

**THE RELATIONSHIP OF QUALITY OF WORK LIFE  
PROGRAMMES AND THE INFLUENCE OF  
SOCIO-DEMOGRAPHIC FACTORS WITH  
EMPLOYEE JOB SATISFACTION  
AND JOB INVOLVEMENT  
A CASE STUDY OF SIRIM**

**BY**

**SHAHRIL BIN HASSAN**

**Thesis Submitted in Partial Fulfillment  
of the Requirements for the Degree of  
Master of Science (Management),**

**May, 1994**

Copyright Shahril b. Hassan, 1994  
All right reserved.

## **ACKNOWLEDGEMENT**

This study would not have **materialised** without the assistance of many individuals. First of all, I am very grateful to the Government of Malaysia for granting me study leave and supporting my graduate studies at the Universiti Utara Malaysia.

I wish to express my sincere appreciation and special thanks to Professor Dr. **Tasso** Christie, first supervisor, who offered his professional guidance, time and encouragement to make this study a success. In addition, I am grateful to my second supervisor, Mrs. Husna Johari, who also **offered** me assistance.

I also owe a great deal of thanks to the following people who have given their full co-operation in this study:

..

(a) Dato' Dr. **Ahmad Tajuddin Ali**,

Director General of SIRIM.

(b) Mr. Hj. Abdul Wahab bin Mulajat,

Deputy Director,

Human Resource Management,

SIRIM.

(c) Mrs. Salwa bt. A. Karim,

Assistant Administrative Officer,

Human Resource Management (Training) Unit,

SIRIM.

(d) Mr. Mohd. Zamani b. Rahmat and Mr. Rosli **Manan** b. Mohd Saad,

SIRIM personnel.

Finally, I owe a great deal of thanks to my wife, Rosiah, and my children, Norazlina, Nurul Ayu, Nordiana, **Alif** Shahzuwan and Nor Shazleen. Their moral support and love have given me the strength to complete this study successfully.

## TABLE OF CONTENTS

	PAGE
ACKNOWLEDGEMENT	ii
LIST OF TABLES	x
LIST OF FIGURES	<b>xiii</b>
ABSTRACT	xiv
ABSTRAK	xvi
CHAPTER	
1 INTRODUCTION	
1.1 Background of The Problem	1
1.1.1 The Context of the Study	1
1.1.2 The Development of Quality of Work Life in Standards and Industrial Institute of Malaysia (SIRIM)	2
1.1.3 Problems and Challenges of Quality of Work Life (QWL)	8
1.2 Statement of the Problem	10
1.3 The Objectives of the Study	11
1.4 Significance of the Study	12
1.5 Assumptions and Scope of the Study:	14
1.5.1 Assumptions of the Study	14
1.5.2 Scope of the Study	15
1.6 Definition of Terms	15
1.7 Limitation of the Study	19
1.8 Organisation of the Report	19

CHAPTER		PAGE
2	REVIEW OF LITERATURE	
2.1	Introduction	20
2.2	Objectives of Quality of Work life (QWL) Programmes	21
2.3	Definitions and Concepts of Quality of Work Life	21
2.4	The Guiding Principles and Values of Quality of Work Life Programmes	31
2.5	Conditions for Success in Implimenting QWL Programmes	34
2.6	Reasons for QWL Improvements	35
2.7	The Importance of Quality of Work Life In The Malaysian Civil Service	38
2.8	Concept of Job Satisfaction	41
2.9	Major Theories Related to Job Satisfaction	43
2.10	Measurement of Job Satisfaction	49
2.11	Job Satisfaction Research Reviews	50
2.12	Concept and Measurement for Job Involvement	54
2.13	Attitude Measurement	56
2.14	Socio-Demographic Factors	59
2.15	Conclusion	61

