

**UNIVERSITI TEKNOLOGI MARA**

**ORGANIZATIONAL CULTURE AND JOB  
SATISFACTION: A CASE OF MALAYSIAN  
PEPPER BOARD (MPB),  
KUCHING, SARAWAK**

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**Applied Business Report (ABR 795) submitted  
in Partial Fulfillment of the requirements for the  
Master of Business Administration,  
Faculty of Business Management  
Universiti Teknologi MARA Sarawak, Kota Samarahan**

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## LETTER OF TRANSMITTAL

Executive Masters of Business Administration  
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25<sup>th</sup> June 2012

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Dear Sir,

### **APPLIED BUSINESS RESEARCH (ABR 795)**

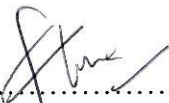
With great pleasure, we would like to submit our project paper entitled **ORGANIZATIONAL CULTURE AND JOB SATISFACTION: A CASE OF MALAYSIAN PEPPER BOARD (MPB), KUCHING, SARAWAK.**

The submission is to fulfil the requirement for the completion of Executive Master in Business and Administration (EMBA) program.

We take this opportunity to express our sincere gratitude and appreciation for your guidance and constructive comments rendered to us through the preparation on this project paper.

Thank you.

Yours truly,



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# **ORGANIZATION CULTURE AND JOB SATISFACTION: A CASE OF MALAYSIAN PEPPER BOARD (MPB), KUCHING, SARAWAK**

## **TABLE OF CONTENTS**

<b>CONTENTS</b>	<b>PAGES</b>
LETTER OF TRANSMITAL	i
DECLARATION	ii
ACKNOWLEDGEMENT	iii
TABLE OF CONTENT	iv
LIST OF TABLE	vii
LIST OF FIGURES	viii
LIST OF APPENDICES	ix
ABSTRACT	x

## **CHAPTERS**

<b>1</b>	<b>INTRODUCTION</b>	<b>1</b>
1.0	Introduction	1
1.1	Background of the Organization	3
1.2	Background of the Study	7
1.3	Problem Statement	9
1.4	Objective of Study	10
1.5	Research Questions	11
1.6	Scope of Study	11
1.7	Significance of Study	12
1.8	Definition of Terms	13

## ABSTRACT

This main purpose of this study is to examine the relationship between organizational culture and job satisfaction among the employees of Malaysian Pepper Board (MPB). The organizational culture items indicated that for this study consist of five organization culture dimensions which were organizational supportiveness, emphasis of rewards, performance oriented, innovation and communication. The researcher has used Statistical Packages for Social Sciences (SPSS), version 17 to analyse the data. Analysis of data was done using reliability test, descriptive analysis, Pearson's correlation analysis and multiple regression analysis. The result of the analysis showed that there is a significant relationship between one of the organizational culture dimension, which is communication and job satisfaction. Communication emerged as the most significant factor of the five dimensions that influences job satisfaction in Malaysian Pepper Board (MPB), as communication is the process whereby people within an organization give and receive instruction, information and messages among each other. Many researchers assert that communication in organization has significant effect. This finding is support by the finding from the past research, where many researchers assert that communication in organization has significant effect on employees' job satisfaction (Myers and Myers, 1993; Goris *et al.*, 2000; Mc Cormikc, 2008). In the case of MPB, communications is seen as an essential element of the organization that ought to inform employees of industry challenges, what is happening in the workplace and the company's strategic intent that is effect job satisfaction.

The findings suggest that the communication have significant and positive effect on employees' job satisfaction. Finally this study gives some suggestions and recommendations on how to improve employees' job satisfaction through communication.

**KEYWORDS:** Organizational culture, organizational supportiveness, emphasis of rewards, performance oriented, innovation, communication, job satisfaction.

## **CHAPTER 1**

### **1.0 INTRODUCTION**

The public service employees are one of the most important workforces for any nations' operations because they provide public service to the citizens of the countries. In Malaysia, the government public service sector today are facing more challenges and new competitors in this new millennium 21st century as compared to the past decades which relatively contribute to the performance of the public service and their job satisfaction. In the context of Malaysian Pepper Board (MPB), the job satisfaction of the employees should be analysed and monitored so that the top level management can identify the satisfaction of their employees towards of the provision in becoming a leading pepper industry in Malaysia. Satisfied employees feel great with their organization, satisfied with their job and are motivated to work harder to achieve the goal and value of the organization. It is rather common for us to assume that satisfied workers are usually productive workers. This premise is strengthened with the evidence from several studies that suggests that a worker's satisfaction does influence his job behaviour (Wright, Cropanzano, & Bonett, 2007).

Job satisfaction and organizational culture are closely related human resources concepts. If many employees feel this disconnect, pervasive job dissatisfaction can in turn contributed to a culture of low morale. Dissatisfied employees more often have a negative attitude that can permeate a workplace which strongly impact its culture. This negativity can also affect the relationship between employees, further adding to a feeling of