Bhd and 200 questionnaires also have been distributed to Perodua Manufacturing Sdn Bhd. However, only 386 were able to collect out from 400 samples of questionnaires.

SPSS version 20.0 software used to analyze the analysis of data. There are 3 sections in the questionnaires was constructed for this study. Section 1 is a demographic data, Section 2 is regarding on four independent variables of career development, teamwork, environmental condition, and participative of leadership

style. While the last section is Section C, consist of survey on dependent variable of job satisfaction. Each section has received a feedback from respondents and the answers from the respondent were analyzed using SPSS to produce and measure the relationship and effect between the independent and dependent variable.

5.1.1 Scale of Measurement

Table 5.1

Reliability Test

| Variables | Pilot Study – Cronbach’s Alpha | Actual Test – Cronbach’s Alpha |
|-----------------------------------|---------------------------------------|---------------------------------------|
| Career Development | 0.826 | 0.819 |
| Teamwork | 0.835 | 0.789 |
| Environmental Condition | 0.704 | 0.705 |
| Participative of Leadership Style | 0.959 | 0.902 |
| Job Satisfaction | 0.836 | 0.823 |

The Cronbach’s Alpha used to determine the reliability of scale measurement in the survey or questionnaire. Before the actual test used for the purpose of this study, the pilot study has been carried out to 30 respondents. Based on table 5.1 above the highest of cronbach’s alpha is 0.959 for participative of leadership style variable, while the lowest is 0.704 for environmental condition variable. For the actual test, the same result produce by the cronbach’s alpha which is the participative of leadership is the highest of cronbach’s alpha which is 0.902 and the environmental condition variable present the lowest of cronbach’s alpha which is 0.705. According to Pankit (2012), the value range is from 0 until 1 for the correlation of coefficient. If the value more closely to 1 it is better and less than 0.6 is poor and while 0.7 is

acceptable. The result for both pilot study and actual test is above 0.7 and it shows the scale measurement in the questionnaire is reliable for the purpose of this study.

5.1.2 Pearson Correlation

Table 5.2
Pearson Correlation

| | | ALL_CD | ALL_T | ALL_EC | ALL_PLS |
|--------|---------------------|--------|--------|--------|---------|
| ALL_JS | Pearson Correlation | .631** | .679** | .133** | .635** |
| | Sig. (2 tailed) | .000 | .000 | .009 | .000 |
| | N | 386 | 386 | 386 | 386 |

** . Correlation is significant at the 0.01 level (2-tailed).

The Pearson correlation as per table 5.2 above illustrates the strengths of the relationship between two variables. Based on Sekaran (2003) and Coakes *et. al* (2010), the correlation coefficient where r is between positive of +1.0 (plus 1) or can be negative correlation of -1.0 (minus 1). If the correlation coefficient where r indicates 0 value, it means there is no association between two variables. Meanwhile, if r is greater than 0, it indicates positive association and when the value of r is less than 0, there is negative association. A source from Pankit (2012) was used in this study to measure the strength association between two variables. From table 5.3 and table 5.2, all the variables show positive correlation. The career development, teamwork, and participative of leadership style is in moderate correlation because the r value is in range of 0.4-0.7 but in slight correlation for environmental condition since the value of r is below 0.2. Besides, the p value for all variables is significant when p at the level 0.01 and therefore this study conclude that all independent variables of career development, teamwork, environmental condition, and

participative of leadership style have a relationship on job satisfaction among employees of car manufacturing firms in Selangor.

Table 5.3

Interpretation of Coefficient Correlation

| Coefficient Correlation (r) | Interpretation |
|------------------------------------|-----------------------|
| <0.2 | Slight correlation |
| 0.2-0.4 | Low correlation |
| 0.4-0.7 | Moderate correlation |
| 0.7-0.9 | High correlation |
| 0.9-1.0 | Very high correlation |

Source: Pankit (2012)

5.1.3 Multiple Regressions

Table 5.4

Multiple Regression Analysis between Career Development, Teamwork, Environmental Condition, and Participative Leadership Style and Job Satisfaction

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------------------|------------------------------------|-------------------|----------------------------------|----------|-------------|
| | B | Std. Error | Beta | | |
| (Constant) | .793 | .142 | | 5.579 | .000 |
| ALL_CAREER | .264 | .041 | .285 | 6.512 | .000 |
| ALL_TEAMWORK | .370 | .047 | .365 | 7.806 | .000 |
| ALL_ENVIRONMENTAL | -.069 | .034 | -.071 | -2.034 | .043 |
| ALL_LEADERSHIP | .228 | .043 | .248 | 5.258 | .000 |

Correlation is significant at the 0.05 level (2-tailed).