CHAPTER	PAGE
<b>3</b>	<b>METHODOLOGY</b>
3.1	Introduction 62
3.2	Design 62
3.3	Theoretical and Conceptual Framework of the Study: 63
	Theoretical Model of the Study 64
	Conceptual Framework of the Study 64
	Dependent Variables 64
	Independent Variables 68
3.4	Hypotheses of the Study 69
3.5	Measurement of Dependent Variables: 71
	3.5.1 Measurement of Job Satisfaction 71
	3.5.2 Measurement of Job Involvement 73
3.6	Measurement of Independent Variables
	3.6.1 Quality of Work Life Programmes 73
	3.6.2 Socio-Demographic 76
3.7	Missing Value 77
3.8	Pre-Testing the Questionnaire 77
3.9	Data Collection 79
3.10	Data Analysis: 80
	Descriptive Statement 80
	The t-Test 82
	One-way Analysis of Variance (ANOVA) 82
	Multiple Regression 83
	Guilford's Rule of Thumbs 83
3.11	The Level of Significance 84

CHAPTER	PAGE
4	RESULTS
4.1	Introduction 85
4.2	Socio-Demographic Characteristics: 85
4.2.1	Gender 86
4.2.2	Marital Status 87
4.2.3	Scheme of Service 88
4.2.4	Academic Qualification 89
4.2.5	Tenure in Service 90
4.3	Reliability Testing 90
4.4	Dependent Variables Scores: 98
4.4.1	Employees Job Satisfaction Scale 94
4.4.2	Employees Job Involvement Scala 96
4.4.3	Frequency Distribution Between Level of Job Satisfaction and Gender 97
4.4.4	Frequency Distribution Between Level of Job Satisfaction and Service Scheme 98
4.4.5	Frequency Distribution Between Level of Job Satisfaction and Academic Qualification 99
4.4.6	Frequency Distribution Between Level of Job Satisfaction and Division 101
4.4.7	Frequency Distribution Between Level of Job Satisfaction and Service Tenure 102
4.4.8	Employee ob Involvement Scale 104
4.4.9	Frequency Distribution By Level of Job Involvement and Gender 106
4.4.10	Frequency Distribution By Level of Job Involvement and Marital Status 107
4.4.11	Frequency Distribution Between Level of Job Involvement and Service Scheme 108
4.4.12	Frequency Distribution Between Level of Job Involvement and Academic Qualifica- tion 109
4.4.13	Frequency Distribution Between Level of Job Involvement and Service Scheme 111
4.4.14	Frequency Distribution Between Level of Job Involvement and Service Duration 112
4.5	Independent Variable Scores: 113
4.5.1	Quality of Work Life Scale 113

4.6	Results of Hypotheses Testing:	
4.6.1	Hypothesis 1	116
4.6.2	Hypothesis 2	117
4.6.3	Hypothesis 3	118
4.6.4	Hypothesis 4	119
4.6.5	Hypothesis 5	120
4.6.6	Hypothesis 6	121
4.6.7	Hypothesis 7	123
4.6.8	Hypothesis 8	124
4.6.9	Hypothesis 9	125
4.6.10	Hypothesis 10	126
4.6.11	Hypothesis 11	127
4.6.12	Hypothesis 12	128
4.6.13	Hypothesis 13	130
4.6.14	Hypothesis 14	133

## CHAPTER

### 5 **SUMMARY, CONCLUSION, INTERPRETATIONS, IMPLICATIONS AND RECOMMENDATIONS**

5.1	Introduction	136
5.2	Problems	136
5.3	Objectives	137
5.4	Significance of the Study	138
5.5	Methodology	139
5.6	Results:	
5.6.1	Socio-Demographic Profile	140
5.6.2	Employee Job Satisfaction Scale	140
5.6.3	Level of Job Satisfaction with <b>Socio-Demographic Factors:</b>	
	Gender	141
	Marital Status	141
	Service Scheme Groups	141
	Academic Qualification Categories	141
	Divisional Groups	142
	Service Tenure Categories	142

