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**WORK-LIFE BALANCE, CAREER DEVELOPMENT AND  
WORK ENGAGEMENT ON JOB SATISFACTION :  
A STUDY AT KUALA LUMPUR CITY HALL  
(DEWAN BANDARAYA KUALA LUMPUR)**



**MASTER OF SCIENCE (MANAGEMENT)  
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(DEWAN BANDARAYA KUALA LUMPUR)**



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In Partial Fulfilment of the Requirement for the  
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## ABSTRACT

Topics related to job satisfaction have long been discussed and studied by researchers. Empirical studies by researchers have proven the existence of a positive relationship between job satisfaction and performance, as well as a positive relationship between job satisfaction and customer satisfaction. Customer satisfaction reflects the efficiency of the organization and its workforce, especially for organizations that provide services directly to their customers. However, there are various factors that contribute to an individual's job satisfaction, and these factors may differ between one individual and another even though working in the same organization and carrying out the same job description. This study was conducted to examine the level of job satisfaction of Kuala Lumpur City Hall (KLCH) workforce, Local Authorities who manage the Malaysia capital as well as the determinant factors. Management and Professional Group Officers Grade 41 to 56 in KLCH were selected as population target. The three independent variables selected include work-life balance, career development and work engagement for this empirical study. A total number of 249 KLCH Management and Professional Group Officers participated in this study. The data were analyzed using different statistical techniques such as reliability survey, descriptive of variable analysis, correlation analysis (Pearson Correlation Analysis) and regression analysis (Multiple Regression Analysis) using IBM SPSS version 25. The findings indicate that all three independent variables studied were scientifically significant with job satisfaction. This proved that these three independent variables have a significant relationship and are a determinant factors to the job satisfaction of respondents. Among all three independent variables studied, work engagement show the highest significant relationship on job satisfaction. On the other hand, the finding can contribute knowledge among the management team of KLCH, anticipate a better insight and guidance in enhancing employee's job satisfaction. Furthermore, this research contribute to understanding the theoretical foundation on relationship between work-life balance, career development and work engagement on job satisfaction within the scope of Local Authority. To acquire a clearer and more comprehensive picture of job satisfaction at KLCH, it is recommended this study extended to other service groups such as the Implementer Group (Grade 40 and below). At the same time, this research can be extended towards other Local Authority or Public Service department to compare the result in evaluating the most influential factors contribute to job satisfaction among public servant in Malaysia Thus, it able to enrich the observation and finding towards the evaluation on job satisfaction that cover wider population.

**Keywords:** *Job satisfaction, Work-Life Balance, Career Development, Working Engagement, Management and Professional Officers, Kuala Lumpur City Hall (KLCH).*

## ABSTRAK

Topik berkaitan kepuasan kerja telah sekian lama diperkatakan dan dikaji para penyelidik. Kajian empirikal oleh para penyelidik telah membuktikan wujudnya hubungan positif di antara kepuasan kerja dan prestasi, begitu juga dengan hubungan positif antara kepuasan kerja dengan kepuasan pelanggan. Kepuasan pelanggan pula menggambarkan kecekapan organisasi dan tenaga kerjanya terutamanya bagi organisasi yang memberikan perkhidmatan secara langsung kepada pelanggannya. Walau bagaimanapun, terdapat pelbagai faktor yang menyumbang kepada kepuasan kerja seseorang individu, dan faktor ini mungkin berbeza antara seseorang individu dengan individu yang lain walaupun bekerja di organisasi yang sama dan menjalankan skop kerja yang sama. Kajian ini dijalankan bertujuan untuk mengkaji tahap kepuasan kerja kakitangan kerja Dewan Bandaraya Kuala Lumpur (DBKL), Pihak Berkuasa Tempatan yang menguruskan ibu negara Malaysia serta faktor-faktor yang mempengaruhinya. Pegawai Kumpulan Pengurusan dan Professional Gred 41 hingga 56 di DBKL telah dipilih sebagai populasi sasaran. Tiga pembolehubah bebas dipilih merangkumi keseimbangan kerja-kehidupan, perkembangan kerjaya dan penglibatan kerja untuk kajian empirikal ini. Seramai 249 orang Pegawai Kumpulan Pengurusan dan Professional DBKL telah mengambil bahagian dalam kajian ini. Data dianalisis menggunakan teknik statistik yang berbeza seperti tinjauan kebolehppercayaan, deskriptif analisis pemboleh ubah, analisis korelasi (Analisis Korelasi Pearson) dan analisis regresi (Analisis Regresi Berganda) menggunakan IBM SPSS versi 25. Hasil kajian mendapati ketiga-tiga pembolehubah bebas yang dikaji adalah signifikan secara saintifiknya dengan kepuasan kerja. Ini membuktikan ketiga-tiga pembolehubah bebas tersebut menyumbang dengan ketara dan merupakan faktor yang mempengaruhi kepuasan kerja responden. Di antara ketiga-tiga pembolehubah bebas yang dikaji, penglibatan kerja menunjukkan hubungan positif tertinggi. Hasil kajian ini dapat menyumbang pengetahuan dan pemahaman yang lebih baik kepada pihak pengurusan DBKL untuk meningkatkan kepuasan kerja kakitangan. Dalam masa yang sama, kajian ini dapat menyumbang kepada pemahaman teori asas mengenai hubungan antara keseimbangan kerja-kehidupan, perkembangan kerjaya dan penglibatan kerja dan kepuasan kerja dalam ruang lingkup Pihak Berkuasa Tempatan (PBT). Bagi memperoleh gambaran yang lebih jelas dan komprehensif mengenai kepuasan kerja di DBKL, disarankan kajian ini diperluas ke kumpulan perkhidmatan yang lain seperti Kumpulan Pelaksana (Gred 40 dan ke bawah). Selain itu, kajian ini juga boleh diperluas ke PBT yang lain ataupun lain-lain jabatan/ agensi kerajaan yang lain bagi membolehkan perbandingan hasil penemuan dalam mengkaji faktor-faktor paling berpengaruh yang menyumbang kepada kepuasan kerja penjawat awam di Malaysia. Oleh itu, ia dapat memperkaya pemerhatian dan hasil penemuan yang meliputi populasi yang lebih besar.

