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**A STUDY ON THE RELATIONSHIP BETWEEN WORK FACTORS AND
EMPLOYEE SATISFACTION**



By

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**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business
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Master of Human Resource Management**



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ABSTRACT

Employee satisfaction enhances confidence, loyalty and consequently improved work quality, productivity and organizational performance. Various factors such as benefits and services provided for employees, health insurance, welfare, rewards as well as training can affect employee satisfaction. The quality level of services provided to employees can influence employee satisfaction. One of the benefits provided by the company in this study is housing loan. Nonetheless, many employees are not satisfied with the quality service provided. Many complaints were lodged with the company on the dissatisfaction. As such, this study was undertaken to investigate the relationship between employee satisfaction and quality service from the aspects of tangible, reliability and responsiveness. A questionnaire on service quality was utilised to examine the relationship between variables. 92 respondents participated in this study. Results showed that all there independent variables measuring service quality were positively and significantly related to employee satisfaction. Reliability of services provided was found to be the most critical towards employee satisfaction. As a conclusion, the company is strongly recommended to review relevant policies and procedures relating to quality of services provided to employees in order to increase employee satisfaction.

Keyword: Employee Satisfaction, Tangible, Reliability, Responsiveness.



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ABSTRAK

Kepuasan pekerja dapat mewujudkan keyakinan, kesetiaan and secara tidak langsung akan meningkatkan hasil kualiti kerja, produktiviti dan prestasi organisasi. Pelbagai faktor seperti faedah dan perkhidmatan yang diberi, insuran kesihatan, aspek kebajikan serta ganjaran dan latihan dapat mempengaruhi kepuasan pekerja. Kualiti terhadap perkhidmatan yang disediakan untuk pekerja juga dapat mempengaruhi kepuasan pekerja. Salah satu faedah yang disediakan oleh organisasi yang dikaji untuk pekerja adalah pinjaman perumahan. Walaubagaimanapun, ramai pekerja yang tidak berpuashati dengan kualiti perkhidmatan tersebut. Banyak aduan yang diterima oleh pihak organisasi. Oleh yang demikian, kajian ini dilaksanakan bagi melihat perhubungan antara kepuasan pekerja dengan kualiti perkhidmatan yang diberikan dari aspek kebolehnyataan, kebolehpercayaan dan tanggapan. Soalselidik berkaitan kualiti perkhidmatan digunakan bagi menguji hubungkait ini. Seramai 92 responden terlibat dalam kajian ini. Dapatan kajian menunjukkan bahawa ketiga-tiga pembolehubah mempunyai hubungan yang signifikan dan positif dengan kepuasan pekerja. Dapatan menunjukkan bahawa kebolehpercayaan terhadap perkhidmatan yang disediakan adalah faktor yang penting untuk kepuasan pekerja. Sebagai rumusan, organisasi dicadangkan agar melihat semula dasar dan prosedur tentang kualiti perkhidmatan yang disediakan untuk pekerja agar dapat meningkatkan kepuasan pekerja secara keseluruhannya.

Kata kunci: Kepuasan pekerja, Kualiti Perkhidmatan, Kebolehnyataan, Kebolehpercayaan



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CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

The first chapter will explain on background and the focus of the study. The discussion in this chapter is organized in the following manner: (i) background of the study, (ii) problem statement, (iii) research questions, (iv) research objectives, (v) significance of study, (vi) scope and limitations of the study, and (vii) definition of key terms.

The purpose of this research is to examine the relationship between employee satisfaction and the following factors: tangible, reliability and responsiveness.

Employee satisfaction is essential for business success in today's marketplace. It measures expectations of employee in regard of a product and service provided by the company. Employee satisfaction is defined by the number of employees or percentage of total employees, who reported their experiences with a firm, its products or its services (rating) against specified satisfaction measures (Nippatlapalli, 2013).

According to Khafafa & Shafii (2013), employee satisfaction is one of the most important key factors for any organisational survival. Employee satisfaction is an effective part of a business fulfilment. In addition, business would not be able to

survive with dissatisfied employees (Rahman *et al.*, 2012). Most successful organisations have the following elements: high level of employee satisfaction, ability to attract new clients and maintain old clients. These are the main essence of a successful organisation (Yuksel, 2010).

The relationship between employee and an organization is influenced by the quality of service given by an organization. In view of that, maintaining existing employee through the improvement of employee satisfaction and quality service should be done constantly as a way to achieve organization's targeted profit.

1.2 BACKGROUND OF THE STUDY

XYZ Berhad is one of Subsidiaries Company of XYZ Headquarters which was incorporated on 15 November 1994, under Section 16 (4) of the Companies Act 1985 with a paid-up capital of RM8.4 million and authorized capital of RM25 million. Its major business activities including managing funds of headquarters, factoring and financing; personal loan, motor vehicle loan and housing loan. It is also responsible in administering the activities of *Rancangan Tanah Baru Berkelompok* (RTBB) cash components investment funds of headquarters.

The most important department in the company is Housing Loan Department. It is managed by dedicated team known as *Akaun Pembiayaan* (AP). The main function is to provide housing facility for the eligible staff of PRB including staff based in headquarters.

During the early days of establishment of XYZ Berhad, there is no system provided. Most of the activities are managed manually by the dedicated team until the BIARIS system (*Sistem Pembiayaan*) being introduced in year 2000. It is undeniable that during the period, XYZ Berhad faced difficulties in term of managing and processing the housing loan applications.

1.3 PROBLEM STATEMENT

XYZ Berhad (which will be referred to as “the company” in this study) has been operating for about 17 years to provide housing loan for staff. It performs the same essential functions as other banks. However, it is difficult to standardize the services due to its tangibility and also due to lack of qualified and experienced manpower which ultimately translate into low quality service.

Since this housing loan facility is only provided by the company and not by other subsidiaries, eligible employees seize the opportunity without taking into consideration the quality of the services provided. Thus, this situation finally invites employees’ dissatisfaction.

The company receives many complaints in regards of services. Some of the complaints included lost data due to improper filing system, inefficient staff handling those loans, as well as poor customer service given. Sometimes loan enquiries took too long for the company to respond to. Responsiveness rate was too long that most employees were unhappy with. Reliability was another issue related to lost data as enquiries could not be addressed immediately. This could also be

attributed to poor training, poor filing system or staff attitude. There are various mediums for employees to voice their dissatisfaction such as fax, phone calls and written complaints. All complaints are recorded for further action.

There are cases whereby some of the employees prefer to make complaints directly to the CEO without following the standard procedure. Normally these cases are considered as unrecorded complaints and difficult for the person in charge to follow up the cases due to improper notification.

Due to the growing number of eligible employee and also number of complaints, it is imperative for the company to take an initiative to improve the level of employee satisfaction by increasing the quality of services provided. On that note, this study was conducted to investigate the factors which affected employee satisfaction, namely tangibles, reliability and responsiveness.

1.4 RESEARCH QUESTIONS

Based on the problem highlighted and discussed above, the research questions will be addressed in this study:

1. Is there any significant relationship between tangible and employee satisfaction?
2. Is there any significant relationship between reliability and employee satisfaction?

3. Is there any significant relationship between responsiveness and employee satisfaction?

1.5 RESEARCH OBJECTIVES

1. To determine the relationship between tangible and employee satisfaction
2. To determine the relationship between reliability and employee satisfaction
3. To determine the relationship between responsiveness and employee satisfaction

1.6 SIGNIFICANCE OF STUDY

Generally, this study aims to understand the current work factors and employees' satisfaction in the company. Given direct participation from employees in this study, it provides first hand feedback and meaningful information for the company regarding employees' perceptions on their services.

The results will be able to guide the company to set their strategies in improving employees' satisfaction towards work factors. The management can use the inputs to help improve relevant policies and procedures, as well as delivery system, in order to improve their service to the customers who are the employees themselves.

The findings of this study can provide useful information for managers and researchers in the field related to employees' satisfaction and work factors.

1.7 SCOPE AND LIMITATION OF STUDY

The study is based on primary data collected through questionnaire from respondents. Due to time limitation, this study involved only one company. Another challenge faced by the researcher was when some of the expected respondents were reluctant to complete the questionnaires distributed.

Secondly, this study only involved employees from the headquarters in Kuala Lumpur. The headquarters was chosen as it has the largest number of employees served by the company.

Thirdly, the researcher faced difficulties in getting the actual recorded data of the complaints and details of the complaints received from the management due to private and confidential issues.

1.8 DEFINITION OF KEY TERMS

In this section, working definitions of the variables in this study are described briefly. The two of main subjects which is employee satisfaction and work factors will be explained in this part. These definitions are to ensure a common understanding of the terms throughout this research. More detailed definitions will be provided in the following chapter.

1.8.1 Employee

A person who works part-time or full time under a contract of employment for wages or salary and in a position below the executive level.

1.8.2 Satisfaction

Satisfaction refers to the situation where people feel their perception exceeds the expectation.

1.8.3 Employee Satisfaction

Employee satisfaction demonstrates the perceived relationship between the expectation of an employee from his job and his perceived offerings of the job (Locke, 1976).

1.6.4 Tangible

Tangibles include appearance of physical facilities, equipment, personnel and communication materials involved in the delivery of service to employees.

1.6.5 Reliability

Reliability can be referred to as the ability to perform promised services which are dependable with accuracy.

1.6.6 Responsiveness

The willingness to help and provide prompt service, responsiveness concerns the willingness or readiness of employee's to provide service. It involves timeliness of service.

1.9 ORGANISATION OF THESIS

This report is organised into five main chapters.

Chapter 1 provides the background of the study. It highlights the focus of the study. This chapter includes discussions on problem statement, research questions, research objectives, significance of the study, followed by scope and limitation of study.

Chapter 2 discusses past literature related to employee satisfaction and factors that might contribute to employee satisfaction specifically on tangible, reliability and responsiveness.

Chapter 3 discusses the research methodology and techniques utilised in this study. This includes the research framework, research design, population of the study, sampling method and data collection procedures.

Chapter 4 presents findings from data gathered. Reliability of the instrument is presented using Cronbach's coefficient alpha. Data analysis was generated using Statistical Package Social Science (SPSS) version 21.0.

Chapter 5 presents the discussion of the findings and its summary, and concludes with suggestion for future research.



CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter reviews past studies relating to the study. Literature relating to the variables involved, namely employee satisfaction as the dependent variable and tangible, reliability and responsiveness as the independent variables, are reviewed.

2.2 Employee Satisfaction

Employee satisfaction refers to how content or satisfied employees are with their jobs (Griffin & Moorhead, 2013). It is typically measured using an employee satisfaction survey. An employee satisfaction survey basically addressed employees' perceptions on compensation, workload, management, flexibility, teamwork and resources. Islam and Siengthai (2009) perceived employee satisfaction as a positive emotional state resulting from the appraisal of one's job or job experiences.

Employee satisfaction also can be defined as the terminology used to describe whether employees are happy, contented and fulfilling their desires and needs at work. Many measures support that employee satisfaction is a factor in employee motivation, employee goal achievement and positive employee morale in the work place (Susan M.Heath field, 2011).

Meanwhile, according to Nancy C. Morse (1997), satisfaction refers to the level of fulfilment of one's needs, wants and desire. It depends basically upon what an individual wants from the world, and what he gets. Lai Wan (2007), satisfaction is an important goal for organisations to reach, as it has been shown that profitability, productivity, employee retention and customer satisfaction are linked to employees' satisfaction. Employee satisfaction is a measure of how happy workers are with their job and working environment. He believed that there are many factors affecting the organizational effectiveness and one of them is the employee satisfaction.