Adjusted R Square = 0.576, F = 129.341

The result of multiple regressions as table 5.4 above can be explained as below:

According to table 5.4 above, it summarize that overall independent variables give the effect on job satisfaction when the value of R Square is 57.6% towards job satisfaction. The result above also indicates the F value is 129.341 and the significant

value of 0.000 explains that the overall all independent variables of career development, teamwork, environmental condition, and participative of leadership style have the effect on dependent variable of job satisfaction.

In this study, the highest t value belong to teamwork variable when $t=7.806$ with $p=0.000 \leq 0.05$, next is career development variable with $t=6.512$ and $p=0.000 \leq 0.05$, and the third highest of t value is participative of leadership style variable when $t=5.258$ with $p=0.000 \leq 0.05$. Meanwhile, the environmental condition variable measure the lowest t value which is $t=-2.034$ with $p=0.043$. Teamwork shows the highest beta value at 0.365, t value at 7.806 with p value 0.000 and this revealed teamwork contributes to the most factor effect on job satisfaction.

5.2 DISCUSSION

The aim of this study is to determine the relationship and effect of independent variables (career development, teamwork, environmental condition, and participative of leadership style) with dependent variable (job satisfaction) among employees of car manufacturing firms in Selangor. Below are the discussion to answer the research objective and hypothesis of this study as stated in Chapter One.

5.2.1 The Relationship of Career Development and Job Satisfaction

Hypothesis 1: There is a relationship between career development and job satisfaction.

From this study, there is can be concluded that the r value for career development variable in the table 5.2 as previous discussion is $r=0.631$ and the variable's statistical significance is $p=0.000$. This result reported that there is a significant, with moderate correlation when ($r = 0.631, p<0.01$) between career development as independent variable and job satisfaction as dependent variable. Therefore, the finding rejects the null hypothesis, and accepts the alternate hypothesis.

In other than car manufacturing firm, a study was conducted by Umar (2015) regarding on the influence of career development to job satisfaction of the Governor Office South Sulawesi Province, Indonesia. There is a positive and significant relationship between career development and job satisfaction. In this study, 204 (52.8%) of respondent agree that the organisation offer the opportunity to attend workshop, seminar, and training courses. Cascio and Marwansyah (2010) reported that an effective of career development towards employees may successfully influence job satisfaction among employees. According to descriptive analysis of their study, it indicates 36.20% strongly agree and 44.93% agree about the importance of career development that can increase the employee's satisfaction. As for the organization, the career development is so important because it helps to develop employees more responsible and discipline towards their job and also give their respect to their employer.

McDonald, Harrison, Checkland, Campbell and Roland (2007) stated that any activity that involves the participation of employees in organizations such as career development can prevent employees from leaving the organization and also motivate

them to work even longer for the organization. In previous study by Al-Nsour (2012), the situation happens in Nigerian manufacturing company when the employees can give the better job performance because of effective developmental activities provided by the organization.

5.2.2 The Relationship of Teamwork and Job Satisfaction

Hypothesis 2: There is a relationship between teamwork and job satisfaction

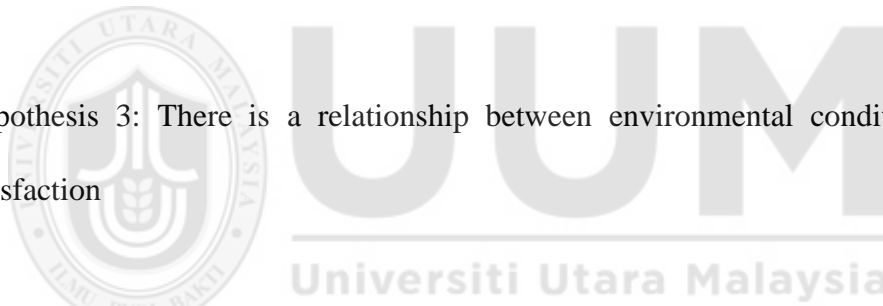
The r value for teamwork variable in the table 5.2 as previous discussion is $r=0.679$ and the variable's statistical significance is $p=0.000$. There is a significant and moderate correlation between two variables of teamwork and job satisfaction when ($r = 0.679, p<0.01$). Therefore, the finding rejects the null hypothesis, and accepts the alternate hypothesis.