***Kata kunci:*** *Kepuasan Kerja, Kesimbangan Kerja-Kehidupan, Penglibatan Kerja, Pegawai Kumpulan Pengurusan dan Professional, Dewan Bandaraya Kuala Lumpur (DBKL).*

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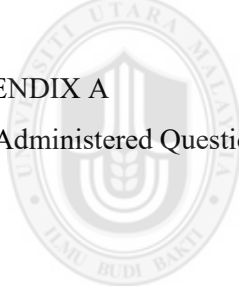
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## LIST OF ABBREVIATIONS

Description of Abbreviation	Abbreviation
Kuala Lumpur City Hall	KLCH
SET	Social Exchange Theory
IBM SPSS	IBM Statistical Package for the Social Sciences



# CHAPTER 1

## INTRODUCTION

### 1.1 Background of the Study

Job is one of the most important activities in human life because it provides a source of income for people for their survival. Occasionally a job describes a person's living status within their community where some times, people spend more time working than their own personal lives. Meaningful job defined as a job that having a goal, purpose and value, or significance (May et al., 2004).

For an organization, owning and retain competent, efficient and productive human resources to achieve the ultimate goal of maximizing profit or to serve the best for the nation is not something that comes easily or with little effort. For that, organizations need to take wise strategy to maintain the sustainability of the organization itself. This includes efforts to increase employees job satisfaction that are closely related to the productivity of the organization overall. It also help the organization to maintain harmonious and conducive working environment and its vital is undeniable.

Job satisfaction boost productivity, increase work engagement, create sense of belonging, inject creativity and innovation, lowering turnover rate and many more positive impacts. Meanwhile, job dissatisfaction encourage towards unproductive, low work engagement, demotivated, portraying negative behaviour or attitude, high turnover rate and more adverse effects.

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**APPENDIX A : Self-Administered Questionnaire**



**RESEARCH TITLE**

**WORK-LIFE BALANCE, CAREER DEVELOPMENT AND  
WORK ENGAGEMENT ON JOB SATISFACTION :  
A STUDY IN KUALA LUMPUR CITY HALL (KLCH).**

Dear Respondent,

Good day, my name is Nur Jalilah binti Md. Joha, a MSc. Management student from Universiti Utara Malaysia (UUM) and currently pursuing my Master. As part of my learning process I am conducting a research on the above topic. The research intends to understand the factors that influence job satisfaction among the Management and Professional Officer in Kuala Lumpur City Hall (KLCH).

Hence, I would be grateful if you could answer all the questions in the survey and the entire process should not be long to complete. Please answer all questions and send the completed questionnaires promptly. Question are divided into 2 sections and its only take 15 minutes of your time.

Section I : Demographic Information

Section II : Factors That Influences Job Satisfaction; which divided into 4 parts:

- Part I : Job Satisfaction
- Part II : Work-Life Balance
- Part III : Career Development
- Part IV : Work Engagement

Please note that your response is private and confidential. Individual respondents will not be identified in any data or reports and it is solely used for academic purposes only. If you have any inquiries about the survey, kindly contact or whatsApps me at 019-3572800 or email to [nurjalilah.joha@gmail.com](mailto:nurjalilah.joha@gmail.com)

Thank you.

Nur Jalilah binti Md.Joha



## SECTION I DEMOGRAPHIC INFORMATION

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Please read the following statements and tick the right answer.