5.6.4	Employees Job Involvement Scale	142
5.6.5	Level of Job Involvement Socio-Demographic Factors:	143
	Gender	143
	Marital Status	143
	Service Scheme Groups	143
	Academic Qualification Categories	143
	Divisional Groups	143
	Service Tenure Categories	144
5.6.6	Quality of Work Life Scale	144
5.6.7	Results of Hypothesis Testing	145
5.7	Major Conclusion and Interpretations	147
5.7.1	Objective One	147
5.7.2	Objective Two	150
5.7.3	Objective Three	151
5.7.4	Objective Four	152
5.7.5	Objective Five	153
5.7.6	Objective Six	154
5.8	Implications:	157
5.8.1	Theoretical and Methodological Implications	157
5.8.2	Practical Implications	157
5.9	Recommendations:	159
5.9.1	Recommendations for Administrative Practices	159
5.9.2	Recommendation for Further Research	167
	BIBLIOGRAPHY	168
	APPENDICES	
A	SIRIM's Quality of Work Life Programmes	172
B	Relationship of QWL and Productivity Programmes with Other Organisation System	175
C	Letter to Director General of SIRIM	176
D	Letter of Approval to Conduct Research From Director General of SIRIM	178
E	Letter of Approval From Graduate School, Universiti Utara Malaysia, to Conduct Research in English Language	180
F	Research Questionnaire	181
G	Responses On the Questionnaire	192

## LIST OF TABLES

TABLE	SUBJECT	PAGE
1.1	SIRIM Employee Motivational Award	6
2.1	Statistics (1990), by Sector, on Industrial Accidents and Deaths in Malaysia	27
3.1	The Minimum and Maximum Points For Each Dimensions of Job Satisfaction	72
3.2	Level of Employee Job Satisfaction	72
3.3	Distribution of Respondents According to Divisions, Scheme of Service and Gender	81
4.1	Frequency Distribution of Respondents By Gender and Divisions	86
4.2	Frequency Distribution fo Respondents By Marital Status and Gender	87
4.3	Frequency Distribution of Respondents By Scheme of Service and Gender	88
4.4	Frequency Distribution of Respondents By Academic Qualification and Gender	89
4.5	<b>F</b> requency Distribution of Respondents By Service Tenure and Gender	90
4.4	Estimate of Scale Reliability (Alpha Coefficient) for Job Satisfaction	91
4.7	Estimate of Scale Reliability (Alpha Coefficient) for Job Involvement	92
4.8	Estimate of Scale Relability (Alpha Coefficient) for Quality of Work Life	93
4.9	Scores on Employees Job Satisfaction Scales	95
4.10	Frequency Distribution Between Level of Job Satisfaction and Gender	96
4.11	Frequency Distribution Between Level of Job Satisfaction and Marital Status	97
4.12	Frequency Distribution Between Level of Job Satisfaction and Scheme of Service	99

4.13	Frequency Distribution Between Level of Job Satisfaction and Level of Academic Qualification	100
4.14	Frequency Distribution By Level of Job Satisfaction and Division	101
4.15	Frequency Distribution Between Level of Job Satisfaction and Service Tenure	103
4.16	Scores on Employee Job Involvement Scales	105
4.17	Frequency Distribution By Level of Job Involvement and Gender	106
4.18	Frequency Distribution By Level of Job Involvement and Marital Status	107
4.19	Frequency Distribution By Level of Job Involvement and Scheme of Service	108
4.20	Frequency Distribution Between Level of Job Involvement and Academic Qualification	110
4.21	Frequency Distribution By Level of Job Involvement and Division	111
4.22	Frequency Distribution By Level of Job Involvement and Service Tenure	113
4.23	Scores on Quality of Work Life (QWL) Scales	114
4.24	T-Test on Mean Scores of Job Satisfaction of Respondents by Gender	116
4.25	T-Test on Mean Scores of Job Satisfaction of Respondents by Marital Status	117
4.26	T-Test on Mean Scores of Job Satisfaction of Respondents by Service Scheme	118
4.27	<b>ANOVA</b> on Mean Scores on the Level of Job Satisfaction from Different Categories of Academic Qualification	120
4.28	<b>ANOVA</b> on Mean Scores on the Level of Job Satisfaction by Respondents from Different Divisional Groups	121
4.29	<b>ANOVA</b> on Means Score on the Level of Job Satisfaction by Respondents from Different Service Tenure Groups	122