Work in teams plays a role to achieve the mission and goals of the organization. People in organization should cooperates each other in giving opinion and mobilize the energy to carry out the tasks given by the employer. Teamwork can be organised even in administration, management, in production lines, research and development and others. A study conducted in automotive industry situated in India by Swarnalatha and Sureshkrishna (2010) and shows significantly positive relationship between teamwork and employee's job satisfaction. In this study, a survey was distributed to 234 of employees in the organization and done to measure the level of job satisfaction among employees.

Another study by Chang, Chiu, and Chen (2010), revealed a significant relationship between teamwork and job satisfaction in service sector. In this study 207 (53.60%) and 41 (10.60%) of respondent respectively agree and strongly agree that they make a good use of time to spend together to do their job. They also feel that conflict between team members can be handled efficiently and hence, this can be seen that about 207 (53.7%) totally agree in this study with this statement. Acuna, Gomez, and Juristo (2009) conducted a study and found the result that teamwork gives the employees the opportunity to gain new knowledge and they found it is positively related with job satisfaction.

5.2.3 The Relationship of Environmental Condition and Job Satisfaction

Hypothesis 3: There is a relationship between environmental condition and job satisfaction



The r value for environmental condition variable in the table 5.2 as previous discussion is $r=0.133$ and the variable's statistical significance is $p=0.009$. It indicates ($r = 0.133, p<0.01$) and it means there is a significant, but slight correlation between environmental condition and job satisfaction for both car manufacturing firm in Selangor. Therefore, the finding rejects the null hypothesis, and accepts the alternate hypothesis.

Environmental condition can be describes into physical scenery like temperature, lighting, humidity, and noise and fundamental of the job such as task, workload, and complexity. The efficiency of operation in manufacturing firm also

can influence by environmental condition and job satisfaction. The environmental condition may affect the attitude of the employees that able to influence the employee's job satisfaction. The employees usually looking for comfortable working condition that made them the feel happy to do their job. Discomfort level such as noisy, humidity, and over lighting can reduce the employee's satisfaction. It may cause stress, demotivated, and having health problem to employees. Such problem can lead to low level of job satisfaction, a bad work quality and absenteeism among employees. According to Veitch *et al.* (2007), there is positive relationship between environmental conditions with job satisfaction. A good environmental condition contributes employee's job satisfaction. The employee more prefers the work environment that they can give for the attention to the task given.

Based on past research observation, the organization needs to take care of the needs and welfare of the employees to ensure the employees feel appreciated for their efforts to run the organisation's operations (Patra & Vijay, 2012). The researchers encourage the organization to have good workplace environment to avoid employee's inefficient productivity and reduce the performance and the level of job satisfaction of employee. In this study, it can be seen that the employees are not satisfied with the environmental condition of their workplace. In this study, 139 (36.0%) and 16 (4.1%) of respondent respectively agree and strongly agree that they feel cold discomfort in air conditional room.

According to Anil and Manisha (2014), it was also supported that the environmental condition in the organization is so important because it gives the impact mainly on job satisfaction, employee's comfort at the workplace, the

employee's attitude and concentration. Moreover, a poor environmental condition may cause poor workplace layout and workstation, radiation, warmth and cold discomfort and inappropriate lighting and temperature. Meanwhile, according to Chandrasekar (2011) also agreed that the environmental condition affect the behaviour and attitude of employee and also the organization's performance. The further research from this researcher has found that most of the organization who practice a poor workplace environment may be exposed to a variety of negative effects such as the employee's health problems and a bad reputation from employees. However, there are so many organization remain with severe and poor environmental conditions and still does not improve the quality of environmental condition for employees. Therefore, it can reduce the organization's productivity.

5.2.4 The Relationship of Participative Leadership Style and Job Satisfaction

Hypothesis 4: There is a relationship between participative of leadership style and job satisfaction

The r value for participative of leadership style variable in the table 5.2 as previous discussion is $r=0.635$ and the variable's statistical significance is $p=0.000$. The correlation tested between participative leadership style and job satisfaction measures a significant, moderate relationship for these two variables ($r = 0.635$, $p<0.01$). Therefore, the finding rejects the null hypothesis, and accepts the alternate hypothesis.

