

**FACTORS INFLUENCE EMPLOYEES JOB SATISFACTION: A  
STUDY OF HUMAN RESOURCES PRACTICES IN RAPID RAIL  
SENDIRIAN BERHAD**

**By**

**MOHD NADZIR MAT ISA**

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## ABSTRACT

Human Resources Management (HRM) is getting more important in the business nowadays because human behavior and their knowledge are the most important aspect in influencing productivity of the organization. One of the elements in HRM is employee satisfaction measurement. Employers have to ensure that employee satisfaction is high among the worker which is a precondition for increasing productivity, committed to provide world class customer services, quality of the job and responsiveness. The purpose of this study is to examine which human resources practices could affect job satisfaction amongst customer services officer in Station Operation Kelana Jaya Line, Rapid Rail Sendirian Berhad. A survey of 114 staffs started in May 2014 until June 2014, in all job grading who were selected using simple random sampling. Inferential, descriptive statistics, correlation, multiple regression analysis was run through SPSS version 17 to test the research hypothesis. Employee job satisfaction was selected as dependent variable and 6 hypotheses have been developed. Human Resources practices such as recruitment and selection, training and development, performance appraisal and rewards system, compensation and benefits were selected and adapted from Guest Model and Society of Human Resources Management report, USA. Multiple regression analysis shows that 50.1% factors are explained in the study. Pearson Correlation results show that all hypotheses are accepted and positively significance to employee job satisfaction. Findings, theoretical implication, suggestion for future studies and recommendation are suggested.

**Key words:** Human resources practices, job satisfaction, recruitment and selection, training and development, performance and appraisal, compensation and benefits.

## ABSTRAK

*Pengurusan Sumber Manusia (PSM) semakin penting dalam pengurusan pada masa kini kerana sifat manusia dan pengetahuan mereka adalah aspek yang paling penting dalam mempengaruhi produktiviti organisasi. Salah satu elemen dalam PSM adalah ukuran kepuasan pekerja. Majikan perlu memastikan bahawa kepuasan kerja adalah tinggi di kalangan pekerja dan ianya merupakan pra-syarat untuk meningkatkan produktiviti, komited untuk menyediakan perkhidmatan pelanggan yang bertaraf dunia, tugas yang berkualiti dan responsif. Tujuan kajian ini adalah untuk menguji dan membuktikan amalan sumber manusia yang dapat mempengaruhi kepuasan kerja di kalangan pegawai khidmat pelanggan di Jabatan Operasi Laluan Kelana, Rapid Rail Sendirian Berhad. Satu kajian terhadap 114 kakitangan bermula pada bulan Mei 2014 sehingga dengan Jun 2014, di semua tahap gred pekerja dengan menggunakan kaedah persampelan rawak mudah. Statistik inferensi, statistik deskriptif, korelasi, analisis regresi pelbagai telah dijalankan melalui SPSS versi 17 untuk menguji kajian hipotesis. Kepuasan pekerja telah dipilih sebagai pemboleh ubah bersandar dan 6 hipotesis telah dipilih. Amalan-amalan sumber manusia seperti pengambilan dan pemilihan, latihan dan pembangunan, penilaian prestasi dan sistem ganjaran, pampasan dan faedah telah dipilih dan diadaptasi menggunakan 'Guest Model' dan laporan 'Society of Human Resources Management' (SHRM), Amerika Syarikat. Analisis regresi berganda menunjukkan bahawa 50.1% faktor dijelaskan dalam kajian ini. Keputusan 'Pearson Correlation' menunjukkan bahawa semua hipotesis diterima dan mempunyai kaitan positif terhadap kepuasan kerja. Keputusan, implikasi teori, cadangan untuk kajian masa depan juga disyorkan.*

**Kata kunci:** *Amalan sumber manusia, kepuasan kerja, pengambilan dan pemilihan, latihan dan pembangunan, prestasi dan penilaian, pampasan dan faedah.*

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## LIST OF ABBREVIATIONS

AGL	Ampang Line
CSA	Customer Services Assistant
HCD	Human Capital Division
HR	Human Resources
HRM	Human Resources Management
HRP	Human Resources Practices
GTP	Government Transformation Plan
LRT	Light Rapid Transit
MRL	Monorail Line
NKRA	National Key Result Area
SO	Station Operation
r	Correlation Coefficient
R <sup>2</sup>	R square
KJL	Kelana Jaya Line
SHRM	Society for Human Resources Management

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

Human resources policy is important to every organization in order to meet operational and business goals. The policy is to determine the human resources strategy as a guiding principle starting from the beginning of the organization's formation. Human resources management are consist of policies, systems that influence employees' performance (Raymond, 2010). Attracting, rewarding and retaining employees is a key role play by human resources practices and it will drive the organization to form the basis for its human resources planning, retention system and practices, training, human resources planning, selection and recruitment, compensation and benefits policies. The existing and future employees will have the impact of the human resources practices because a good policy and system could be able to deliver the manpower requirement of an organization in term of quantity and quality. To ensure that employee talent is used effectively and efficiently, management system must be designed to align with organizational objectives.

Various research projects have been conducted to explore and understand issues of job satisfaction in developing countries. Ellickson and Logsdon, (2001) have explored the of job satisfaction's determinant among the USA municipal government employees. Job satisfaction and relationship with burnout were studied by Rocca and Kostanski (2001). Nelson et al., (2006) studied the

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