“Employee satisfaction also known as job satisfaction, is the extent to which an individual is happy with their job and the role it plays in their life”, (HR Zone). This is in line with Locke (1976), which stated that employee satisfaction known as job satisfaction. It is a positive emotional state that demonstrates the perceived relationship between the expectation of an employee from his job and his perceived offerings of the job. Spector (1997), defined employee satisfaction is a comprehensive term that comprises job satisfaction of employees and their satisfaction overall with companies' policies, company environment

Price (2001) defines employee satisfaction as the effective orientation that an employee has towards his or her work. Sempene, Rieger and Roodt, (2002) recognised employees' satisfaction as the individual's perception and evaluation of the overall work environment. As for Lu, While and Barriball (2005), employee

satisfaction is a global feeling about one's work or a related cluster of attitudes about various facets of the work environment.

Griffin and Moorhead (2013), described employee satisfaction as the feeling of gratification or prosperity that employees procure from their job; whether they are happy to work or not, perceive their jobs as meaningful, or the extent to which their job has a negative physical/psychological effect on them. Employee satisfaction as simply how people feel about their jobs and various aspects of their jobs (Lawler 1990).

Employee satisfaction is the fulfilment or satisfying emotional state that results from the positive appraisal of job experiences on the part of the employee (Chang, C., Chiu, C. and Chen, C. 2010; Karatepe, 2012; Al-Refaie, 2015). Meanwhile, as according to Chi and Gursoy, 2009; Karatepe, O.M., Uludag, O., Menevis,I., Hadzimeh medagic, L and Baddar, L (2006), they found that employee satisfaction is a person's perception or appraisal of the degree of fit between an individual and the organization's values. Hsu and Wang, 2008; Prajogo and Cooper, 2010; Jung and Yoon, 2015 defines employee satisfaction as a person's assessment of the overall quality of his or her current job assignment.

Employee satisfaction is defined as the combination of affective reactions to the differential perceptions of what he/she wants to receive compared with what he/she actually receives. Therefore, the organizations should try to supply the employee

expectations in order to approach the employee satisfaction. In addition, emotional state of the employees may also affect their satisfaction. This forces the managers to create and sustain the desired working environments in the organizations. (Cranny, Smith, & Stone, 1992)

2.2.2 Previous Studies on Employee Satisfaction

The employee satisfaction described as how pleased an employee is with his or her position of employment (Moyes, Shao, & Newsome, 2008). It is recognized as one of the most important drivers of employee service quality, productivity and loyalty (Matzler and Renzl, 2006). Employee satisfaction can be related to firm performance in terms of growth. The practices of managing human resources show that the possibility of education, adequate pay, benefits, continuity of employment and the right approach to employees encourage a high level of employee motivation and their willingness to invest in their own knowledge and skills (Shaw, J.D., Delery, J.E., Jenkins, G.D. Jr and Gupta, N. 1998; Tsui, A.S., Pearce, J.L., Porter, L.W. and Tripoli, A.M., 1997). (1997). For most management scientists, meeting the needs of employees remains the prime employee satisfaction-enhancement strategy (Giannikis & Mihail, 2011)

Hunter & Tietjen, 1997 conclude that employees are more loyal and productive when they are satisfied and thus affect the organizational productivity (Potterfield, 1999). Ellickson and Logsdon (2001), gives emphasis to environmental factors and

personal characteristics as the two most influential variables that determine the level of employee satisfaction.

Improving the satisfaction of workers is a central task of management since satisfaction creates confidence, loyalty and consequently improved quality in the output of employees (Tietjen and Myers, 1998). In order to improve employee satisfaction, it is important to measure and establish the existing levels first (Wright, Gardner, Moynihan & Allen, 2005.). Top management's commitment to improving employee satisfaction takes into account factors that affect employee satisfaction and can encourage employees to improve the performance of their tasks and boost the level of their work performance, which can in turn contribute to the company's growth (Tsui *et al.*, 1997; Shaw *et al.*, 1998; Gerhart and Rynes, 2003).

Organ and Ryan (1995), stated that the employee satisfaction is one of the basics of organizational citizenship behaviour. The well-satisfied employees will work more willingly and this contributes to the effectiveness of their organizations. Highly satisfied employees demonstrate higher level of loyalty to the organization (Wagner and Herter, 2006).

Previous studies have proposed that employees are the greatest assets of a company, and that satisfied customers must satisfy employee requirements (Nebeker, D., Busso, L., Werenfels, P.D., Diallo, H., Czekajewski, A. and Ferdman, B. 2001), According to Lee (1988), employee satisfaction is as important

as customer satisfaction in influencing organisational performance. It showed that job satisfaction is among the best predictors of turnover.

Employee satisfaction can improve productivity, reduce staff turnover and enhance creativity and commitment. Therefore, employee satisfaction should not be ignored and yet very few businesses seriously consider employee satisfaction (Ulmer, D., Syptak, J.M. and Marsland, D.W. 1999).

The role of employee training and the top management leadership of employees can be essential for the quality and performance of firms (Demirbag, M., Koh, S.C.L., Tatoglu, E. and Zaim, S., 2006). Meanwhile, Demirbag *et al.*, 2006).

Moyes, Shao and Newsome (2008), found that in order to increase employees' satisfaction, the organisation must have good relationships with the colleagues, high salary, good working conditions, training and education opportunities, career developments or any other benefits may be related with the increasing of employees' satisfaction.

When investigating the employees' satisfaction, it should be known that an employee may be more satisfied by a satisfying item, whereas the other employee may be less satisfied with the same item. Because of this, analyzing the employee satisfaction from a large perspective will be better. That means; the sum of all

satisfying factors composes that employee's satisfaction level. As a general definition, the employee satisfaction may be described as how pleased an employee is with his or her position of employment (Moyes, Shao & Newsome, 2008)

There are many factors that influence employee satisfaction across industries and countries. The most important are wage structure, working conditions, work group, the nature of the work and the quality of supervision and salary (Sousa-Poza & Sousa-Poza, 2000; Jun, Cai and Shin (2006); Rogelberg, Allen, Shanock, Scott & Shuffler, 2010). Training and career development plays an important role in employee satisfaction (Burke, Graham & Smith, 2005; Amin, Aldakhil, Wu, Rezaei, & Cobanoglu, 2017). Employee satisfaction is influenced by work-life balance (Ooi, *et al.* 2013; Lee, Back & Chan, 2015)

Rodriguez-Anton and Alonso-Almeida (2011), salary conditions (salary, salary complements, and job stability, among others), employee involvement, motivation in assigned tasks, improved occupational health and safety conditions and employee learning contribute to employee satisfaction.

The important factors influencing employee satisfaction are relationships with co-workers and supervisors. Thus, if employees perceive that these requirements are fulfilled, then this will enhance the level of employee satisfaction (Rogelberg *et al.* 2010).

From a practical perspective, satisfied and motivated employees will remain with organizations because they perceive more benefits in continuing to working with these organizations (Koyuncu *et al.*, 2013). According to Eskildsen and Dahlgard, (2000), satisfied workers work harder, are more motivated and have higher morale. Prior research also reveals that internal service quality helps employees to do their jobs better, which makes them feel more satisfied (Chiang & Wu, 2014; Nazeer, S., Zahid & Azeem, 2014; Pantouvakis, 2011).

Miller (2006) stated that there is no limit for the employees to reach the full satisfaction and it may vary from employee to employee. Sometimes they need to change their behaviours in order to execute their duties more effectively to gain greater job satisfaction.

Kelly (2005) emphasised the importance of understanding what the employees are satisfied by and measuring the employee satisfaction in the workplace as it is critical to the success, profitability and competitive advantage of the organization.

Bhatti and Qureshi, (2007), effective organizations should have a culture that encourages the employee satisfaction. Employees are more loyal and productive when they are satisfied (Hunter & Tietyen, (1997). This is because satisfied employees affect the customer satisfaction and organizational productivity Potterfield, (1999).

Ganguly (2010) stated that maintaining that the person-environment fit paradigm has been widely recognised as the most appropriate explanation for employee satisfaction. Employee satisfaction is influenced by the interaction of a family of factors such as recognition, communication, co-workers, fringe benefits, working conditions, the nature of the work itself, the nature of the organisation itself, organisational systems, policies and procedures, compensation, personal development, promotion, appreciation, security, and supervision.

2.2.3 Measurements of Employee Satisfaction

2.2.3.1 Employee satisfaction in the field of higher education

Oshagbemi, (1997b), measured job satisfaction for 566 college teachers and identify the determinants of satisfaction in the field of higher education as shown below:

- i) teaching;
- ii) research;
- iii) administration and management;
- iv) present pay;
- v) promotions;
- vi) supervision/supervisor behaviour;
- vii) behaviour of co-workers; and

viii) Physical conditions/working facilities.

2.2.3.2 Employee satisfaction in the field of private higher education

Comm and Mathaisel (2000), conduct questionnaire surveys on 606 employees of a private higher education organisation to identify the determinants of satisfaction within educational organisations. The findings were as follows:

- i) Workload;
- ii) Work atmosphere;
- iii) Decision-making;
- iv) Ethics/fairness;

2.2.3.3 Employee satisfaction in the field of police organisation

Fosam, E.B., Grimsley, M.F.J. and Wisner, S.J. (1998), analysed police organisations to find a suitable employee satisfaction model taking the South Yorkshire Police (SYP) as an example. The determinants of satisfaction are as follows:

- i) Customer focus
- ii) Supervision;
- iii) Goals and objectives;
- iv) Training and development;
- v) Pay; and
- vi) Benefits.

2.2.3.4 Employee satisfaction in Turkish College

Kusku (2001), proposed applying employee satisfaction surveys to the employees of a Turkish college, and applied the following dimensions for measuring their satisfaction:

- i) General satisfaction
- ii) Management satisfaction;
- iii) Colleagues;
- iv) Other working group satisfaction;
- v) Job satisfaction;
- vi) Work environment; and
- vii) Salary satisfaction.

2.2.3.5 Employee satisfaction in public government sector

Metle (2003), conducted employment satisfaction surveys on female employees in the Kuwaiti public government sector (KGS), and identified the following employment satisfaction factors:

- i) Overall job satisfaction
- ii) Pay and security;
- iii) Co-workers;

- iv) Supervision;
- v) Promotion; and
- vi) Content of work.