The result obtained as above is same as previous researcher done by Malik (2011) and based on Yousef (2006) have highlight there is positive correlation between leadership and employee job satisfaction and in their opinion that the leadership is one of the factor that can measure the employee job satisfaction. Leadership is so important because it is not only give a guidance to subordinates but be smart in dealing their employees. In addition, Chen *et. al* (2012) said that a leader should be a person who can handle any situation and conflict in the organization to gain a trust and satisfaction of employees. In fact, employee's dissatisfaction could lead to conflicts of opinion and incompatibility with fellow workers.

Leadership influence the attitude and behaviour of employee in the organization. One of the effective types of leadership is transformational leadership. According to Voon, Lo, Ngui, and Ayob (2011) transformational leadership has a positive leadership and increase job satisfaction among employees. This is also support by Watson (2009), the transformational leadership is to provide a support and motivate the employees to perform well with their responsibility. In previous chapter it shows that 190 (49.2%) agree and 35 (9.1%) of employees strongly agree that their leader gives positive feedback when they perform well.

Arzil and Leyla (2014) revealed in their study to 121 employees in hotel sector at Iran regarding on the impact of leadership style on job satisfaction. They clarify the two of contingent reward and management expectation in transactional leadership style had significant and positive effect on job satisfaction. Therefore, based on previous research by past researcher has shown that the participative

leadership style in the organization also become the element to increase the level of employee's satisfaction.

5.2.5 The Effect of Career Development, Teamwork, Environmental Condition, and Participative Of Leadership Style on Job Satisfaction

H5: There is an effect of career development, teamwork, environmental condition, and participative of leadership style on job satisfaction

Based on table 5.4 above, it shows all the independent variables as a whole in this study give the effect on dependent variable. This study indicates the value of R Square represents 57.6% of the career development, teamwork, environmental condition, and participative of leadership style towards job satisfaction. Meanwhile, the F value is 129.341 and the significant value of 0.000 and this explains that the overall all independent variables have the effect on dependent variable. Therefore, the finding rejects the null hypothesis, and accepts the alternate hypothesis.

Teamwork variable is the highest t value when $t=7.806$ with $p=0.000 \leq 0.05$, the second highest is career development variable with $t=6.512$ and $p=0.000 \leq 0.05$, and the third highest of t value is participative of leadership style variable when $t=5.258$ with $p=0.000 \leq 0.05$. Based on the result, the environmental condition variable measure the lowest t value which is $t=-2.034$ with $p=0.043 \leq 0.05$. Teamwork shows the highest beta value at 0.365, t value at 7.806 with p value 0.000 and this revealed teamwork contributes to the most factor effect on job satisfaction among employees of car manufacturing firm in Selangor. In one study by Kalisch, Lee, and

Rochman (2010), there is positive relationship between teamwork and job satisfaction among 3,675 nursing staff. Moreover, most employees in the organization feel that work in a group or team was a consensus effort in cooperating with colleagues to achieve the same goal and decide on any action to be taken on any responsibility that has been given by the employer.

During the last research performed by Schermerhorn (2008), teamwork brings more benefit and advantage to the employees and organization. The implementation to work in group can build the employee to put more effort to maximize their effort in their work. The organizations who delegate teamwork into their employees indirectly help to enhance the employee's satisfaction and also minimize the turnover intention among employees. In this study, the researcher also highlights that teamwork need direction to ensure the team's effectiveness. They need such as a team goal so that the work in group can be efficiently implemented.

5.3 CONCLUSION

The finding of this research is there is a relationship and effect between career development, teamwork, environmental condition, and participative of leadership style on job satisfaction among employees of car manufacturing firms in Selangor. In addition, the researcher found that teamwork is the most effect towards job satisfaction among employees.

5.4 IMPLICATIONS OF THE RESEARCH

5.4.1 Theoretical Implication

The objective of this research is to examine the relationship and effect of career development, teamwork, environmental condition, and participative of leadership style on job satisfaction among employees of car manufacturing firms in Selangor. This study focused two cars manufacturing firms in Selangor which are Proton or Perusahaan Otomobil Nasional Bhd and Perodua Manufacturing Sdn Bhd. The study was conducted to both organizations in order to achieve the objective of this study.

5.4.2 Practical Implication

This study should get the attention by the researchers since car manufacturing firms in our country become of one of the firm that contribute and generate income for the country. Hence, some limitation must be faced in preparing this study and need to be highlight to the researchers. This study should take into consideration different opinions by respondent. In addition, this study is only limited to the car manufacturing firms in Selangor.