1. Gender

<input type="checkbox"/>	Male
<input type="checkbox"/>	Female

2. Age group

<input type="checkbox"/>	21 - 30 years
<input type="checkbox"/>	31 - 40 years
<input type="checkbox"/>	41 - 50 years
<input type="checkbox"/>	51 years and above

3. Ethnicity

<input type="checkbox"/>	Malay
<input type="checkbox"/>	Chinese
<input type="checkbox"/>	Indian
<input type="checkbox"/>	Others

4. Years of service

<input type="checkbox"/>	0 - 10 years
<input type="checkbox"/>	11 - 20 years
<input type="checkbox"/>	21 - 30 years
<input type="checkbox"/>	More than 30 years

5. Type of service

<input type="checkbox"/>	Permanent
<input type="checkbox"/>	Contractual
<input type="checkbox"/>	Temporary

6. Grade

<input type="checkbox"/>	Grade 41 - 44
<input type="checkbox"/>	Grade 47 - 52
<input type="checkbox"/>	Grade 54 - 56

7. Sector

<input type="checkbox"/>	Management Sector
<input type="checkbox"/>	Socio-Economic Development Sector
<input type="checkbox"/>	Project Management Sector
<input type="checkbox"/>	Planning Sector
<input type="checkbox"/>	Other Department

**SECTION II**  
**FACTORS THAT INFLUENCE JOB SATISFACTION**

Please read the following statements and tick the response that closely represents your opinion. The statements are anchored on the following 5 point Likert Scale:

- 1 - Strongly Disagree (SD)
- 2 - Disagree (D)
- 3 - Neutral (N)
- 4 - Agree (A)
- 5 - Strongly Agree (SA)

**PART I : JOB SATISFACTION**

For each statement below, please indicate your true opinion on your job satisfaction.		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	In general, the type of work I do corresponds closely to what I want in life.	1	2	3	4	5
2.	The conditions under which I do my work are excellent.	1	2	3	4	5
3.	I am satisfied with the type of work I do.	1	2	3	4	5
4.	Until now, I have obtained the important things I wanted to get from my work.	1	2	3	4	5
5.	There is nothing I would change about my work.	1	2	3	4	5

## PART II : WORK-LIFE BALANCE

For each statement below, please indicate your true opinion on your organisation's work-life balance.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I currently have a good balance between the time I spend at work and the time I have available for non-work activities.	1	2	3	4	5
2. I do not have any difficulty balancing my work and non-work activities.	1	2	3	4	5
3. I feel that the balance between my work demands and non-work activities is currently about right.	1	2	3	4	5
4. Overall, I believe that my work and non-work life are balanced.	1	2	3	4	5

## PART III : CAREER DEVELOPMENT

For each statement below, please indicate your true opinion on your organisation's career development system.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. My organization has a clear career path (that is, the defined track a person follows in the pursuit of professional goals).	1	2	3	4	5
2. Promotion opportunities are not limited and are fairly adequate in this organisation.	1	2	3	4	5
3. My organisation has a clear and fair promotion policy and strategy that takes efficiency, performance and experience into account.	1	2	3	4	5
4. My organisation puts the right person in the right position.	1	2	3	4	5
5. My organisation gives proper attention to staff complaint and grievances.	1	2	3	4	5
6. Regarding promotion, I feel that I am treated fairly compared with colleagues in my organisation who have similar qualifications and who have served a similar number of years.	1	2	3	4	5

## PART IV : WORK ENGAGEMENT

For each statement below, please indicate your true opinion on your organisation's work engagement.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. At my work, I feel bursting with energy.	1	2	3	4	5
2. I find the work that I do full of meaning and purposes.	1	2	3	4	5
3. Time flies when I am working.	1	2	3	4	5
4. At my job, I feel strong and vigorous.	1	2	3	4	5
5. I am enthusiastic about my job.	1	2	3	4	5
6. When I am working, I forget everything else around me.	1	2	3	4	5
7. My job inspires me.	1	2	3	4	5
8. When I get up in the morning, I feel like going to work.	1	2	3	4	5
9. I feel happy when I am working intensely.	1	2	3	4	5
10. I am proud of the work I do.	1	2	3	4	5
11. I am immersed in my work.	1	2	3	4	5
12. I can continue working for very long periods at a time.	1	2	3	4	5
13. To me, my job is challenging.	1	2	3	4	5
14. I get carried away when I am working.	1	2	3	4	5
15. At my job, I am very resilient, mentally.	1	2	3	4	5
16. It is difficult to detach myself from my job.	1	2	3	4	5
17. At my work, I always persevere, even when things do not go well.	1	2	3	4	5

Thank you very much for considering your involvement, time and cooperation in this survey.

*Nur Jalilah*