2.3

No	Scholars	
1	Price, (2001)	Defines employee satisfaction as the effective orientation that an employee has towards his or her work.
2	Sempene, Rieger & Roodt, (2002)	Employee satisfaction recognised as the individual's perception and evaluation of the overall work environment
3	Lu, While and Barriball (2005)	Define employee satisfaction as a global feeling about one's work or a related cluster of attitudes about various facets of the work environment.
4	Islam & Siengthai, (2009)	Employee satisfaction perceived as a 'positive emotional state resulting from the appraisal of one's job or job experiences'
5	Ellickson and Logsdon, (2001)	Gives emphasis to environmental factors and personal characteristics as the two most influential variables that determine the level of employee satisfaction
6	Lambert, Edwards and Cabie (2003)	Found low employee satisfaction levels amongst employees whose expectations fell short

7	Ganguly (2010)	Maintains that the person-environment fit paradigm has been widely recognised as the most appropriate explanation for employee satisfaction.
8	Ilies, Wilson & Wagner (2009); Irving & Montes, (2009); Koonmee, Singhapakdi, Virakul & Lee (2010).	Employee satisfaction is influenced by the interaction of a family of factors such as recognition, communication, co-workers, fringe benefits, working conditions, the nature of the work itself, the nature of the organisation itself, organisational systems, policies and procedures, compensation, personal development, promotion, appreciation, security, and supervision.
9	Giannikis & Mihail (2011)	For most management scientists, meeting the needs of employees remains the prime employee satisfaction-enhancement strategy
10	Locke (1976)	Employee satisfaction known as job satisfaction, is positive emotional state that demonstrates the perceived relationship between the expectation of an employee from his job and his perceived offerings of the job
11	Wagner and Herter (2006)	Advocate that highly satisfied employees demonstrate higher level of loyalty to the organization.
12	Chang, C., Chiu, C. and Chen, C. (2010); Karatepe, 2012; Al-Refaie, 2015	Employee satisfaction is the fulfilment or satisfying emotional state that results from the positive appraisal of job experiences on the part of the employee (belum)
13	Hsu and Wang, 2008; Prajogo and Cooper, 2010; Jung and Yoon, 2015	Employee satisfaction as a person's assessment of the overall quality of his or her current job assignment
14	Sousa-Poza and Sousa-Poza, 2000; Jun, M., Cai, S. and Shin, H. (2006); Rogelberg, S.G., Allen, J.A., Shanock, L., Scott, C. and Shuffler, M. (2010)	There are many factors that influence employee satisfaction across industries and countries. The most important are wage structure, working conditions, work group, the nature of the work and the quality of supervision and salary.
15	Burke, R.J., Graham, J. and Smith, F. (2005); Amin, M., Aldakhil, A.	Training and career development plays an important role in employee satisfaction.

	M., Wu, C., Rezaei, S. & Cobanoglu, C. (2017)		
16	Ooi, K.B., Lee, V.H., Chong, A.Y.L. and Lim, B. (2013); Lee, J.S., Back, K.J. and Chan, E.S. (2015)	Employee satisfaction is influenced by work-life balance	
17	Chi and Gursoy, (2009); Karatepe, O.M., Uludag, O., Menevis, I., Hadzimehmedagic, L. and Baddar, L. (2006);	Employee satisfaction is a person's perception or appraisal of the degree of fit between an individual and the organization's values (Chi and Gursoy, 2009; Karatepe <i>et al.</i> , 2006).	
18	Lai Wan (2007)	Satisfaction is an important goal for organisations to reach, as it has been shown that profitability, productivity, employee retention and customer satisfaction are linked to employees' satisfaction	
19	Rodriguez-Anton and Alenso-Almeida (2011)	Salary conditions (salary, salary complements, and job stability, among others), employee involvement, motivation in assigned tasks, improved occupational health and safety conditions and employee learning contribute to employee satisfaction.	
20	Rogelberg, S.G., Allen, J.A., Shanock, L., Scott, C. and Shuffler, M. (2010)	The important factors influencing employee satisfaction are relationships with co-workers and supervisors. Thus, if employees perceive that these requirements are fulfilled, then this will enhance the level of employee satisfaction.	
21	Koyuncu, M., Burke, R., Fixenbaum, L. and Tekin, Y. (2013)	From a practical perspective, satisfied and motivated employees will remain with organizations because they perceive more benefits in continuing to working with these organizations	
22	Lawler, (1990)	Employee satisfaction as simply how people feel about their jobs and various aspects of their jobs.	
23	Hunter & Tietjen, (1997); Potterfield, (1999) (IJBM ES)	Employees are more loyal and productive when they are satisfied (Hunter & Tietjen, 1997), and these satisfied employees affect the customer satisfaction and organizational productivity (Potterfield, 1999)	

24	Cranny, Smith, & Stone, (1992) (IJBM ES)	Employee satisfaction is defined as the combination of affective reactions to the differential perceptions of what he/she wants to receive compared with what he/she actually receives (Cranny, Smith, & Stone, 1992). Therefore, the organizations should try to supply the employee expectations in order to approach the employee satisfaction. In addition, emotional state of the employees may also affect their satisfaction. This forces the managers to create and sustain the desired working environments in the organizations.
25	Organ and Ryan (1995) (IJBM ES)	Organ and Ryan (1995) stated that the employee satisfaction is one of the basics of organizational citizenship behaviour. The well-satisfied employees will work more willingly and thus contributes to the effectiveness of their organizations.
26	Miller (2006) (IJBM ES)	There is no limit for the employees to reach the full satisfaction and it may vary from employee to employee. Sometimes they need to change their behaviours in order to execute their duties more effectively to gain greater job satisfaction.
27	Moyes, Shao, & Newsome, (2008). (IJBM ES)	The employee satisfaction described as how pleased an employee is with his or her position of employment
28	Kelly (2005) (IJBM ES)	Investigating what the employees are satisfied by and measuring the employee satisfaction in the workplace is critical to the success and increases the profitability of the organization for having competitive advantage
29	Nancy C. Morse, (1997)	Satisfaction refers to the level of fulfillment of one's needs, wants and desire. It depends basically upon what an individual wants from the world, and what he gets. Employee satisfaction is a measure of how happy workers are with their job and working environment. It is sure that there may be many factors affecting the organizational effectiveness and one of them is the employee satisfaction.
30	Bhatti & Qureshi, (2007)	Effective organizations should have a culture that encourages the employee satisfaction
31	Hunter & Tietjen, (1997)	Employees are more loyal and productive when they are satisfied

32	Potterfield, (1999)	Satisfied employees affect the customer satisfaction and organizational productivity
33	Spector (1997)	Employee satisfaction is a comprehensive term that comprises job satisfaction of employees and their satisfaction overall with companies' policies, company environment
34	Griffin and Moorhead, (2013)	Employee satisfaction is generally described as the feeling of gratification or prosperity that employees procure from their job; whether they are happy to work or not, perceive their jobs as meaningful, or the extent to which their job has a negative physical/psychological effect on them. http://www.emeraldinsight.com.eserv.uum.edu.my/doi/full/10.1108/JOSM-10-2015-0294
35	Matzler and Renzl, (2006)	Employee satisfaction is recognized as one of the most important drivers of employee service quality, productivity and loyalty. http://www.emeraldinsight.com.eserv.uum.edu.my/doi/full/10.1108/JOSM-10-2015-0294
36	Eskildsen and Dahlgaard, (2000)	Satisfied workers work harder, are more motivated and have higher morale. http://www.emeraldinsight.com.eserv.uum.edu.my/doi/full/10.1108/JOSM-10-2015-0294
37	Chiang and Wu, (2014); Nazeer, S., Zahid, M.M. and Azeem, M.F., (2014), Pantouvakis, (2011)	Prior research also reveals that internal service quality helps employees to do their jobs better, which makes them feel more satisfied. http://www.emeraldinsight.com.eserv.uum.edu.my/doi/full/10.1108/JOSM-10-2015-0294
38	Wright, Gardner, Moynihan & Allen, (2005) (ISO ES)	In order to improve employee satisfaction, it is important to measure and establish the existing levels first
39	Dubrovski, (2001)	Improving customer satisfaction not only raises company profits, but also facilitates company development. Employee satisfaction influences organisational performance as much as customer

		satisfaction. Dev of es model	
40	Nebeker, D., Busso, L., Werenfels, P.D., Diallo, H., Czekajewski, A. and Ferdman, B. (2001), “Airline station performance as a function of employee satisfaction”, Journal of Quality Management, Vol. 6, pp. 29-4	Previous studies have proposed that employees are the greatest assets of a company, and that satisfied customers must satisfy employee requirements (dev of ES model)	
41	Lee, (1988)	Employee satisfaction is as important as customer satisfaction in influencing organisational performance. Lee (1988) showed that job satisfaction is among the best predictors of turnover. DEV ES	
42	Rafaell, (1989); Schneider and Bowen, (1985)	Job satisfaction also influences customer perceptions of service quality. DEV ES	
43	Williams (1995); Brown and Mitchell, (1993)	Found that employee benefits influence job satisfaction. Indirect costs associated with job dissatisfaction include training, recruiting and learning curve inefficiencies, as well as reduction in the client base. DEV ES	
44	Ulmer, D., Syptak, J.M. and Marsland, D.W. (1999),	Employee satisfaction can improve productivity, reduce staff turnover and enhance creativity and commitment. Therefore, employee satisfaction should not be ignored and yet very few businesses seriously consider employee satisfaction. DEV ES	
45	Dubrovski, (2001)	Improving customer satisfaction not only raises company profits, but also facilitates company development	
46	Oshagbemi, (1997b) DEV ES	Employee satisfaction in the field of higher education Oshagbemi (1997b) measured job satisfaction for 566 college teachers, as shown below: ix) teaching;	

		<ul style="list-style-type: none"> x) research; xi) administration and management; xii) present pay; xiii) promotions; xiv) supervision/supervisor behaviour; xv) behaviour of co-workers; and xvi) Physical conditions/working facilities.
47	Comm and Mathaisel, (2000) DEV ES	<p>Employee satisfaction in the field of private higher education</p> <p>Conduct questionnaire surveys on 606 employees of a private higher education organisation to identify the determinants of satisfaction within educational organisations. The findings were as follows:</p> <ul style="list-style-type: none"> v) Workload; vi) Work atmosphere; vii) Decision-making; viii) Ethics/fairness;
48	Fosam, E.B., Grimsley, M.F.J. and Wisler, S.J. (1998)	<p>Employee satisfaction in the field of police organisation</p> <p>Analysed police organisations to find a suitable employee satisfaction model taking the South Yorkshire Police (SYP) as an example. As shown below;</p> <ul style="list-style-type: none"> vii) Customer focus viii) Supervision; ix) Goals and objectives; x) Training and development; xi) Pay; and xii) Benefits.
49	Kusku, (2001) DEV ES	<p>Proposed applying employee satisfaction surveys to the employees of a Turkish college, and applied the following dimensions for measuring their satisfaction:</p> <ul style="list-style-type: none"> viii) General satisfaction ix) Management satisfaction; x) Colleagues; xi) Other working group satisfaction; xii) Job satisfaction; xiii) Work environment; and xiv) Salary satisfaction.

50	Metle, (2003) DEV ES	<p>Conducted employment satisfaction surveys on female employees in the Kuwaiti public government sector (KGS), and identified the following employment satisfaction factors:</p> <ul style="list-style-type: none"> vii) Overall job satisfaction viii) Pay and security; ix) Co-workers; x) Supervision; xi) Promotion; and xii) Content of work.
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2.8.1.1 Tangibles

This dimension is referring to all equipment and facilities that help to accommodate employees. According to meriam-webster dictionary, tangible means 1) capable of being perceived especially by the sense of touch; palpable; substantially real; material; 2) capable of being precisely identified or realized by the mind; 3) capable of being appraised at an actual or approximate value.

The tangible elements had been divided into physical product which means goods consumed during the service productions process and physical support which explained the framework that enables or facilitates the production of service (Lehtinen and Lehtinen, 1991). In addition, Marshall and Murdoch (2003) described tangible elements as the physical representation or images of service to be provided.