Based on the finding of this research, the result of the study shows that all the independent variables of career development, teamwork, environmental condition, and participative of leadership style has a relationship and effect on job satisfaction among employees of car manufacturing firms in Selangor. As for the contribution of

this research, the organization and other manufacturing firm should concern on all these factors that successfully give and increase the level of job satisfaction among employees. This study also can be as reference and better understanding to the other manufacturing firm because there is limited research on the topic that focus on car manufacturing firm.

5.5 RECOMMENDATION FOR FUTURE RESEARCH

For the purpose of this study, further research is suggested to examine some other underlying concerned areas that are not included in this research:

1. It is recommended that more extensive study should be carried out to determine the most factors which influence job satisfaction among employees of car manufacturing firm. With this research, we could identify and compare what are the factors that significant contribute to increase the level of job satisfaction among employees in this firm. The researcher can add more factors on monetary reward so that this study can be more useful as reference for the business and organization.
2. The future research might be conducted not focus on car manufacturing firm only but the whole manufacturing firm in Selangor to get a better result on employee's satisfaction. A wide sample can be gathered, a more data can be collected and analysed which able to provide reliable and accurate information for researcher.

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APPENDIX A:

QUESTIONNAIRE



COLLEGE OF BUSINESS RESEARCH PAPER BPMZ 69912

MASTER OF SCIENCE MANAGEMENT

Survey Form: The Relationship and Effect of Career Development, Teamwork, Environmental Condition and Participative of Leadership Style on Job Satisfaction Among Employees of Car Manufacturing Firms in Selangor

Dear respondents,

I am a final year student from Universiti Utara Malaysia, student in Master of Science Management and you have been chosen to participate and answer this survey. The Survey Form consist of 3 Sections, namely Section 1 to Section 3 and this questionnaire is specifically designed to get some data and information to examine the relationship and effect of career development, teamwork, environmental condition and participative of leadership style on job satisfaction of car manufacturing firms in Selangor. Section 1 is referring to demographic data, while the Section 2 referring is there any relationship and effect of four factors like career development, teamwork, environmental condition, and participative of leadership style on job satisfaction at your work place. Lastly Section 3 is referring to your level of satisfaction towards your job.

We hope that the findings of this survey would get the understanding regarding on which factors have the relationship and effect on job satisfaction among employees of car manufacturing firms in Selangor. Please answer all questions in this questionnaire and your responses will be completely confidential. Your cooperation is highly appreciated.

Saya adalah pelajar tahun akhir dari Universiti Utara Malaysia, pelajar Sarjana Pengurusan Sains dan anda telah dipilih untuk menyertai dan menjawab kaji selidik ini. Borang kajian terdiri daripada 3 bahagian, iaitu Bahagian 1 hingga Bahagian 3 dan soal selidik ini adalah khusus untuk mendapatkan beberapa data dan maklumat untuk menilai hubungan dan kesan pembangunan kerjaya, kerja berpasukan, keadaan alam sekitar, dan penyertaan gaya kepimpinan ke atas kepuasan bekerja di kalangan pekerja firma pembuatan kereta di Selangor. Bahagian 1 adalah merujuk kepada data demografi, manakala Bahagian 2 merujuk kepada adakah wujudnya hubungan dan kesan oleh empat faktor seperti pembangunan kerjaya, kerja berpasukan, keadaan alam sekitar dan penyertaan gaya kepimpinan ke atas kepuasan bekerja di tempat kerja anda. Akhir sekali, Bahagian 3 adalah merujuk kepada tahap kepuasan anda terhadap kerja anda.

Kami berharap hasil kajian ini akan mendapat pemahaman mengenai faktor-faktor yang manakah yang mempunyai hubungan dan kesan ke atas kepuasan bekerja di kalangan pekerja firma pembuatan kereta di Selangor. Sila jawab semua soalan dalam soal selidik ini dan maklum balas anda adalah sulit. Kerjasama anda amat dihargai.

SECTION 1 – DEMOGRAPHIC DATA

BAHAGIAN 1 – MAKLUMAT PERIBADI

Please indicate your responses by **circling the appropriate number**.

Sila nyatakan jawapan anda dengan membulatkan nombor yang sesuai.

