

THE RELATIONSHIP BETWEEN HYGIENE FACTORS OF HERZBERG
THEORY AND JOB SATISFACTION AMONG NON-EXECUTIVE
EMPLOYEES IN ROYAL MALAYSIAN CUSTOMS DEPARTMENT
(JKDM), KUCHING, SARAWAK

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ABSTRACT

Nowadays, organizations may face many challenges in order to satisfy their employees, especially those who are non-executive employees to cope with organization changes to achieve success and goals for the organization. The organization must satisfy the employees need in order to increase efficiency among them, and to increase to job commitment and motivation in doing their work by taking salary, supervision, and work environment in consideration. The purpose of this study was to investigate the relationship between the hygiene factors of Herzberg Theory and Job Satisfaction among non-executive employees in Royal Malaysian Customs Department (JKDM), Kuching, Sarawak. There were three hygiene factors of Herzberg Theory used in this study which consisted salary, supervision and work environment. These three hygiene factors were tested to see the relationship with job satisfaction. This study used quantitative method. The data was collected through questionnaire. The questionnaire was adopted and adapted from previous study questionnaire by Paul E. Spector (1985). The targeted population was non-executive employees. The number of respondents from which the data have been collected was 80 out of 86 sample sizes. The data collection method used was questionnaire. The results of this study indicates that the main hygiene factor of Herzberg Theory that contribute to the job satisfaction among non-executive employees is work environment ($M=3.75$, $SD=0.69241$). It is vital for the organization to motivate their employees to work hard in order to achieve the organization goals and objectives.

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CHAPTER 1

INTRODUCTION

Background of the Study

In this recent year, job satisfaction is used as a variable in organizational behavior and it means how satisfied an employee is with his and her job. In general, job satisfaction is the key of employee loyalty with company and employee productivity. According to Armstrong (2007) observation, as cited in Edabu and Anumaka (2014), the job satisfaction of employees is also important because when employees are unhappy, frustrated, uninspired and not motivated, their level of production is low. It showed that the job satisfaction is a way in which employees like or dislike their jobs and it also a reaction that they hold about their job. However, the consequences of a low level of job satisfaction can affect the organization, either in small or large ventures.

According to Frederick (2015) job satisfaction simply put is how content an individual is with his or her job, in other words, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision. Others believe it is not as simplistic as this definition suggests and instead that multidimensional psychological responses to one's job are involved.

Apart from that as identified by Cong and Van (2013), there are selected factors which motivate employees such as career development opportunities, job security, pay and promotion, good working condition, job interest, and personal