Hsiung and Yi (2004), depicted tangible as strongly associating with technology efficiency or reliability and timeless between the tangible elements and the reliability concepts. This is contrast with Parasauraman et.al (1998)

Basically, different industries will use different types of tangibles. According to Panda, T.K., & Das, S (2014), tangibles are defined as aspects of a service that can be 'felt' without actually purchasing the service. It cannot be touched, tasted and be seen. It is the visible aspects of the service that are used by business to improve employee satisfaction.

Many researchers tend to consider tangible element is important. However, this is contrast with Gummesson (1992) which primarily focused on the importance of tangible elements in her work on physical facilities where service is delivered. The surrounding where services were delivered will impact the way people perceived the organisation and their feelings towards the organization.

This statement also was supported by Chowdhary *et. al* (1995) that suggested that Zeithaml *et al.*, (1990) proved that tangible elements of its services and the appearance of employees are important.

2.4 Reliability

Reliability refers to the ability to deliver expected standard at all time, how the organization handle employee services problem, perform right services for the first

time, providing services within promised time and maintaining error free record.
(Taufik, M., K, N., Adzmir, M., & S, A. 2016)

Yang and Fang (2004), stated that reliability consists of accurate order of fulfilment, accurate record, accurate quote, accurate billing, and accurate calculation of commissions which keep the service promising to the employee.

Singh (2010), found that reliability is the most important aspect. It refers to the three important factors:-

- i) **Accessibility.** It is the most important aspect which means that the service is available whenever it is required and desired.
- ii) **Continuity.** It means that the service continues to be available and up to the required standard. Maintenance of standard is imperative for adhering to the continuity factor. If the service is not reliable, there is a chance that employee will not trust its reliability and will switch to the other service provider (Zeithaml, 2009).
- iii) **Performance.** It includes high quality service delivery and exceeds the employees' satisfaction thus gaining their loyalty for longer time. Strong

network connection and its availability at all times is significant to maintain high reputation of service (Sutherland, 2007; Sube, 2012)

Marshall and Murdoch (2003) mentioned that reliability is the ability to provide a resolution during the service encounter and as part of delivering the promise from the service provider. As for Gronroos (2001), suggested that reliability is important for employees so that they can rely on the service provider, its employees and the systems created by the service provider.

2.5 Responsiveness

Stands for willingness to help employees and provide prompt service. This dimension emphasizes attentiveness and promptness in dealing with employee's request, questions, complaints and problems. It is also captures the notion of flexibility and ability to customise the service to employee needs. Fitzmmons (2006), suggested that responsiveness is the ability to help employe at the moment of time.

According to Kumar, Mani, Mahalingam, & Vanjikovan (2010), responsiveness consists observing the needs and demands of employees, easy and fast processing time, taking care of employees individually by the staff, solving problems and employees' safety. It is also refers to speed and timeliness of service delivery

including willingness and readiness of employees to provide service when a problem occurs and quick problem solving.

Zeithaml *et al.*, (1990) defined responsiveness as the interests shown in providing service to employees when required. It is searched that willingness or readiness of employees to provide the required service without any inconvenience at any time will strongly influence the level of employees' satisfaction (Parasuraman *et al.*, 1988).



2.6 Relationship between Independent Variables and Dependant Variable

2.6.1 Relationships between Tangible and Employees' satisfaction

Quantitative findings by Munisamy, Chelliah and Mun (2010) on service quality delivery and its impact of employee satisfaction in the banking sector in Malaysia revealed that reliability and responsiveness dimension have a relationship but it has no significant effect on employee satisfaction. Only tangible dimension has positive relationship and have significant impact on employee satisfaction. The result analysis is not in congruent to findings by Kitapci, Akdogan and Dortyol (2014) where they found responsiveness dimension have significant relationships with employee satisfaction but not tangibles and reliability.

However, result of the study by Shukor, Samiran, Saleh, Hasnan (2015) contradicts with Kitapci *et al.*, (2014) and Parasuraman *et al.*, (1988). Their findings indicated that the only tangible contributed to the employee's satisfaction. Even they found that safety and security is another important dimension which is not highlighted by other researcher.

2.6.2 Relationships between Reliability and Employee Satisfaction

Amin and Issa (2008) found that reliability is the strongest predictor of employees' satisfaction in Malaysian Islamic banks. They indicated that reliability had the highest regression coefficient. This is also in line with Amri (2003) which the result of the study shows that reliability was the most important work factor.

Omar (2015), in his empirical studies found that reliability is the most important dimension of e-commerce quality. In the virtual environment, it is vital to make employees to trust that the organization is going to perform what it is a promise to do. Reliability in his study was representing the ability of the web site to fulfil orders correctly, deliver promptly, and keep personal information secure.

2.6.3 Relationships between Responsiveness and Employee Satisfaction

Khfafa and Shafi, (2013) found that responsiveness to be the strongest indicator of employees' satisfaction in Libyan Islamic Banks followed by reliability, empathy and assurance.

Hong & Marimuthu (2014), result of their study shows that responsiveness and employees' satisfaction are positively correlated. The banks in Malaysia prefer a friendly bank where they are willing to assist employees in banking operations. Willingness to assist employees is likely to bring a positive satisfaction of employees in Malaysian banking industry. This is in line with Mengi (2009) which found that responsiveness is related to employees' satisfaction.

However, the above findings are not in line with the study by Othman and Owen, (2001) and Akhtar *et al.*, (2012) who stated that compliance is the strongest predictor of employees' satisfaction.

2.6.4 Relationships between Work Factors and Employees' satisfaction

Having consistent work factors that can reduce employees' attraction costs and that can increase sales and market share, is believed to be the best way to maintain employees' loyalty and satisfaction in service industry. Work factors; tangible, reliability and responsiveness are considered as among the most important aspect required for business improvement and to creating competitive advantage (Tsoukatos & Rand, 2007).

Previous research has proved that work factor is directly related to employees' satisfaction and loyalty. Therefore, it has been proposed as a key concept for organizations. (Rajaratnam Munikrishnan, Sharif & Nair, 2014; Giovanis, Zondiros & Tomaras, 2013).

Negi (2009), the idea of linking work factors and employees satisfaction has existed for a long time. He is doing a study to investigate the relevance of employees-perceived service quality to measure employees overall satisfaction in the context of mobile services. The findings showed that reliability and network quality are the key factors in evaluating overall work factors. However, tangibles, empathy and assurance should not be ignored when evaluating perceived service quality and employees' satisfaction.

Work factors are the overall investigation of services, whereas employees' satisfaction presents the performance results of service provided to employees (Hossein & Sahel, 2013). Employees' satisfaction is broad concept as compared to work factors. However, these two concepts found to have common points.

Work factors part of employee satisfaction. Work factors focuses on services dimensions. Employee satisfaction more extensive compared to work factors. (Hossein & Sahel, 2013). This is because organisations' survival depends on employees' satisfaction & loyalty. Improving work factors is assumed to be important so as to increase employees' satisfaction.

According to Saravanan and Rao (2007), employee satisfaction is based on the level of work factors delivered by the service providers. This is determined by the consumer's cumulative experiences at all of the points of contact with company (Cicerone *et al.*, 2009). This shows that some link between work factors and employees' satisfaction highlights the importance of employees' satisfaction when defining of quality (Wicks & Roethlein, 2009).

Lack of service quality and employee satisfaction by the service providers has been considered the largest determinant in reducing profitability. According to Huang, Wu, Chuang and Han (2014) and Gauri (2013), the trigger of complaint behaviour is due to lack of quality and service failures.

Ali and Raza (2015), findings of the study on employee satisfaction in Islamic Bank in Pakistan confirm that compliance, assurance, responsiveness, tangible, empathy and reliability are distinct constructs. These dimensions have a positive and significant impact on employees' satisfaction. However, in general their estimations highlight that they more satisfied with the compliance dimension. They believe that Islamic banks in Pakistan are consistent with sharia principle and the operation is based on sharia compliance.

CHAPTER 3

METHODOLOGY

3.1 Introduction



This chapter encompass the research method used in this study. In this chapter, it will consist of theoretical framework, research design, operational definition, instrumentation, data collection, sampling, data collection procedures and techniques of data analysis.

3.2 Research Framework

This study is specifically analyzing the relationship between employee satisfaction as a dependant variable and work factors as independent variables which consists of tangible, reliability and responsiveness.

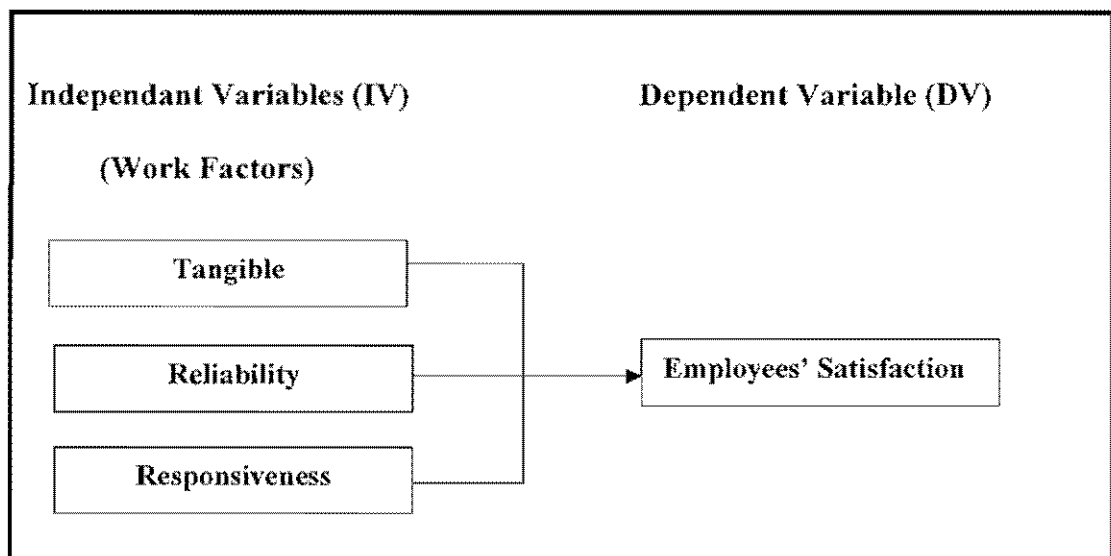


Figure 3.1
Theoretical Framework

3.3 Research Design

A research design is a framework for conducting the research paper which details the procedure and process that necessary to gathered information, data gathering methods, instruments to be used, how instruments will be administered and how information will be organized and analysed (Mondofacto, 2009).

This study is aimed to analyze several variables that influence employee satisfaction among employee of XYZ Berhad. This research specifically analyse connection within the dependant variable which is employees' satisfaction and independent variables which are tangible, reliability and responsiveness. The study comprises of descriptive statistic. Statistical method was used in this study to test and analyze the relationship between both variables. The findings are generated by using statistical analysis and data management system (Mujis & Daniel, 2010).

Printed questionnaire are distributed to all respondents in XYZ Berhad and also staff based in XYZ Headquarters. Sample size for this study is 92 employees from the total population of 120 employees. Sample size is selected from sample table which simplified by Krejcie and Morgan (1970). The data were keyed in into Statistical Package for Social Science (SPSS) 21.0 for analysis purposes.

The main purpose is to identify cause and effect relationship using descriptive, correlation and regression analyses.

