

AN IMPROVEMENT OF EMPLOYEES JOB SATISFACTION AND WORK
PERFORMANCE BY USING THE (LEADER MEMBER EXCHANGE) LMX
THEORY AT GEOMATIKA UNIVERSITY COLLEGE (GUC)

NUR ADILA SURIANI BINTI MOHD SALLEH

UNIVERSITI TEKNOLOGI MALAYSIA

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NUR ADILA SURIANI BINTI MOHD SALLEH

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DEDICATION

To my dearest parents whose sacrifices seeded my success.
To my husband and kids for continuous moral support and encouragement.
To my supervisor the third most influential person in my life just behind my family.
To everyone who was a light in this journey.

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ABSTRACT

Throughout the years, it is evident that employee's job satisfaction and work performance becoming the main challenge to the organizations. The increase in turnover among employees in the organization has become an exciting topic for research. The increasing rate of employees' turnover has made employee engagement to be an important issue. The organizations believed that employee engagement is one of the determinants to examine the withdrawal behaviour. The purpose of this action research is to identify present factors that influenced employee job satisfaction and work performance in Geomatika University College. At the same time, the research aims to propose training and development programs as an intervention plan towards the organization and hence to evaluate the effectiveness of training and development in the process of mitigating withdrawal behaviour among employees in Geomatika University College. This research was design to obtain intimate knowledge on how employees feel towards establishment of flexibility in working environment. Generation X and Y are already mostly attempting to get more compensation from bosses after they have fulfilled with their duties that have been assigned to them. If they have not been happy with their top management of the business, they will be using the social networking site to express their emotions, and this will influence their image. Therefore, workers will be demotivated, and their efficiency will be demotivated. The career development was also important to the employees to achieve work safety performance and job satisfaction. When they did not get any appreciation from the top management, they will feel frustrated, and their performance will be affected. This situation happened because their employees are not satisfied with their immediate manager and the management itself.

ABSTRAK

Sepanjang tahun, jelas bahawa kepuasan kerja pekerja dan prestasi kerja menjadi cabaran utama kepada organisasi. Peningkatan perolehan di kalangan pekerja dalam organisasi telah menjadi topik yang menarik untuk penyelidikan. Peningkatan kadar perolehan pekerja telah menjadikan penglibatan pekerja sebagai isu penting. Organisasi percaya bahawa penglibatan pekerja adalah salah satu penentu untuk memeriksa tingkah laku pengeluaran. Tujuan penyelidikan tindakan ini adalah untuk mengenal pasti faktor-faktor semasa yang mempengaruhi kepuasan kerja pekerja dan prestasi kerja di Kolej Universiti Geomatika. Pada masa yang sama, penyelidikan ini bertujuan untuk mencadangkan program latihan dan pembangunan sebagai pelan intervensi terhadap organisasi dan dengan itu untuk menilai keberkesanan latihan dan pembangunan dalam proses mengurangkan tingkah laku pengeluaran di kalangan pekerja di Kolej Universiti Geomatika. Penyelidikan ini direka untuk mendapatkan pengetahuan yang mendalam tentang bagaimana perasaan pekerja terhadap penubuhan fleksibiliti dalam persekitaran kerja. Generasi X dan Y sudah kebanyakannya cuba mendapatkan lebih banyak pampasan daripada bos selepas mereka telah memenuhi tugas mereka yang telah diberikan kepada mereka. Sekiranya mereka tidak berpuas hati dengan pengurusan tertinggi perniagaan mereka, mereka akan menggunakan laman rangkaian sosial untuk menyatakan emosi mereka, dan ini akan mempengaruhi imej mereka. Oleh itu, pekerja akan diturunkan, dan kecekapan mereka akan diturunkan. Pembangunan kerjaya juga penting kepada pekerja untuk mencapai prestasi keselamatan kerja dan kepuasan kerja. Apabila mereka tidak mendapat sebarang penghargaan daripada pengurusan tertinggi, mereka akan berasa kecewa, dan prestasi mereka akan terjejas. Keadaan ini berlaku kerana pekerja mereka tidak berpuas hati dengan pengurus terdekat mereka dan pihak pengurusan itu sendiri.