1. **Gender / Jantina**

| | |
|---------------------------|---|
| Male / <i>Lelaki</i> | 1 |
| Female / <i>Perempuan</i> | 2 |

2. **Age (Years) / Umur (Tahun)**

| | |
|---|---|
| Below than 20 / <i>Di bawah daripada 20</i> | 1 |
| 21 – 30 | 2 |
| 31 – 40 | 3 |
| 41 – 50 | 4 |
| More than 50 / <i>Lebih daripada 50</i> | 5 |

3. **Marital Status / Status Perkahwinan**

| | |
|----------------------------|---|
| Single / <i>Bujang</i> | 1 |
| Married / <i>Berkahwin</i> | 2 |
| Divorced / <i>Bercerai</i> | 3 |
| Widow / <i>Janda</i> | 4 |
| Widower / <i>Duda</i> | 5 |

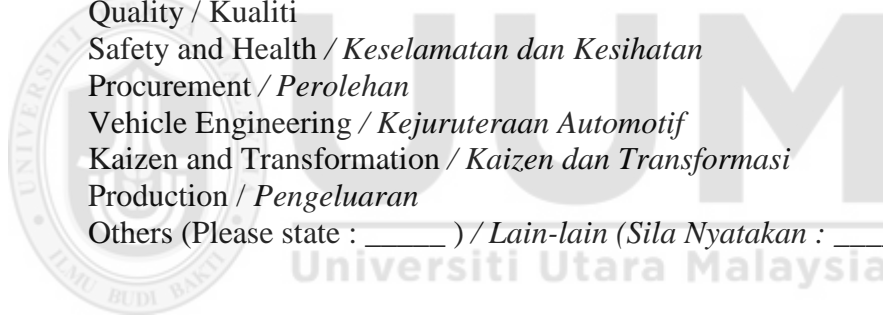
4. **Income / Pendapatan**

| | |
|--|---|
| Below than 1,000 / <i>Di bawah daripada 1,000</i> | 1 |
| Above 1,100 to 2,000 / <i>Di atas 1,100 hingga 2,000</i> | 2 |
| Above 2,100 to 3,000 / <i>Di atas 2,100 hingga 3,000</i> | 3 |
| Above 3,100 to 4,000 / <i>Di atas 3,100 hingga 4,000</i> | 4 |
| More than 4,000 / <i>Lebih daripada 4,000</i> | 5 |

5. **Highest Academic Qualification / Kelulusan Tertinggi Akademik**

| | |
|---|---|
| SPM level / <i>Peringkat SPM</i> | 1 |
| STPM level / <i>Peringkat STPM</i> | 2 |
| Diploma level / <i>Peringkat Diploma</i> | 3 |
| Degree level / <i>Peringkat Ijazah</i> | 4 |
| Master level / <i>Peringkat Master</i> | 5 |
| Professional level / <i>Peringkat Profesional</i> | 6 |

6. **Race / Bangsa**
- | | |
|--------------------|---|
| Malay / Melayu | 1 |
| Chinese / Cina | 2 |
| Indian / India | 3 |
| Others / Lain-lain | 4 |
7. **Number of years in the organization / Bilangan tahun dalam organisasi**
- | | |
|--|---|
| 1 year / 1 tahun | 1 |
| 2 years / 2 tahun | 2 |
| 3 years / 3 tahun | 3 |
| 4 years / 4 tahun | 4 |
| 5 years / 5 tahun | 5 |
| More than 5 years / Lebih daripada 5 tahun | 6 |
8. **Present department in the organization / Jabatan di dalam organisasi**
- | | |
|---|---|
| Research & Development / Penyelidikan & Pembangunan | 1 |
| Quality / Kualiti | 2 |
| Safety and Health / Keselamatan dan Kesihatan | 3 |
| Procurement / Perolehan | 4 |
| Vehicle Engineering / Kejuruteraan Automotif | 5 |
| Kaizen and Transformation / Kaizen dan Transformasi | 6 |
| Production / Pengeluaran | 7 |
| Others (Please state : _____) / Lain-lain (Sila Nyatakan : _____) | 8 |



How far do you agree or disagree with the following statements on 5-point scale:

Sejauh manakah anda bersetuju atau tidak bersetuju dengan kenyataan berikut pada skala 5 mata:

| 1 | 2 | 3 | 4 | 5 |
|---|-----------------------------------|-------------------------------|-----------------------|---|
| STRONGLY DISAGREE / SANGAT TIDAK BERSETUJU | DISAGREE / TIDAK BERSETUJU | UNCERTAIN /TIDAK PASTI | AGREE / SETUJU | STRONGLY AGREE/ SANGAT BERSETUJU |

SECTION 2 – ORGANISATIONAL FACTORS

BAHAGIAN 2 - FAKTOR ORGANISASI

This section indicates is there any relationship and effect of **career development, teamwork, environmental condition and participative leadership** on job satisfaction of car manufacturing firms. Please indicate your responses by **circling the appropriate number**.