3.4 Operational Definition

There are four variable examined in this study. The four variables are tangible, reliability and responsiveness and employee satisfaction.

3.4.1 Tangible

In this study, tangible referring to physical facilities, equipment, personnel and communication materials such as brochure of promotion product which related to housing loan. While, personnel is refer to a dedicated team namely AP who provide services to employee.

3.4.2 Reliability

Reliability in this study referring to ability of the dedicated team who provide services to employees in performing the promised services and how committed they are in doing their job. It is also includes the level of accuracy in delivering information to the employees.

3.4.3 Responsiveness

Responsiveness in this study refers to attitude of the dedicated team in performing their task. This includes their willingness to help employee and how prompt they give feedback when the need arises.

3.4.4 Employee Satisfaction

Employees' satisfaction in this study refers to the satisfaction of employees towards services provided by XYZ Berhad. Employees of XYZ Berhad are divided into two groups of two different job categories which are executive and non-executive.

3.4.4 Eligible Employee

In this study, eligible employee refers to 52 employees based in XYZ headquarters and 40 employees from XYZ Berhad who has applied for housing loan for the year of 2016.

3.5 Measurement of Variables

The measurement is based on the structured questionnaire which was distributed to the respondents. The researcher measures the work factors and employee satisfaction. The questionnaire for this research consists of three sections which are as follows:

Section A : Background of respondents

Section B : Work Factors

(1) Tangible

(2) Reliability

(3) Responsiveness

Section C : Employees' Satisfaction

In section A of the questionnaire, the nominal scale was used to measure the demographic characteristic of respondents including gender, age, work sector, duration and so on. This section is appropriate to use this scale because the variables measured are discrete and referred to as either categorical or non-metric (Hair *et al*, 2007).

In section B, questions are regarding the work factors; tangible, reliability and responsiveness. A 5-point likert scale was used to measure the respondent's perception regarding the work factors in XYZ Berhad. The respondents indicated

the level of importance of statement with responses that ranged from (1) strongly disagree to (5) strongly agree.

In section C, question regarding overall employee satisfaction on work factors. The questionnaire was designed to examine overall of the employees' satisfaction towards work factors provided by XYZ Berhad. Again, this study used a 5-point likert scale to measure the level of respondents' agreement with statements through their response that ranged from (1) strongly disagree to (5) strongly agree.

According to the Table 3.1, it shows the summary of the sources of variable measurement used for this study. The questionnaires were adapted from the previous study. There was having 18 items which is covered the 4 variables that has been used to achieve the objective of this study. All of the variables were used 5 point likert scale as a variable measurement.

Table 3.1
Summary of Sources of Researched Variable Measurements

Variables	Items	Measurement Scale	Sources
Tangibles	4	Likert (1-5)	Tsang and Qu (2000), Juwaheer and Ross (2003), Zeithmal et. al (1990)
Reliability	5	Likert (1-5)	Sheng-Hsuing and Yi Chun (2003), Nelson and Hailin (2000)

Responsiveness	4	Likert (1-5)	Juwaheer and Ross (2003), Carev (2008), Zeithmal et. al (1990)
Employee Satisfaction	5	Likert (1-5)	Carev (2008)

3.6 Questionnaire Design

There are three sections of questionnaire as shown below:

- i) Section A – Demographic Profile of Respondents
- ii) Section B – Work Factors; Tangible, Reliability and Responsiveness
- iii) Section C- Employee Satisfaction Measurement

Section A, this questionnaire stated which related to the demographic or respondents personal information. There are some basic of the personal information question were asked about the respondents’ demographic profile. It consists of 7 questions

Section B, it is comprises questions on work factors; tangible (4 items) reliability (5 items) and responsiveness (4 items)

Section C, questionnaires consist of 5 items that related to the dependant variables; employees’ satisfaction. The following table shows that the summary of completed questionnaire in this research as below:

Table 3.2
Summary of the questionnaire

Section A

Gender	1	Section A:1
Age	1	Section A:2
Work Sector	1	Section A:3
Job Category	1	Section A:4
Duration of being XYZ Berhad's employee	1	Section A:5
Frequency of communication	1	Section A:6
Method of communication	1	Section A:7

Section B

Tangible	4	Section B:1-4
Reliability	5	Section B:1-5
Responsiveness	4	Section B:1-4

Section C

Overall of Employee Satisfaction	5	Section C:1-5
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3.7 Data Collection

The population targeted for this research are the employees from XYZ Berhad and employees based in XYZ Headquarters in year 2016. In this research, the questionnaire applied data analysis method and it were adopted from the previous research which regards related field which have been mentioned above.

Data for this quantitative study was gathered using structured questionnaire which is distributing to the employees of XYZ Berhad and employees based in XYZ

headquarters after permission had been gained from the Human Resources Manager. There are two ways that have been applied for this study to collect the data from the respondents. As for employee from XYZ Headquarters, the questionnaires were distributed to the respondents with the assistance of Human Resources Manager of XYZ Headquarters. Meanwhile, for the employee of XYZ Berhad, the questionnaires were distributed by the researcher.

The researcher provided the suitable and sufficient time for the targeted respondents to answer the questionnaire. The researcher has commenced the distribution of questionnaire begun to distribute 92 questionnaires to the respondents on 7 Mac 2017 and respondent's feedback was showed as per table below:-



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Table 3.3
Statistic Respondents of Employees satisfaction

Category	XYZ HEADQUARTER		XYZ BERHAD	
	Distributed	Received	Distributed	Received
Executive	26	26	20	20
Non-Executive	26	26	20	20
Total	92			

3.7.1 Population and Sampling Design

Group of population chosen in this research were from employees of XYZ Berhad and XYZ Headquarters consists of 92 employees from job category of Executive and Non Executive. Table 3.4 shows the population of the respondents

Table 3.4
Population of Respondents

Work Sector	Category	Total Population	% of Population	Population Sample	Total of Sample
XYZ	Executive	67	56	26	52
Headquarters	Non- Executive			26	
XYZ	Executive	53	44	20	40
Berhad	Non- Executive			20	
Total		120	100	92	92

According Krejcie and Morgan (1970), a minimum sample size of 92 is required to represent a number of 120 populations.

Table 3.5
Table Krejcie and Morgan

TABLE FOR DETERMINING SAMPLE SIZE FROM A GIVEN POPULATION

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: 'N' is population size
'S' is sample size |

Krejcie, Robert V., Morgan, Daryle W., "Determining Sample Size for Research Activities", Educational and Psychological Measurement, 1970.

3.7.2 Sampling Technique

Sampling design means that the researcher chooses an appropriate number of elements from the whole population of unit analysis. According to Uma Sekaran (2003) the sampling design is important to generalize the total population. As mentioned above, the population size is 120 and sample size was calculated as 92 based on Krejcie & Morgan, 1970.

3.7.3 Techniques of Data Analysis

Statistical Package and Social Science (SPSS) 21.0 was used to process raw data. All the completed responses were collected for the analysis. Thereafter, data analysis was carried out including descriptive analysis, reliability analysis, correlation analysis and regression analysis.

3.7.3.1 Descriptive Analysis

Descriptive analysis is a discipline that represents the main characteristics and features of a collection data. The objective of the discipline is to summarize a set of collection of data. Aaker, Kumar, and Day (2007) stated that the descriptive analysis is applied to outline and summarizes the key characteristic of data collected from targeted respondents. It includes measurement and identification of central tendency includes the mean test, variability or dispersion which includes standard deviation, range and coefficient of variance.

Frequency analysis also can be defined as a descriptive statistical method that will present the total number of occurrences of every responded chosen by the targeted respondents. The analysis mostly used to measure and analyse the data of respondents's demographic.

There are seven (7) of demographic information in section A which includes gender, age, work sector, job category, length of service, frequency of communication and method of communication are using frequency analysis. In this study, mean value used to describe the average level of agreement of respondents to items questions.

3.7.3.2 Reliability Analysis

The reliability analysis was conducted by computing Cronbach' Alpha for each measure. The reliability of a measure shows that the stability and consistency of the instrument in measuring a concept. It helps to access the goodness of measurement. Cronbach's Alpha is a reliability coefficient that indicates how well the items in a set are positively correlated to one another.

Cronbach's Alpha is computed in terms of the average intercorrelations among the items measuring the concept. The closer the Cronbach's Alpha is to 1, the higher the internal consistency reliability (Sekaran, 2006).

Table 3.6
Interpreting the Cronbach's Alpha Value

Degree of Reliability	Cronbach's Alpha
Excellent	.90 to 1.0
Good	.80 to .89
Acceptable	.70 to .79
Questionable	.60 to .69
Poor	.50 to .59
Unacceptable	< .50

From the Table 3.6, the excellent degree of reliability shows by value of Cronbach's Alpha more than .90, George and Mallery (2003). The range of .80 to .89 is classified as good whereas the range of .70 to .79 is classified as acceptable. Range .60 to .69 is questionable, range .50 to .59 considers as poor and the range .50 is unacceptable.

3.7.3.3 Pearson Correlation Analysis

Zikmund (2003) highlighted that the Pearson Correlation Coefficient is a statistical measure of the strength of a linear relationship two metric variables. So, the relationship between two variables exists and is measured on the same interval or ratio scale.

Thus, Pearson Correlation Coefficient is applied to analyse the relationship between variables and two-tailed significance level is used to null and hypotheses. The coefficient at ranges from +1.0 indicates perfect positive relationship, -1.0 indicates perfect negative relationship. Hair, Bush, & Ortinau (2002), a correlation of 0 means there is no linear relationship between the two variables.

The researcher has shown the measurement scale which was highlighted by the previous research. In this research, the researcher refers to the scale rating that developed by Hair, Money, Samouel and Page (2007) and can be interpret as below:

Table 3.7
Scale rating developed by Hair, Money, Samouel and Page

<i>The Coefficient Scale</i>	<i>Relationship strength</i>
0.91 – 1.00	Very strong
0.71 – 0.90	Strong
0.41- 0.70	Moderate
0.21 – 0.40	Weak
0.01 – 0.20	Very Weak

3.7.3.4 Multiple Regressions

Multiple regression analysis is done to examine the simultaneous effects of several independent variables on a dependant variables that is interval scaled (Cavana *et al.*, 2001). For this study, multiple regression analysis was used to know whether all of the independent variables (tangible, reliability and responsiveness) would significantly add to the variance explained in the dependent variable (employee satisfaction).

According to Pallant (2007), multiple regressions allow prediction of a single dependent continuous variable form a group of independent variables. This analysis leads to answer research questions; Is there any significant relationship between work factors (tangible, reliability, responsiveness) and employee satisfaction.

Multiple regressions evaluate which dimension of work factors that influences employee satisfaction.

CHAPTER 4

RESULTS AND DISCUSSION

4.1 Introduction

This chapter will discuss the result of data analysis that has been acquired from the data collected through questionnaires. All variables used in the study will be analysing by using SPSS software version 21.0. It also aims to answer the research questions and objectives that have been designed in Chapter 1. Besides that, it will include the overview of data collected, reliability analysis and descriptive analysis.

4.2 Response Rate

There were 92 sets of questionnaires distributed among respondents which comprise of respondents from XYZ Headquarter and XYZ Berhad itself. All respondents had completed the questionnaires, therefore the percentage of response rate for this research 100%.