4.30	T-Test on Mean Scores on the Level of Job Involvement of Respondents by Gender	123
4.31	T-Test on Mean Scores on the Level of Job Involvement of Respondents by Marital Status	124
4.32	T-Test on Mean Scores on the Level of Job Involvement of Respondents by Service Scheme	125
4.33	<b>ANOVA</b> on Mean Scores on the Level of Job Involvement by Respondents from Different Categories of Academic Qualification	126
4.34	<b>ANOVA</b> on Mean Scores on the Level of Job Involvement by Respondents from Different Divisional Groups	128
4.35	<b>ANOVA</b> on Mean Scores on the Level of Job Involvement by Respondents from Different Service Tenure Categories	129
4.36	Multiple Regression on Relationship of Quality of Work Life Variables With Employees Job Satisfaction	131
4.37	Multiple Regression on Relationship of Quality of Work Life Variables With Employees Job Involvement	134

## LIST OF FIGURES

<b>FIGURE</b>	<b>SUBJECT</b>	<b>PAGE</b>
2.1	Definitions of Quality of Work Life	23
2.2	<b>Maslow's Need Hierachy</b>	45
2.3	Job Descriptive Index	51
2.4	Method of Enriching Jobs	57
3.1	Theoretical Model of the Study	65
3.2	Conceptual Framework of the Study	66
3.3	Summary of Scale Reliability of Pre-Testing Questionnaire	78
5.1	Common Training and Development Techniques	161

## **ABSTRACT**

### **THE RELATIONSHIP OF QUALITY OF WORK LIFE PROGRAMMES AND THE INFLUENCE OF SOCIO-DEMOGRAPHIC FACTORS WITH EMPLOYEE JOB SATISFACTION AND JOB INVOLVEMENT**

By

SHAHRIL BIN HASSAN

The objectives of the study were to examine the level of effectiveness in quality of work life (QWL) programmes and the influence of socio-demographic factors on employee job satisfaction and job involvement in Standards and Industrial Research Institute of Malaysia (SIRIM). The findings indicated that SIRIM had effective QWL programmes. However, its employees were found to be moderately satisfied with their job and they were also involved in their jobs. In addition, its effective QWL programmes had significantly influenced 43 percent of the variance in employee job satisfaction ratings, with a positive relationship on adequate and fair compensation, continued growth and security, and safe and healthy working conditions, as significant predictors.

These findings also explained 25 percent of the variance in employee job involvement ratings, with a positive relationship on social relevance of work life, adequate and fair compensation, and an inverse relationship on safe and healthy working conditions, as significant predictors.

With effective QWL programmes, the socio-demographic factors were found to have no influence on employee job satisfaction. However, marital status and service tenure both had significant influence on employee job involvement.

In order to increase the level of job satisfaction and involvement among the employees, the findings suggest the following recommendation:

- a) revise its compensation system comparable with the private sector;
- b) review its assessment of training and development needs;
- c) initiate fair evaluation of performance;
- d) review its rewards system;
- e) encourage job enrichment and job rotation;
- f) examine work load revision;
- g) develop effective standard work guideline;
- h) establish special motivational training for target groups (unmarried employees, and those with service tenure fewer than four or between 10 to 12 years); and
- i) encourage increasing awareness of the importance of the social relevance of work among employees.

## **ABSTRAK**

### **HUBUNGAN PROGRAM-PROGRAM KUALITI KEHIDUPAN BEKERJA DAN PENGARUH FAKTOR-FAKTOR SOSIO-DEMOGRAFIK DENGAN KEPUASAN KERJA DAN PENGLIBATAN KERJA BAGI PEKERJA-PEKERJA**

Oleh

SHAHRIL BIN HASSAN

Tujuan kajian **ini** ialah untuk mengkaji tahap keberkesanan program-program kualiti kehidupan bekerja (KKB) dan pengaruh faktor-faktor sosio-demografik terhadap kepuasan dan penglibatan kerja **bagi** pekerja-pekerja di Institut Standard dan Penyelidikan Industri Malaysia (SIRIM). Kajian menunjukkan bahawa program-program KKB yang dilaksanakan di SIRIM adalah berkesan. **Walau-** pun demikian, pekerja-pekerja didapati mempunyai kepuasan kerja yang **seder-** hana dan melibatkan diri dalam pekerjaan mereka. **Tambahan** pula, didapati program-program KKB yang berkesan telah mempengaruhi 43 peratus variasi dalam kepuasan kerja yang **mana pampasan** yang mencukupi dan adil, **pemban-** gunan dan keselamatan kerjaya, serta keadaan keselamatan dan kesihatan tempat kerja, adalah faktor-faktor pengukur yang signifikan. Faktor-faktor **tersebut** mempunyai perhubungan yang **positif** dengan kepuasan kerja.

