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FACULTY OF ADMINISTRATIVE SCIENCE AND POLICY STUDIES

A STUDY ON JOB SATISFACTION BASED ON  
HERZBERG'S MOTIVATION-HYGIENE THEORY  
AT WESTERN DIGITAL (M) SDN BHD

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## CHAPTER I

### INTRODUCTION

This chapter will briefly explicate on the introduction or background of the study. In this chapter also, it will cover on the overview of the research topic, problem statement, research questions, research objectives, scope of study and the significant of the study particularly focused employee in Western Digital (M) Sdn Bhd, Petaling Jaya.

Job Satisfaction commonly associated with Herzberg's Motivation-Hygiene theory that is a very popular theory in assessing the level of individual job satisfaction. This theory was developed by Frederick Irving Herzberg, an American psychologist, who theorized that job satisfaction and job dissatisfaction act independently of each other. According to Herzberg (1966), this two factor relates more specifically to how individuals are motivated in work place. Based on Herzberg research, argued that meeting the lower-level needs which is hygiene factors of individuals would not motivate them to exert effort, but would only prevent them from being dissatisfied. Only if the higher-level needs that are motivator factors were met the individuals would be motivated. The implication for managers of this Herzberg theory is that meeting employee's lower - level needs by improving salary, benefits, safety in workplace and other job contextual factors will prevent employees from becoming actively dissatisfied but will not

## 1.1 Background

According to Edwin A. Locke (1976), job satisfaction is defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. While, in Herzberg's Two-Factor theory (1950's) attempts to explain job satisfaction in the workplace using a slightly different model. According to Herzberg (1966), there are two dimensions to job satisfaction that is 'motivation dimension' and 'hygiene dimension'.

The Motivation dimension includes factors such as employee's achievement, career advancement, employer recognition, the job itself, and responsibilities given. The Hygiene dimension on the other hand includes factors such as salary, company policies, supervisory relation, interpersonal relations and working conditions and safety. According to Herzberg (1966), Motivation factors are more truthfully associated with employee job satisfaction and can lead to fulfilling the employee's needs for meaning and personal growth and therefore approach the more "satisfied" workforce with greater performance, high creativity, the loyalty and good commitment.

According to Ilh0061amie (2005) in her study to examine the level of job satisfaction among lecturers of Academy of Islamic Studies and Faculty of Language and Linguistic University of Malaya, found that the majority of lecturers have a satisfaction with their careers and it is influenced by internal and