4.3 Profile of Respondents

There were seven demographic factors that have been included in this study; gender, age, job category, work sector, length of service, frequent of communication and also method of communication. There were 52 respondents from XYZ Headquarter and 40 respondents from XYZ Berhad participated in this study.

Table 4.1
Demographic of respondents

Demographic	Categories	Frequency	Percentage (%)
Gender	Male	48	52.17
	Female	44	47.83
Age	< 20	-	-
	21 - 30	32	34.8
	31 - 40	35	38.0
	41 - 50	21	22.8
	51 - 60	4	4.3
	> 61	-	-
Work Sector	XYZ	52	56.52
	Headquarter	40	43.48
	XYZ Berhad		
Job Category	Executive	46	50.0
	Non-Executive	46	50.0
Length of service	< 1	11	12.0
	1 – 5	41	44.6
	5 - 10	29	31.5
	> 10	11	12.0
Frequency of communication	once a week	18	19.6
	once a month	15	16.3
	once a year	2	2.2
	when necessary	57	62.0
Method of communication	Telephone	38	41.3
	E-mail	-	-
	Face to face	54	58.7
	Others	-	-

4.3.1 Gender

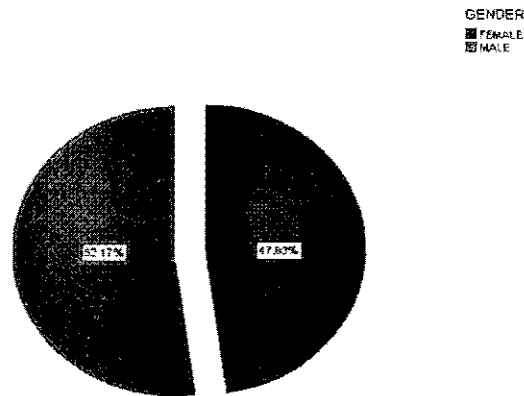


Figure 4.1
Statistics of Respondents' Gender

Based on the Figure 4.1, there were 48 male respondents and 44 female respondents from the 92 sets of questionnaires that had distributed. The results showed that among 92 respondents, there were 47.83% were female and 52.17% were male which were majority in the gender category.

4.3.2 Age

Figure 4.2 shows that majority of the respondents are at the age 31-40 years old representing 38% of the total number of 92 respondents. This followed by aged 21-30 years old second largest age group with 34.8% which represent 32

respondents. The respondents from age group 41-50 years old contributed 22.8% which were 21 respondents. The respondent from the age group 51-60 years old contributes 4.3% which were 4 respondents.

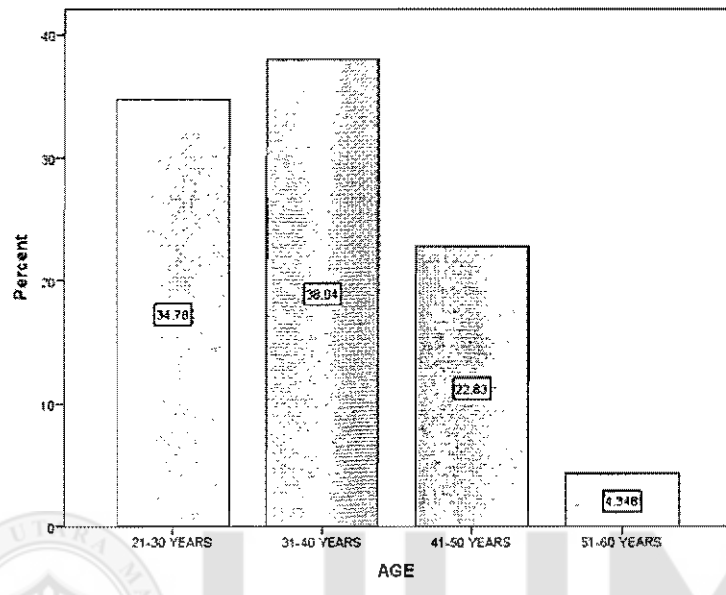


Figure 4.2
Statistic Age of Respondents

4.3.3 Work Sector

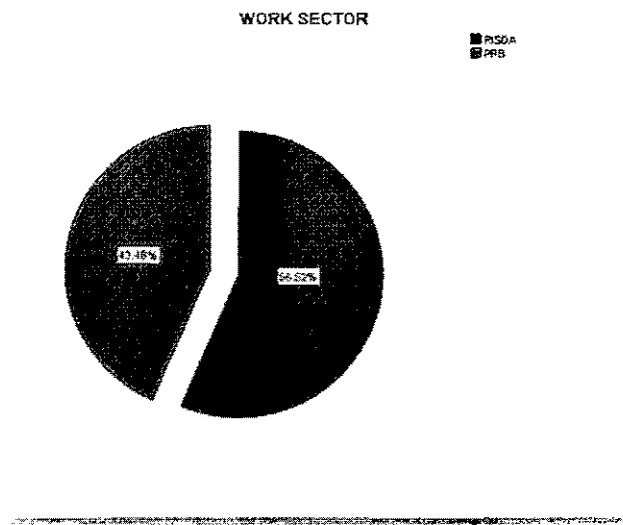


Figure 4.3
Statistic of Work Sector

As shown in Figure 4.3, there are 52 respondents from XYZ Headquarters which represent 56.52% followed by 43.48% respondents from XYZ Berhad which were 40 respondents.

4.3.4 Job Category

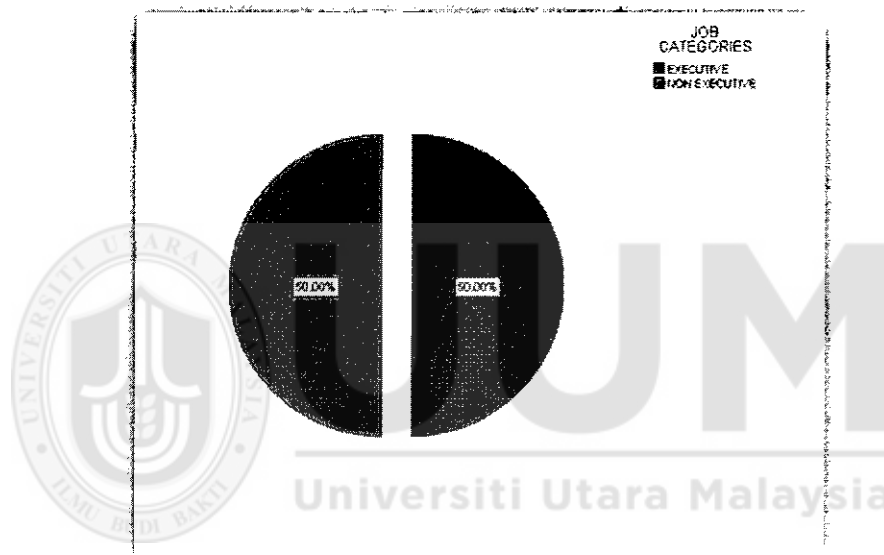


Figure 4.4
Statistic of Job Category

The above Figure 4.4 shows that 50% of the respondents which representing 52 respondents were from XYZ Headquarters. 26 of respondents are from executive level and the rest of 26 are from non-executive level. As for XYZ Berhad, questionnaire was distributed to the 50% of respondents which represent 40 respondents. 20 respondents are from executive level and the rest of 20 are from non-executive level.

4.3.5 Length of Service

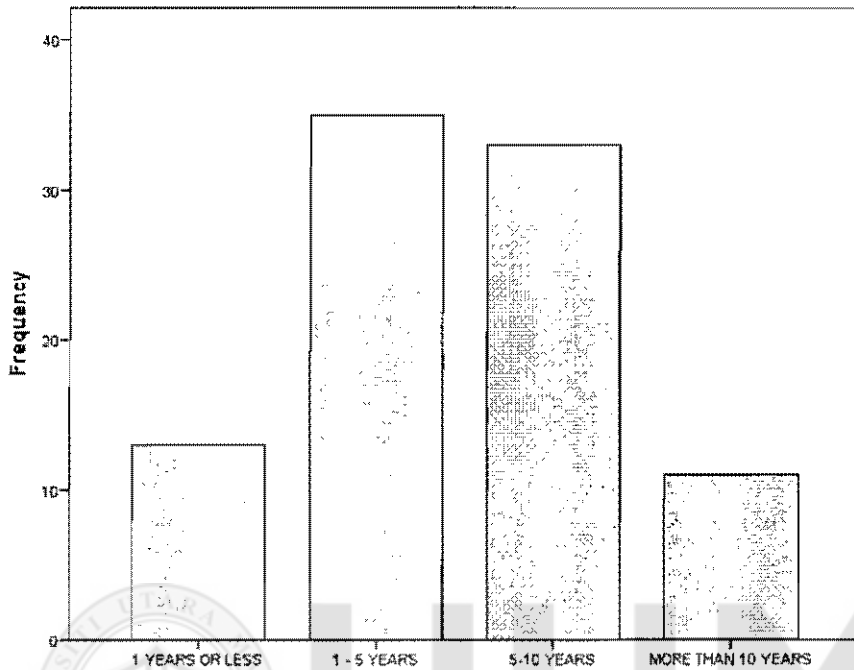


Figure 4.5
Statistic of Length of Service

Figure 4.5 shows that majority of the respondents having been an employee of XYZ Berhad for about 1-5 years representing 44.6% of the total number of 92 respondents. This is followed by 5-10 years second largest duration of being XYZ Berhad's employee group with 31.5% which represent 29 respondents. 11 respondents with 12% being a XYZ Berhad's employees for more than 10 years and the rest of 11 respondents which represents 12% used to be XYZ Berhad's employees for one year and less.

4.3.6 Frequency of Communication

Figure 4.6 shows that majority of respondents communicate with XYZ Berhad's staff when necessary only which represent 57 respondents with 62%. This is followed by 18 respondents with 19.6%. Only 15 respondents prefer to communicate with the staff of XYZ Berhad once in a month which represent 16.3% and the rest of 2 respondents which represent 2.2% only communicate once a year.

