

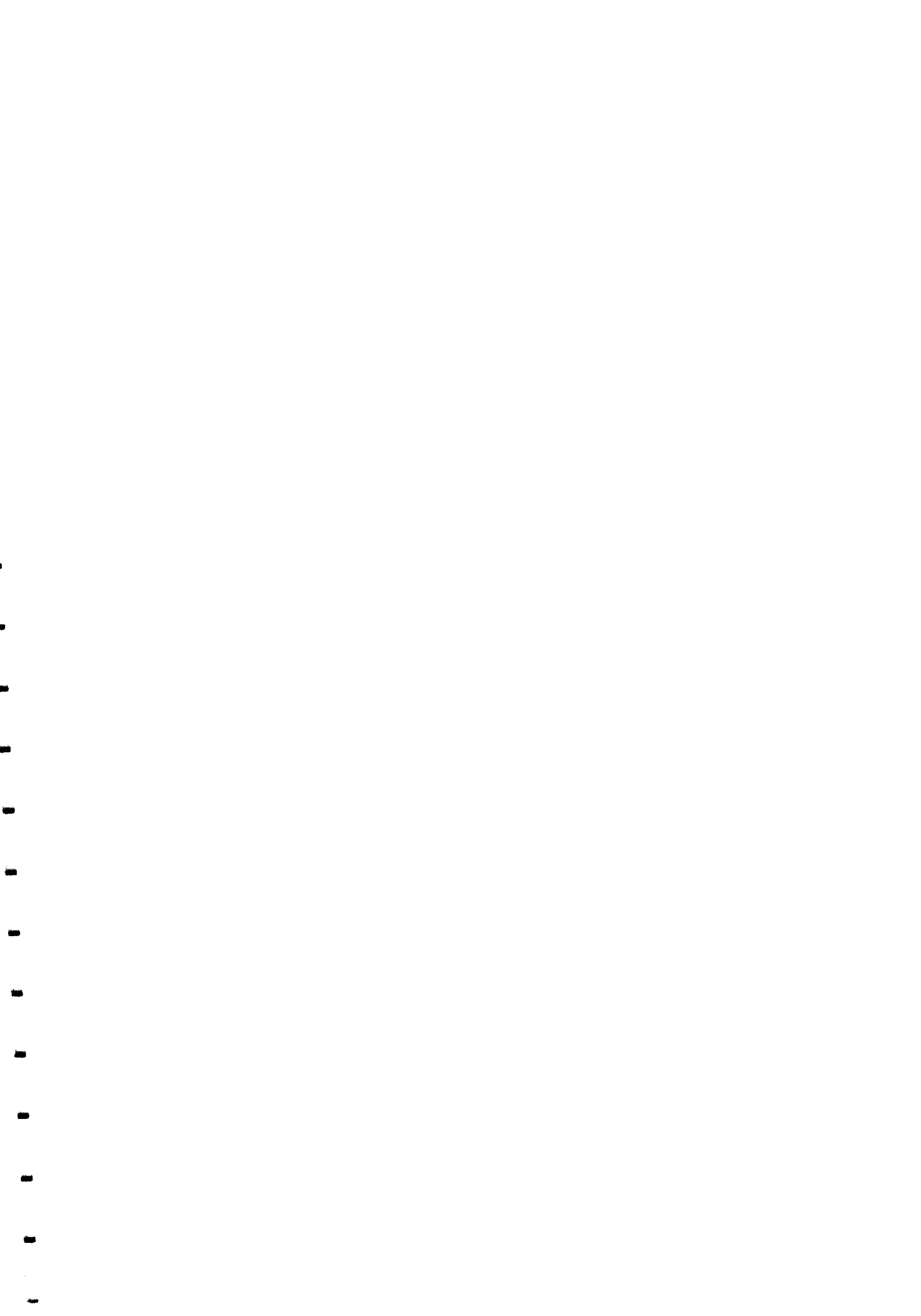
**AN EVALUATION OF RELATIONSHIP  
BETWEEN HYGIENE FACTORS AND JOB  
SATISFACTION OF EMPLOYEES IN THE  
ASSET MAINTENANCE DEPARTMENT AT  
TENAGA NASIONAL BERHAD**



**MOHD FIRDAUS BIN JALALUDDIN**

**UNIVERSITI UTARA MALAYSIA**

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ASSET MAINTENANCE DEPARTMENT AT  
TENAGA NASIONAL BERHAD**

**By**

**MOHD FIRDAUS BIN JALALUDDIN**

**Project Paper Submitted to the Centre for  
Graduate Studies,  
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Degree of Master of Human Resource  
Management**



