



THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE  
AND EMPLOYEES' JOB SATISFACTION LEVEL AT TM SUNGAI  
PETANI AND TM TAIPING

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## ABSTRACT

In this study, the researchers examined the relationship between organizational culture and employees' job satisfaction level at TM Sungai Petani and TM Taiping. In addition, the study examined which elements from the Hofstede framework that mostly influence the employees' job satisfaction level.

The participants were 70 employees from both TM Sungai Petani and TM Taiping. Furthermore, the respondents were systematically selected from the total population and the data of this study were gathered through the distribution of questionnaire. Result analysis involved mean, Pearson correlation and multiple regressions. All data collected were analyzed by using the Statistical Package for Social Science (SPSS) software version 20.0.

The study found that there was a positive and significant relationship between overall organizational culture based on Hofstede framework and overall employees' job satisfaction level. In addition, power distance has the most influence to the employees' job satisfaction level at TM Sungai Petani and TM Taiping

Finally, the employees need to be aware and have knowledge about the importance of organizational culture to increase their productivity in the workplace. The researchers provided recommendation for future research to be implemented using different population, latest instrument and other sectors of business.

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Last but not least, hopefully the output from this research will give benefits to others in the future.

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## TABLE OF CONTENTS

	Page
<b>ABSTRACT</b> .....	i
<b>ACKNOWLEDGEMENT</b> .....	ii
<b>TABLE OF CONTENTS</b> .....	iii
<b>LIST OF TABLES</b> .....	vi
<b>LIST OF FIGURES</b> .....	vii
<b>CHAPTER 1</b>	
<b>INTRODUCTION</b> .....	1
Background of the study .....	1
Statement of the problem .....	2
Research Objectives .....	2
Research Questions .....	3
Research Hypotheses .....	3
Significance of the Study .....	4
Limitations of the Study .....	5
Definition of Terms .....	5
<b>CHAPTER 2</b>	
<b>LITERATURE REVIEW</b> .....	6
Introduction .....	6
Definition of Organizational Culture .....	6
Dimensions of Organizational Culture .....	6
Organizational Culture and Job Satisfaction .....	8
Definition of Job Satisfaction .....	8
The Effect of Job Satisfaction .....	8
Theoretical Framework .....	9

## CHAPTER 1

### INTRODUCTION

#### Background of the Study

A research on the relationship between organizational cultures towards employees' job satisfaction level had been carried out in the field of organizational behavior, focusing on the Hofstede Framework sets the background of the study in this manner.

According to Brown (2011), the idea of organizational culture dates back to research conducted in the 1980s by Edward H. Schein, who envisioned it as a pattern of basic assumptions that a given group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration.

Job satisfaction has received significant attention in studies of the work place: this concept refers to the positive emotional response of an employee to his or her job and to his or her work performed individually or as a part of a group (Bigliardi, et. al, 2012).

The employees' job satisfaction level is important in an organization to determine the work output or the work feedback, whether it is positive or negative (Lund, 2003). In the scope of organizational behavior, organizational culture is among crucial elements for employees' job satisfaction and also for employment continuity in an organization.