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



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**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business
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in Partial Fulfillment of the Requirement for the
Master of Human Resource Management**



Othman Yeop Abdullah
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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

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