KKB yang berkesan juga mempengaruhi 25 peratus variasi dalam **penglibatan** kerja dan tiga faktor pengukur yang signifikan ialah kepentingan sosial dalam pekerjaan dan **pampasan** yang mencukupi dan adil (hubungan **positif**) serta keadaan keselamatan dan kesihatan tempat kerja (hubungan songsang).

Melalui program-program KKB yang berkesan, didapati faktor sosio-demografik tidak mempengaruhi kepuasan kerja **bagi** pekerja-pekerja SIRIM. Walau bagaimanapun, status perkahwinan dan tempoh perkhidmatan didapati telah mempengaruhi penglibatan kerja mereka.

Penemuan kajian ini telah mencadangkan beberapa usaha yang boleh **meningkatkan** kepuasan dan penglibatan pekerja seperti berikut:

- a) mengkaji sistem **pampasan** selaras dengan sektor swasta;
- b) menyemak penilaian terhadap keperluan latihan dan pembangunan pekerja;
- c) usaha ke arah penilaian prestasi yang adil;
- d) menyemak sistem ganjaran;
- e) menggalakan pusingan kerja dan memperkayakan kerja;
- f) mengkaji bebanan **tugas** pekerja;
- g) membangunkan peraturan kerja yang standard dan berkesan;
- h) mengadakan kursus motivasi khas untuk kumpulan sasaran (pekerja-pekerja yang belum berkahwin, mereka yang telah berkhidmat kurang **empat** tahun atau di **antara** 10 hingga 12 tahun); dan
- i) meningkatkan kesedaran pekerja-pekerja bahawa **tugas** mereka adalah berkait **rapat** dengan kepentingan sosial.

# CHAPTER1

## INTRODUCTION

### 1.1 *Background of the Problem*

#### 1.1.1 The context **of the Study**

In the Malaysian context, human resource development concerns in the public sector are rooted in the government's efforts to initiate change and development in workplace conditions. To achieve this objective, the Government of Malaysia has emphasised through its agencies the necessity to implement productivity and quality of work life (QWL) programmes to ensure that *Vision 2020* can be achieved.

In most bureaucratic organisations, internal customer (employees) and external customer (clients) dissatisfaction is considered “bad news” with the cure being to shoot the messenger. Such action, however will not solve the actual problems pertaining to customer dissatisfaction. Their feedback should be viewed as “diagnostic”, that is, to drive action toward improvement. In this regard, Walton (1973) commented:

Dissatisfaction with working life is a problem which affects almost all workers at one time or another, regardless of position or status. The frustration, boredom, and anger common to employees disenchanted with their work life can be costly to both individual and organisation. Many current organisational experiments seek to improve both productivity for the organisation and the quality of working life for its members.