Bahagian ini menunjukkan adakah wujudnya hubungan dan kesan oleh pembangunan kerjaya, kerja berpasukan, keadaan alam sekitar dan penyertaan gaya kepimpinan ke atas kepuasan bekerja dalam firma pembuatan kereta. Sila nyatakan jawapan anda dengan membulatkan nombor yang sesuai.

A. Career Development / Pembangunan Kerjaya

| | | | | | | |
|---|---|---|---|---|---|---|
| 1 | The management often conducts short training courses. <i>Pihak pengurusan sering mengadakan kursus jangka pendek.</i> | 1 | 2 | 3 | 4 | 5 |
| 2 | The management often conducts workshops on career advancement for its workers. <i>Pihak pengurusan sering mengadakan bengkel mengenai kemajuan kerjaya untuk pekerjanya.</i> | 1 | 2 | 3 | 4 | 5 |
| 3 | The management offers me the opportunity to attend workshops/seminars/training courses. <i>Pengurusan ini menawarkan peluang kepada saya untuk menghadiri bengkel / seminar / latihan.</i> | 1 | 2 | 3 | 4 | 5 |

B. Teamwork / Kerja Berpasukan

| | | | | | | |
|---|---|---|---|---|---|---|
| 1 | Team members receive the guidance and resources they need from the team manager to do their jobs. <i>Ahli pasukan menerima panduan dan sumber yang mereka perlukan daripada pengurus pasukan untuk melakukan kerja mereka.</i> | 1 | 2 | 3 | 4 | 5 |
| 2 | Team members express their opinions honestly and openly to each other. <i>Ahli pasukan meluahkan pendapat mereka secara jujur dan secara terbuka antara satu sama lain.</i> | 1 | 2 | 3 | 4 | 5 |
| 3 | Team members make good use of the time they spend together. <i>Ahli pasukan memanfaatkan masa mereka dengan menghabiskan masa bersama-sama.</i> | 1 | 2 | 3 | 4 | 5 |
| 4 | Every team member knows what the other team members expect from him or her. <i>Tiap-tiap anggota pasukan tahu apa yang ahli-ahli pasukan lain harapkan dari seseorang di dalam pasukan.</i> | 1 | 2 | 3 | 4 | 5 |
| 5 | Conflict between or among team members is handled promptly and effectively. <i>Konflik di kalangan ahli-ahli pasukan dikendalikan dengan segera dan berkesan.</i> | 1 | 2 | 3 | 4 | 5 |

C. Environmental Condition / Keadaan Alam Sekitar

| | | | | | | |
|---|--|---|---|---|---|---|
| 1 | I work in a noise-free environment. <i>Saya bekerja di persekitaran yang senyap.</i> | 1 | 2 | 3 | 4 | 5 |
| 2 | I feel warmth discomfort and its cause sweating. <i>Saya berasa panas dan tidak selesa dan ia menyebabkan berpeluh.</i> | 1 | 2 | 3 | 4 | 5 |
| 3 | I feel cold discomfort because I was in air conditional room. <i>Saya berasa sejuk dan tidak selesa kerana saya berada di dalam bilik berhawa dingin.</i> | 1 | 2 | 3 | 4 | 5 |
| 4 | I am work in too bright light that leads to eye fatigue. <i>Saya bekerja di bawah cahaya terlalu terang yang membawa kepada keletihan mata.</i> | 1 | 2 | 3 | 4 | 5 |
| 5 | I am work at high level of noise. <i>Saya bekerja dengan bunyi yang sangat bising.</i> | 1 | 2 | 3 | 4 | 5 |
| 6 | I am working and expose to radioactive material disposed or chemical material. <i>Saya bekerja dan terdedah kepada bahan radioaktif lupus atau bahan kimia.</i> | 1 | 2 | 3 | 4 | 5 |