Othman Yeop Abdullah  
Graduate School of Business

Universiti Utara Malaysia

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(Candidate for the degree of) **MASTER OF HUMAN RESOURCE MANAGEMENT**

telah mengemukakan kertas projek yang bertajuk

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**AN EVALUATION OF RELATIONSHIP BETWEEN HYGIENE FACTORS AND JOB  
SATISFACTION OF  
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## ABSTRAK

Tujuan kajian ini adalah untuk menilai hubungan antara faktor-faktor 'hygiene' dan kepuasan kerja pekerja di Jabatan Senggaraan Aset di Tenaga Nasional Berhad. Objektif utama kajian adalah untuk menentukan hubungan di antara faktor-faktor 'hygiene' dan kepuasan kerja pekerja dan untuk menentukan hubungan di antara empat aspek faktor 'hygiene' (suasana kerja, gaji, kenaikan pangkat dan hubungan interpersonal) dan kepuasan kerja pekerja. Penyelidikan telah dijalankan melalui instrumen kaji selidik yang terdiri soalan – soalan butir peribadi, kepuasan kerja dan faktor 'hygiene' yang diterima pakai daripada soal selidik Indek Huraian Kerja yang disahkan. Data yang dikumpulkan dari 90 responden dengan menggunakan soal selidik berstruktur. Pekali alfa Cronbach dan item ujian dikira untuk kebolehpercayaan faktor menggunakan Analisis Kebolehpercayaan. Ujian yang dijalankan adalah Analisis Kekerapan, Korelasi Pearson dan Regresi Berbilang dalam menjawab objektif kajian. Terdapat lima hipotesis utama yang telah diuji menggunakan analisis Korelasi Pearson. Korelasi Pearson itu menunjukkan bahawa hanya gaji dan kenaikan pangkat dikaitkan dengan kepuasan kerja. Ujian regresi berganda menunjukkan bahawa Kepuasan Kerja ketara dipengaruhi oleh gaji dan kenaikan pangkat. Ia juga terbukti bahawa unsur-unsur demografi iaitu jantina, umur, status perkahwinan, tahap pendidikan, tahun berkhidmat dan gaji tidak mempengaruhi pekerja terhadap kepuasan kerja.

## ABSTRACT

The purpose of this research is to evaluate the relationship between hygiene factors and job satisfaction of employees in the Asset Maintenance Department at Tenaga Nasional Berhad. The main objectives of the study were; to determine the relationship between hygiene factors and employee's job satisfaction and; to determine the relationship between four aspect of hygiene factor (work conditions, salary, promotion and interpersonal relationship) and employee's job satisfaction. Research was conducted through a survey instrument consisting personal particular, job satisfaction and hygiene factors questions adopted from validated Job Description Index (JDI) Questionnaires. The data was collected from 90 respondents by using a structured questionnaire. Cronbach's alpha coefficient and test item were calculated for reliability of the factor using Reliability Analysis. The tests conducted were Frequency Analysis, Pearson's Correlation, and Multiple Regression in answering the objectives of the research. There were five main hypotheses that were tested using Pearson's Correlation analysis. The Pearson's Correlation showed that only salary and promotion correlated to job satisfaction. Multiple regression tests showed that Job Satisfaction was significantly influenced by the salary and promotion. It was also evidenced that demographic elements, namely gender, age, marital status, education level, years of service and salary range not influencing employees on job satisfaction.

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**Mohd Firdaus Bin Jalaluddin**

**College of Business**

**Universiti Utara Malaysia**



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# CHAPTER 1

## INTRODUCTION

### 1.1 Background of the study

Job satisfaction has been a matter of concern and attention in any field of business nowadays. Organizations realize that employee job satisfaction is the essential element to increase customer satisfaction and keep their business running, as competition is getting more intense. Employee dissatisfaction will usually spread their problem to their workmates and word of mouth can do a lot of harm to an organization. The dissatisfied employee complaints can be a useful source of information for the organization to develop their business strategies and formulate their tactical decisions.

By 1927, the study of employee's positive or negative reaction to their jobs had fully begun to take hold when Elton Mayo first studied the effect of lighting at the Western Electric Hawthorne Works in Chicago (Bruce & Blackburn, 1992). These studies showed that lighting had little connection to worker productivity, creating the fundamental groundwork for future studies that asked about other factors that may have an impact on employees. The Hawthorne Studies continued until 1932, and in the five-year interval, the research widened to include factors such as temperature, fatigue, breaks, and working hours. Mayo's work may seem marginally relevant to job satisfaction today, but he discovered that the mere act of studying workers and providing them with more attention increased their motivation and productivity. Mayo had stumbled upon the essence of human motivation, marking a new era of

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