The contents of  
the thesis is for  
internal user  
only

## BIBLIOGRAPHY

- Abdul Hamid, A. Sarji, **Tan Sri** (1993). **The Changing Civil Service**, pp. 130-131. Petaling Jaya: Pelandok Publication.
- Bullock, R. J. (1984). **Improving Job Satisfaction**, pp. 1-2. New York: Pergamon Press.
- Camman, C.** and **Ledford, G. E.** (1970) in **Fombrun, C. J. & Tichy, N. M. & Devanna, M. A.** (1984). **Strategic Human Resource Management**, pp. 365-366. New York: John Wiley and Sons.
- Casio, W. F. (1992). **Managing Human Resources: Productivity, Quality of Work Life, Profits**, p. 22. New York: Mc Graw-Hill, Inc.
- Chacko, T. L. (1983). "Job and Life Satisfaction: A Causal Analysis of Their Relationships" **Academy of Management Journal** Vol.26, pp. 163-169.
- Cherrington, D. J.; Reitz, H. J. and Scott, Jr. W. E. (1971). "Effects of Contingent and Noncontingent Reward on the Relationship Between Satisfaction and Task Performance" **Journal of Applied Psychology** 55(6), pp. 258-263.
- Cotton, J. L. (1993). **Employee Involvement: Methods for Improving Performance and Work Attitudes**, pp. 33-58 and 164-166. Newbury Park, California: Sage Publications', Inc.
- Curtis, J. R. (1991). "The Influence of Procedural Justice of Performance Appraisal System on Intrinsic Motivation (Justice). **University Microfilms International**, A Bell & Howell Information Company, Ann Arbor, Michigan, p. 318.
- Davis, K. & Newstrom, J. W. (1989). **Human Behavior At Work: Organizational Behavior**, pp. 386-389. New York: McGraw-Hill Inc.
- DeMeuse, K. P.** and **Liebowitz, S. J.** (1981). "An Empirical Analysis of Team-Building Research". **Group and Organization Studies** 6, September, pp. 357-378.
- Dittrich, J. E and Carrell, M. R. (1979). "Organizational Equity Perceptions, Employee Job Satisfaction, and Departmental Absence and Turnover rates". **Organizational Behavior and Human Performance** 24, August, pp. 29-40.
- Fuller S. H. (1980) in **French, W. L.** (1982). **The Personnel Management Process: Human Resources Administration and Development**, pp. 533-543. Boston: Houghton Mifflin Company.
- Grayson, D.** (1991), "Self-Regulating Work groups: An Aspect of Organizational Change". **International Journal of Manpower (IJM)**, Vol: 12, Iss: 1, pp.22-29.

- Healey, J. F. (1993). **Statistics: A Tool for Social Research**, pp. 293-301. Belmont, California: Wadsworth Publishing Company.
- Kanungo, R. N. (1992). "Measurement of Job and Work Involvement". **Journal of Applied Psychology**, Vol. 67 No.3, pp. 341-349.
- Keller, R. T and Holland, W. F. (1981). "Job Change: A Naturally Occurring Field Experiments", **Human Relations** 34, pp. 1053-1067.
- Keller, R. T. and Szilagyi, A. D. (1978). " A Longitudinal Study of Leader Reward Behavior, Subordinate **Expectencies** and Satisfaction". **Personnel Psychology** 3, pp. 119-129.
- Kerlinger, F. N. (1973). **Foundations of Behavioral Research**, p. 301. New York: Holt, Rinehart and Winston, Inc.
- Kossen, S. (1991). **The Human Side of Organizations**, pp. 11-12 & 216. New York: HarperCollins Publishers Inc.
- Lawler III, E. E. (1986). **High Involvement Management**, pp. 132-133 and 137- 138. San Francisco: Jossey-Bass Publisher.
- Locke, E. A. (1976). "The Nature and Causes of Job Satisfaction". In **Handbook of Industrial and Organizational Psychology**, p. 1301. Chicago: M.D Dunnets, Rand McNally & Co.
- Locke, E.A in Wagner III, J.A. and Hollenbeck, J. R. (1992). **Management of Organizational Behavior**, p. 244. Englewood Cliffs, New Jersey: Prentice Hall, Inc.
- Mills, T. (1978). "Europe's **Industrial Democracy: An American Response**". **Harvard Business Review**, p. 151
- Mirvis, P. H and Lawler , E. E. III (1977). "Measuring the Financial Impact of Employee Attitudes". **Journal of Applied Psychology** 62, p. 226.
- Nachmias, D. and Nachmias C. (1976). **Research Methods in The Social Sciences**, p. 29. New York: St. Martin Press.
- Nadler, D.A and Iawler, E. E (1983). "Quality of Work Life: Perspectives and Directions", **Organizational Dynamics**, 11 (3), pp. 20-30.
- Nadler, Hanlon and Lawler (1980) in Lawler E. E. III (1986). **High Involvement Management**, pp. 141-142. San Francisco: Jossey-Bass Publishers.
- Near. J. P., Rice, R. W. and Hunt, R. G. (July, 1980). "The relationship between Work and **Nonwork** Domains: A Review of Empirical Research". **Academy of Management Review** 5, July, pp. 415-429.
- Norusis, M. J. (1985). **Advanced Statistics Guide**, p. 349. New York: McGraw-Hill Book Company.