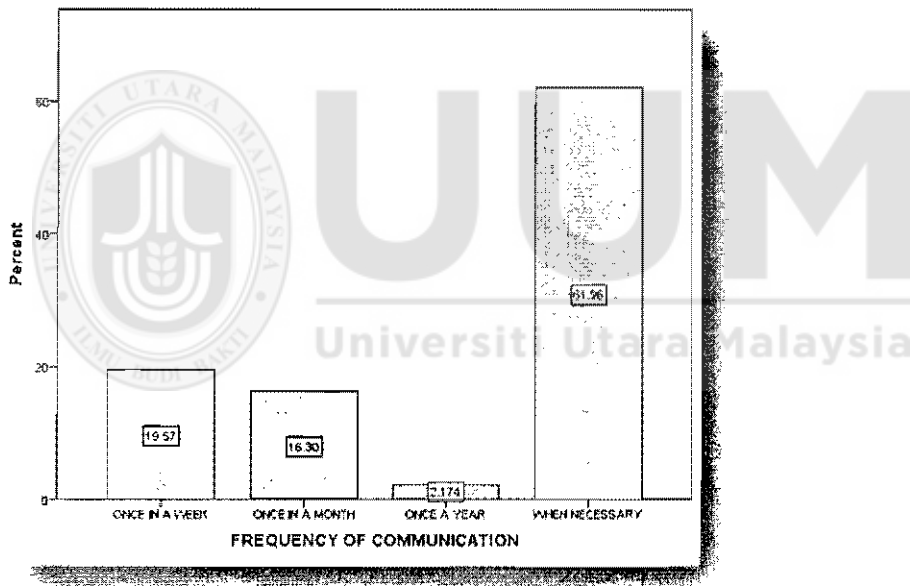


Figure 4.6
Frequency of Communication

4.3.7 Method of Communication

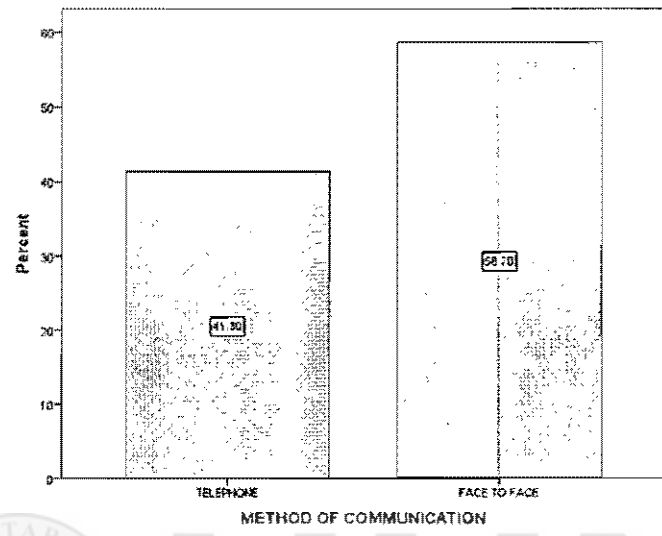


Figure 4.7
Frequency of Method of Communication

Figure 4.7 above shows that 54 of respondents which represent 58.7% prefer to deal face to face with the staff of XYZ Berhad when the need arises and the rest of 38 respondents which represents 41.3% prefer communicate using telephone.

4.4 Descriptive Analysis

The analysis of descriptive statistic is used to determining the level of service quality in XYZ Berhad. It will presents in term of mean and standard deviation. Total average mean will be divided into 3 categories; high, moderate and low according to the mean score as stated in the Table 4.2 below.

Table 4.2
Category of Mean Score

Number	Range	Category
1	1-2.33	Low
2	2.34 - 3.67	Average
3	3.68 - 5.00	High

Table 4.3
Descriptive Statistic of Tangibles

Tangible	N	Mean	Std. Deviation
Q1 : XYZ Berhad uses modern looking equipment	92	3.92	.650
Q2 : XYZ Berhad has physical facilities which are visually appealing	92	3.89	.582
Q3 :XYZ Berhad employees' appearance are neat looking	92	3.83	.745
Q4 : XYZ Berhad's material (brochure) associated are visually appealing	92	3.76	.617
Total Average Mean		3.85	

Table 4.3 displays mean and standard deviation for tangibles. From the study, it shows that the highest mean of tangibles which are 3.92 and standard deviation of .650 that refers to question 1. It shows that most of the respondents agree that XYZ

Berhad uses modern looking equipment. The lowest mean is 3.76 and standard deviations of .617 refer to question 4. Overall, score mean for tangible of service quality is high with 3.85.

Table 4.4
Descriptive Statistic of Reliability

Reliability	N	Mean	Std. Deviation
1 : XYZ Berhad issues error-free bills, statement's and other documents	92	3.96	.717
Q2 : XYZ Berhad fulfils when it promises to do something by a certain time	92	3.73	.626
Q3 : XYZ Berhad's employees tell you exactly when services will be performed	92	3.86	.698
Q4 : XYZ Berhad provides on-time service	92	3.94	.652
Q5 : XYZ Berhad performs the service right the first time	92	3.90	.663
Total Average Mean		3.87	

Table 4.4 displays mean and standard deviation for reliability. From the study, it shows that the highest mean of reliability which are 3.96 and standard deviation of .717 that refers to question 1. It shows that most of the respondents agree that XYZ Berhad issues error-free bills, statements and other documents. The lowest

mean is 3.73 with standard deviation .626 that refer to question 2. Overall, score mean for reliability of service quality is 3.87 which fall under category high.

Table 4.5
Descriptive Statistic of Responsiveness

Responsiveness	N	Mean	Std. Deviation
Q1 : XYZ Berhad's employees give you prompt service	92	3.97	.628
Q2 : XYZ Berhad's employees are always willing to help you	92	4.08	.622
Q3 : XYZ Berhad's employees are never too busy to respond to requests	92	3.84	.627
Q4 : XYZ Berhad's employees understand your specific needs	92	3.92	.578
Total Average Mean		3.95	

Table 4.5 displays mean and standard deviation for responsiveness. From the study, it shows that the highest mean of responsiveness which are 4.08 and standard deviation of .622 that refers to question 2. It shows that most of the respondents agree that service provider willing to help their employees. The lowest mean is 3.84 and standard deviation of .627 that refer to question 3. Overall, score mean for responsiveness of service quality is high with 3.95 and it is proved that majority of staff's who provide services are helpful, committed and always ready to co-operate.

Table 4.6
Descriptive Statistic of Employee Satisfaction

Employee Satisfaction	N	Mean	Std. Deviation
Q1:Overall, XYZ Berhad has an updated technology	92	3.88	.676
Q2 : I'm satisfied with the performance of XYZ Berhad	92	4.03	.686
Q3: I will use facilities provided by XYZ Berhad in future	92	4.08	.567
Q4: Overall, i do believe that XYZ Berhad has a minimal error level	92	3.89	.636
Q5 : Physical conditions of tangible features	92	4.03	.582
Total Average Mean		3.98	

Table 4.6 above indicates the descriptive analysis of employee satisfaction towards services provided by services provider. According to the above table, there are 5 items was used to evaluate employee satisfaction of XYZ Berhad. The highest mean is 4.08 that refer to question 3, whereby the lowest mean is 3.88 that refer to question 1. Overall, the answer range of respondents is agreed that they will use facilities provided by XYZ Berhad in the future.

4.5 Reliability Analysis

In this study, several items were measured for each variable. The Cronbach's Alpha statistics were used to test internal consistency or reliability of group items.

Table 4.7
Reliability for Variables

Construct	Items	Cronbach's Alpha
Tangibles	4	0.799
Reliability	5	0.902
Responsiveness	4	0.768
Employee satisfaction	4	0.802

According to George and Mallery (2003), the range of Cronbach's Alpha value are divided into 6 categories; range of .80 to .89 is classified as good, range of .70 to .79 is classified as acceptable, .60 to .69 is questionable, range .50 to .59 considers as poor and the range .50 is unacceptable. Table 4.9 below shows degree reliability of service quality based on the value of cronbach's alpha.

Table 4.7, shows the value of Cronbach's Alpha for every variable was ranging from 0.768 to 0.902 where the value is closer to 1. It shows that the results that all construct of main variable are reliable and exceeded 0.7. Based on the reliability

analysis, reliability indicates the highest alpha coefficient 0.902 which achieved excellent level.

This is followed by employees' satisfaction which produced alpha coefficient 0.802 and achieved good results. Meanwhile, both tangible (0.799) and responsiveness (0.768) achieved acceptable results.

Table 4.8
Interpreting the Cronbach's Alpha Value

Degree of Reliability	Cronbach's Alpha
Excellent	.90 to 1.0
Good	.80 to .89
Acceptable	.70 to .79
Questionable	.60 to .69
Poor	.50 to .59
Unacceptable	< .50

4.6 Pearson Correlation Testing

Table 4.9
Correlation Coefficient

	1	2	3	4
1. Tangibles	1			
2. Reliability	.761**	1		
3. Responsiveness	.580**	.709**	1	
4. Employee Satisfaction	.644**	.753**	.705**	1

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

In this research, the researcher applied Pearson Correlation Coefficient to analyse the relationship between two variables with two-tailed significance level.

Based on the Table 4.9, it shows that all of the independent variables are positively correlated with the dependant variable at significant level 0.01.

The researcher used scale rating developed by Hair, Money, Samuel and Page (2007) and the results shows that the highest and strongest correlation is between employee satisfaction and reliability of service quality ($r= 0.753$, $p < 0.01$), followed by responsiveness of service quality ($r=0.705$) with moderate relationship. The lowest correlation is tangibles of service quality ($r = 0.644$, $p < 0.01$) which shows moderate relationship with employee satisfaction.

In summary, the result found that all variables have positive correlation between each of the variables.

Table 4.10
Scale rating developed by Hair, Money, Samouel and Page (2007)

<i>The Coefficient Scale</i>	<i>Relationship strength</i>
0.91 – 1.00	Very strong
0.71 – 0.90	Strong
0.41 - 0.70	Moderate
0.21 – 0.40	Weak
0.01 – 0.20	Very Weak

4.7 Multiple Regression Coefficient

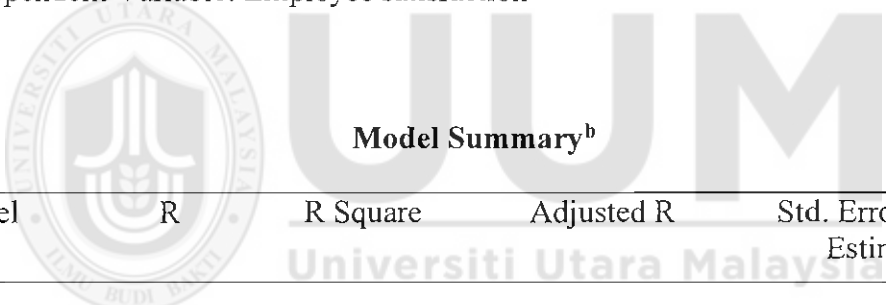
A multiple regression was conducted to test the hypotheses. The regression analysis was used to examine the dimensions of relationship between the independent and independent variables on this research. There are three independent variables,

namely tangibles, reliability and responsiveness. Those variables are predicted to influence the dependant variable, which are employees' satisfaction. The result of multiple regressions is presented in the Table 4.12.

Table 4.12
Multiple Regression

Model	Standardized Coefficients Beta	T	Sig.
(constant)		3.098	.003
Tangibles	.138	1.378	.172
Reliability	.412	3.572	.001
Responsiveness	.334	3.635	.000

a. Dependent Variable: Employee satisfaction



Model Summary^b

Model	R	R Square	Adjusted R	Std. Error of the Estimate
1	.796 ^a	.634	.621	1.45191

a. Predictors: (Constant), Responsiveness, Tangibles, Reliability

b. Dependent Variable: Employees' satisfaction

The result of the analysis explained that the value of the R square is 0.634 or 63.4%. The variance of 63.4% explains the contribution of the independent variables on the dependent variable. Table 4.12 also indicates that two independent variables, namely reliability ($\beta=0.412$, $p<.01$) and responsiveness ($\beta=0.334$, $p<.01$) were significantly related with the dependent variable while, reliability ($\beta=0.412$) is the most influential independent variables. However, dimension of tangibles

($\beta=0.138$) shows non-significant result. The results reveal that employees satisfied with the level of reliability and responsiveness provided by XYZ Berhad.