D. Participative Leadership Style / Gaya Kepimpinan

| | | | | | | |
|---|--|---|---|---|---|---|
| 1 | My leader provides a clear vision of who and what we are. <i>Ketua saya menyediakan wawasan yang jelas tentang siapa dan apa yang kita mahu..</i> | 1 | 2 | 3 | 4 | 5 |
| 2 | Because of my leader, I have a clear vision of our organization. <i>Kerana ketua saya, saya mempunyai wawasan yang jelas tentang organisasi kami.</i> | 1 | 2 | 3 | 4 | 5 |
| 3 | My leader provides a clear vision of where we are going. <i>Ketua saya menyediakan visi yang jelas mengenai matlamat syarikat</i> | 1 | 2 | 3 | 4 | 5 |
| 4 | If I perform well, my manager will recommend more compensation. <i>Jika prestasi kerja saya bagus, pengurus saya akan mengesyorkan lebih pampasan.</i> | 1 | 2 | 3 | 4 | 5 |
| 5 | My manager gives me positive feedback when I perform well. <i>Pengurus saya memberi saya maklum balas positif apabila saya melakukan pekerjaan saya dengan baik.</i> | 1 | 2 | 3 | 4 | 5 |
| 6 | My manager recommendations regarding my compensation depend on my performance. <i>Pengurus saya mencadangkan pampasan yang saya dapat bergantung kepada prestasi kerja saya</i> | 1 | 2 | 3 | 4 | 5 |
| 7 | When I do a job well, my supervisor tells me about it. <i>Apabila saya melakukan kerja dengan baik, penyelia saya memberitahu saya mengenainya.</i> | 1 | 2 | 3 | 4 | 5 |
| 8 | My manager will recommend that I am compensated more if I perform well. <i>Pengurus saya akan mengesyorkan saya akan dibayar lebih jika saya melakukan kerja dengan baik.</i> | 1 | 2 | 3 | 4 | 5 |

SECTION 3 – INDIVIDUAL FACTORS

BAHAGIAN 3 – INDIVIDU FAKTOR

| 1 | 2 | 3 | 4 | 5 |
|--|---|--|------------------------------|--|
| STRONGLY DISAGREE/ SANGAT TIDAK BERSETUJU | DISAGREE / TIDAK BERSETUJU | UNCERTAIN / TIDAK PASTI | AGREE / BERSETUJU | STRONGLY AGREE / SANGAT BERSETUJU |

E. Jobs Satisfaction / Kepuasan Pekerjaan

This section tests you on your level of job satisfaction at your work place. Please indicate your responses by **circling the appropriate number**.

*Bahagian ini menguji anda kepada tahap kepuasan bekerja di tempat kerja anda. Sila nyatakan jawapan anda dengan **membulatkan nombor yang sesuai**.*

| | | | | | | |
|----------|--|----------|----------|----------|----------|----------|
| 1 | I am happy with my work responsibilities. <i>Saya gembira dengan tanggungjawab kerja saya.</i> | 1 | 2 | 3 | 4 | 5 |
| 2 | I feel comfortable in carrying out my responsibilities. <i>Saya berasa selesa di dalam menjalankan tanggungjawab saya. .</i> | 1 | 2 | 3 | 4 | 5 |
| 3 | I am satisfied with various activities in the organisation & love participating in them. <i>Saya berpuas hati dengan pelbagai aktiviti di dalam organisasi & suka mengambil bahagian di dalam organisasi.</i> | 1 | 2 | 3 | 4 | 5 |
| 4 | Fulfilling my responsibilities give me a feeling of satisfaction & personal achievement. <i>Dengan memenuhi tanggungjawab saya, ia memberikan rasa kepuasan dan pencapaian diri sendiri.</i> | 1 | 2 | 3 | 4 | 5 |

~ THANK YOU FOR YOUR COOPERATION ~



"UUM:THE EMINENT MANAGEMENT UNIVERSITY"

Our Ref : UUM/UUMKL/P-39/133 (816199)

Date : 05th May 2016

TO WHOM IT MAY CONCERN

COLLECTION OF DATA FOR RESEARCH PURPOSES

We are pleased to inform you that the following individual is UUM Kuala Lumpur student who is presently pursuing his Master of Science Finance. She is required to collect data from your organization as a requirement for the BPMZ69912 Research Paper courses that she is pursuing this semester.

| No. | Name | Matric No. | I/D No. |
|-----|-------------------------------|------------|--------------|
| 1. | Ummi Raihana Binti Khairuddin | 816199 | 860406436200 |

Since she has chosen your organization as her assignment, we would be most grateful if you could render all assistance to her to carry out the project successfully.

Universiti Utara Malaysia

Please be informed that the data collected is purely for academic purposes and we assure you that all information or data will be kept strictly confidential.

We really appreciate your kindness and cooperation in the above matter.

Thank you.

"SCHOLARSHIP, VIRTUE AND SERVICE"

Sincerely yours,



DR. RUZITA BINTI AZMI
 Academic Coordinator
 Universiti Utara Malaysia
 Kuala Lumpur (UUMKL)