- Ondrack, D. A. and Evans, M. G. (1987). "Job Enrichment and Job Satisfaction in Greenfield and Redesign QWL Sites". **Group and organization Studies**, March, p. 19.
- Othman, A.Rahman (Jan. 14, 1994). "Work Accidents Up 15 Percent a Year". **New Straits Times: City Extra**, January 14, pp. 1.
- Paterson, R.B and Tracy, L. (1992). "Assessing Effectiveness of Joint Committees in a Labor-Management Cooperation Program". **Human Relation Journal**, Vol:45, Iss: 5, pp. 467-488.
- Paul, W.J. and Robertson, K.B. (1976). **Job Enrichment and Employee Motivation**, p. 17. Trowbridge & Esher, United Kingdom: Redwood Bum Limited.
- Peter, T. J. and Waterman, R. H. (1982). **In Search of Excellence : Lessons from America's Best-Run Company**, p. 285. New York: A Time Warner Company.
- Rahim M. Sail (1983), "Clients Commitment To A Project In A Group Forming Organization: A Study of FELDA Schemes in Malaysia" **PhD. Dissertation**. Madison: University of Wisconsin.
- Ronen, S. (1978). "Job Satisfaction and the Neglected Variable of Job Security". **Human Relations** 31, April, pp. 297-308.
- Rosow, J. M., in Karen E. Debats (1982). "The Continuing Personnel Challenge". **Personnel Journal**, May, p. 344.
- Schuler, R. S. (1983). **Effective Personnel Management**, p. 484. St. Paul, MN: West Publishing Co.
- Sedlack. R. G. and Stanley, J. (1992). **Social Research: Theory and Methods**, p. 146. Boston: Allyn and Bacon.
- Sekaran, U. (1992). **Research Methods For Business: A Skill Building Approach**, pp. 73, 96 & 100. Singapore: John Wiley & Son, Inc.
- Shareef, R. (1990). "QWL Programs Facilitate Change". **Personnel Journal (PEJ)**, Vol:69, Iss:9, pp. 58-61 & 427.
- SIRIM (1992). **Annual Report**. Shah Alam.
- SIRIM (1993). **Corporate Plan 1991-1995: Mid- Term Review**. Shah Alam.
- SIRIM (1994). **Newsletter**, Vol. 1. Shah Alam.
- Smith, P.; Kendal, L. M. & Hulin, C. L. (1969). **The Measurement of Satisfaction in Work and Retirement**, pp. 79-84. Chicago: Rand-McNally & co.
- Szilagyi, A. D. (September, 1980). "Causal Inferences between Leader Reward Behaviour and Subordinate Performance, Absenteeism, and Work Satisfaction". **Journal of Occupational Psychology** 53, pp. 195-204.

- Szilagyi, A. D. and Wallace, M. J. (1980). **Organizational Behaviour and Performance**, pp. 106-110. Santa Monica: Goodyear Publishing.
- \_\_\_\_\_. (1994). "The Human Psyche: Giving It Away" **The Economist**, April 23, p. 65.
- Van Fleet, D. D. (1991). **Contemporary Management**, pp. 276-277 and 370-373. Boston: Houghton Mifflin Company.
- Vroom, V. H. (1964). **Work and Motivation**. New York: John Wiley & Sons, Inc.
- Wahba, M. A and Bridwell, L. G. (1976). "Maslow Reconsidered: A review of Research on the Need Hierarchy Theory". **Organizational Behavior and Human Performance**, April 1977, pp. 212-240.
- Walton, R. E. (1973). "Quality of Work Life: What is it?". **Sloan Management Review**, Vol. 15, pp. 11-17.
- Werther, W. B. & Ruch, W. A. & McClure, L. (1986). **Productivity Through People**, p. 279. St Paul, MN: West Publishing Co.