As per Santhiyavalli (2011), reliability and responsiveness are the most important dimensions considered by employee while evaluating the overall work factors. This is also in line with the research conducted by Arsali and Smadi (2005) who suggests that reliability factor has the highest impact on employees' satisfaction (Shala & Pira, 2017)

4.8 SUMMARY

This chapter explain details about the results and findings of this study. It is also discuss on response rate, descriptive analysis, reliability analysis, correlation analysis and regression analysis. All the information results were analysed using SPSS 21.0 version. The findings reveal that reliability and responsiveness positively related and has a significant relationship whereas tangible is non-significant.

CHAPTER 5

DISCUSSION, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This final chapter of this thesis provide summary of this study. Its discuss implications of this thesis and summarizing the results. It is also deliberated and summarized significance of the result in study, discussions about the outcomes of the findings obtained in chapter four, suggested future research direction and implication of the study.

5.2 Summary of Study

This section presented based on analysis of findings in order to answer research objective one, research objective two and research objective three. This study will contribute to the growing literature by examining the relationships between work factors namely tangible, reliability and responsiveness and employees' satisfaction. The correlation and multiple regressions were conducted in determining level of employees' satisfaction towards work factors provided by XYZ Berhad.

5.3 Discussion

5.3.1 Research Objective 1: Relationship between tangible and employee satisfaction

Based on the correlation analysis, it showed that tangible of service quality has a moderate relationship to the employee satisfaction. It has been identified as the lowest important indicator as compared to other two (2) independent variables; responsiveness and reliability. Meanwhile, regression analysis reveals that tangible is not significantly correlated to employees' satisfaction.

This is in line with the result analysis of study by Kitapci, Akdogan and Dortyol (2014) where they found that responsiveness dimension have significant relationships with employees' satisfaction. While, the rest of the other two work factors namely; tangibles and reliability has not significantly related to the dependent variable. Khamis (2014), the result analysis in his study also reveal that tangibles are not significantly predictor to employees' satisfaction.

However, result study by Shukor, Samiran, Saleh, Hasnan (2015) contradicts with Kitapci *et al* (2014) and Parasuraman *et al* (1988) where their findings indicated that employees' satisfaction is contributed by tangible. Even they found that safety and security is another important dimension not highlighted by other researcher.

As for this study, we can summarize that tangible is not a main factor that contributed to the dependent variable.

5.3.2 Research Objective 2: Relationship between reliability and employee satisfaction

Based on the correlation analysis, it showed that reliability has a strong relationship to the employees' satisfaction and it has been identified as the most important indicator as compared to other two (2) independent variables; responsiveness and tangible. While, regression analysis showed that reliability was significantly correlated to employees' satisfaction. In addition, the reliability was found as most dominant independent variable as compared to other independent variable.

This study is congruent with result of the study conducted by Amin and Issa (2008) which found that reliability is the strongest predictor of employees' satisfaction in Malaysian Islamic banks. This finding was supported by Al-Tamimi and Al-Amri (2003), which showed that reliability, is the most important in work factors.

5.3.3 Research Question 3: Relationship between responsiveness and employee satisfaction

Based on the correlation analysis, it showed that responsiveness has a strong relationship to the employees' satisfaction. Meanwhile, regression analysis found that responsiveness was significantly correlated to employees' satisfaction.

This result of the study is congruent with Khafafa and Shafi (2013) which showed that responsiveness is the strongest indicator of employees' satisfaction. In addition, study from Hong & Marimuthu (2014) and Mengi (2009), also reveal that responsiveness and employees satisfaction are positively correlated.

5.4 Implication of the study

Most of the literatures related to employees' satisfaction involving the independents variables selected supports that the theory that this variables will significantly have relationship to employees' satisfaction. However, after research being done, it reveals that one the selected independent variable does not have significant relationship with the employees' satisfaction that is tangible. Meanwhile, the other two variables that are reliability and responsiveness has a significant relationship and regards as the most important factors that contribute to the level of employees' satisfaction in XYZ Berhad.

The findings of this study also have significant implication for policy makers. The management of XYZ Berhad should re-examine their policies which related to the housing loan. The existing polices and procedure should be re-designed and improvised in line with the current situation.

5.5 Recommendation

There are many ways to improve employees' satisfaction. According to Wright, Gardner, Moynihan & Allen, 2005, in order to improve employees' satisfaction, it is important to measure and establish the existing levels first.

However, due to its multi-faceted nature, the measurement of employee satisfaction varies from one organisation to the other. Some organisations use anonymous employees' satisfaction surveys which are administered periodically to measure the levels of employee satisfaction (Deshpande, Arekar, Sharma & Somaiya, 2012).

In other organisations, meetings are held between management and small groups of employees where the latter are asked questions pertaining to their satisfaction (Ybema, Smulders & Bongers, 2010).

As quoted by Schulz, 2001, exit interviews are the primary employees' satisfaction measurement tools. The importance of these methods lies in that they elicit satisfaction sentiments from employees themselves (Schneider, Hanges, Smith & Salvaggio, 2003). Employees' satisfaction has thus been widely recognised as a predictor of productivity and performance in organisations (Dawal, Taha & Ismail, 2009; Silvestro, 2002).

5.5.1 Maintaining the level of reliability

XYZ Berhad should maintain or control their level or reliability. Reliability means the trust that gain from employees or other people. Level of attentiveness and promptness in dealing with employee's request, questions, complaints and problems should be improved. Thus, when organization gain trusty from employees, organization must take care about their product and services in order to keep employee always trust organization.

5.5.2 Technology

As for the operation side, the management of XYZ Berhad should review modus operandi of their business. It is a must for them to make sure their operations are supported with technology. Based on the data gathered for this research, the researcher realised that the most preferable method of communication in XYZ are using phone and dealing face to face. Thus, to increase level efficiency of service; management should initiate new method of communications, i.e., e-mail and other social media such as Facebook. Mariapan (2006), stated that revolution of information technology has brought astonishing changes in business environment which no other sector has been influenced by advancement in technology as much as banking and financial institution

5.5.3 Upgrade Website

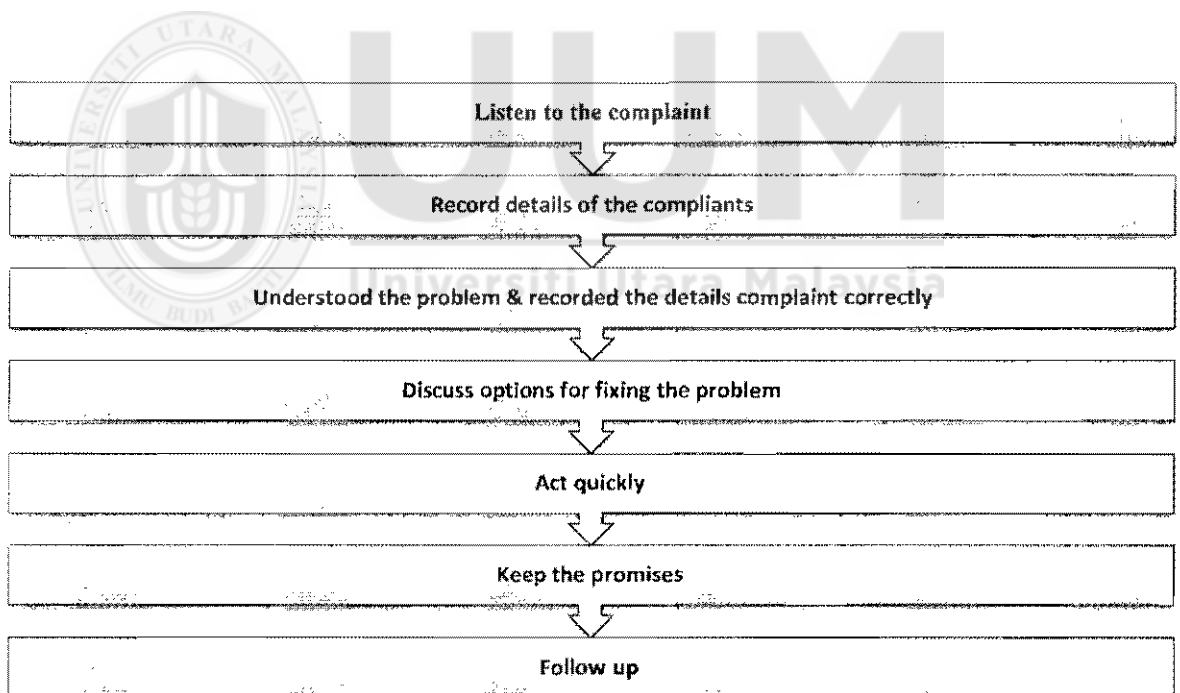
Management of XYZ Berhad need to upgrade and fixing up website accordingly. The contents of the website must be up-to-date and the websites must be link to social media. Forbes in their survey found that 78% of consumers said that post that made by the organisation on social media influence their purchases. The website also must be mobile friendly or using friendly search engine to avoid website traffic. Meanwhile, as one of the strategy to compete with competitors, management of XYZ must ensure their website as good as their other competitors, at least at par or better than the other banks outside. In term of brochure, besides maintain the printed brochure, upgraded website also can be regard as an online brochure. It is undeniable that upgraded website are more encouraging as well as facilitate interaction between management and employee. Even, complaints/request by employees can be done through online and can be entertain immediately. It is automatically can improve the effectiveness level of communication in XYZ Berhad.

5.5.4 Educate the employee

Educate dedicated team (AP) is an ongoing process. In order to gain employee trust and confident, XYZ Berhad must provide an educated of AP team. Educated team is believed more committed in carry out their duty and will treat employees nicely. They must be given on job training. This is to make sure that they have good product knowledge, understand their benefits accurately and persuasively. The fact is, employees more respond to enthusiastic dedicated team that are passionate about their products and services and eager to share the benefits with them.

5.5.5 Handling Employee Complaint

All the complaints must be properly recorded and entertain within seven working days. There must be a one box of employee complaint especially for walk-in employee based in headquarters. So, they can easily voice out their dissatisfaction as well as giving suggestion to the company. An authorised dedicated team should be appointed to entertain the complaints which responsible to read all the complaints and take the necessary actions. They should understand on the basic procedure in complaints handling procedure as follows:-



Creating task force to settle the crucial cases is a compulsory when the said cases are not settled at the level of lower level staff. In this case, upper level manager especially under operation side should be made known about the current issues.

Their involvement will help faster and tightened the process. The management should re-examine the existing complaints handling policy. It should be improvised in line with the current need.

5.5.6 Improving Service quality

Service quality is important in organization. In order to increase profit, organization must give high level of service to employee. XYZ Berhad must continuously improve their service quality from time to time. By doing that, XYZ Berhad was able to maintain the level of service quality. Improving service quality can be improved by focusing on employee problems and to evaluate the effect of each on employee satisfaction.

5.6 Direction for Future Research

This study was directed to examine the relationship between work factors and employee satisfaction in XYZ Berhad. The result from this study was drawn from a small sample size of 92 respondents. Therefore, a larger sample size is desirable for the future research.

The current study was a cross sectional study but to determine the causal path of the study variables a longitudinal study would have been more appropriate (Poo, 2004). Therefore, other variables like corporate image which is can influence employee satisfaction will also be tested on the future study. Then including some of the moderator factors and look forward to direct or indirect relationship towards employee satisfaction also can be made in the future research.

5.7 Conclusion

In summary, from this study it shows that the applications of work factors; tangible, reliability and responsiveness are useful method in examining level of employee satisfaction towards service quality of XYZ Berhad. With this finding, the manager was able to figure out the important element of service quality that effecting their employee satisfaction.

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