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LIST OF ABBREVIATIONS

GUC	-	Geomatika University College
TD	-	Training Development
LMX	-	Leader Member Exchange
UTM	-	Universiti Teknologi Malaysia

LIST OF SYMBOLS

δ	-	Minimal error
r	-	Radius

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CHAPTER 1

INTRODUCTION

1.1 Introduction

Nowadays, management strive to provide work and job satisfaction for their workers. This is because the business is more focused on its objective of generating a profit and getting the return on investment (ROI) faster. To accomplish this aim, the organization need a quality employee in term work performance, emotions, and psychological states. An establish organization with good productivity and top management can guarantee worker satisfaction with a good partnership with staff. Moreover, the work climate would also inspire employees to work harder every day in their work.

According to Locke (1969), it was indicated that the research on satisfaction and failure of motivation has not advanced at a level commensurate with research efforts. It is suggested that a notable reason for this loss of development is the certain root of causality that is commonly accepted by therapists. It is recognized as the "relationship arrangement without clarification" (Locke, 1969). This study aims at filling this gap and provide insights on job satisfaction with the help of LMX theory.

Generation X and Y are already mostly attempting to get more compensation from bosses after they have fulfilled with their duties that have been assigned to them. If they have not been happy with their top management of the business, they will be using the social networking site to express their emotions, and this will influence their image. Therefore, workers will be demotivated, and their efficiency will be demotivated.

The family and work hard to boost up the company performance in the market. The career development was also important to the employees to achieve work safety performance and job satisfaction. When they did not get any appreciation from the top

management, they will feel frustrated, and their performance will be affected. This situation happened because their employees are not satisfied with their immediate manager and the management itself.

1.2 Background of the Study

Geomatika University College (GUC) opened as a vocational center in 2000, carving a gap in the topography of the Earth. Noting the growing need for this specialty, Geomatika applied for the status of the university and gained the permission of the Ministry of Education. In Geomatika University College has a few departments: Human Resource Department, Operations Department, Finance Department and Lecturers Departments and total employees in the organization is around 180. Geomatika University College (GUC) company is located in the Setiawangsa area which is a good location that allows the company to align their needs and objectives. Determining the location of the business is especially important for the education field, it plays an important role in attracting the students, parents, client, and employees among that location. The place is suitable for education because there are many facilities available in that area. This location in the long term will boost a company's performance

1.2.1 Vision of Geomatika University College

A preferred tertiary education provider of choice.

1.2.2 Mision of Geomatika University College

To provide tertiary education in academic and vocational programs up to the highest level.

To provide equal education opportunities ensuring meaningful learning journeys and experiences.

To produce holistic future graduates who are capable to serve the community and to contribute towards a more civilized nation.

1.3 Problem statement

As a worker in an organization, the employee would like to gain job security, work safety success and career development from their workplace. The employees have some problems related to the direction, communication and leadership issues with the employer or top management. Therefore, the boss will not have a successful interaction with the employees, and this would impact the job development and success appraisal of the management personnel.

Employees usually experience problems with the employer in terms of management strategy and contact concerns. As a result, the conflict and poor relationship with the top management level will affect the employee job satisfaction and work performance and impact the staff's career development. According to Chong W Kim (2015) a corporation must focus on staff behavior and work-related pressures, which are directly connected to accident incidents, health, and safety at work. Employee happiness and job satisfaction is as critical part in an organization to remove physical, mental and behavioural in the workplace. They repeatedly observed that work happiness was more predictive than variables such as demographic, fitness, psychological and tension of lower injuries. The thesis also suggested that the quest for a genuine reason for workers' compensation lawsuits will never stop, but one of the most significant considerations in these studies to date was the role of job satisfaction. Ineffective leadership practice – a key element for safety success in workers, including lack of care and help from supervisors, not taking into consideration employee opinions, and the impression that their job is not significant.

1.4 Research Objectives

The research objectives are as follows:

1. To determine the relationship of the employee job satisfaction and work performance towards employee turnover in Geomatika University College

(GUC)

2. To propose the model of Leadership Member Exchange (LMX) theory to boost the job satisfaction and work performance regarding of reduce number of turnover rates at Geomatika University College (GUC)
3. To determine the impact of the proposed model of LMX theory toward the improvement of job satisfaction and work performance in Geomatika University College (GUC)

1.5 Research Question

The study is driven by a few research questions. The following are:

1. What is the relationship between employee job satisfaction and work performance towards employee turnover at Geomatika University College (GUC)?
2. How can the model of Leadership Member Exchange (LMX) be applied to improve the job satisfaction at Geomatika University College (GUC)?
3. What is the impact of the proposed model of LMX theory toward the improvement of job satisfaction and work performance in Geomatika University College (GUC)?

1.6 Definition of Term

In order to understand each term used in this thesis, the researcher has included the definition of terms in this section.

1.6.1 Career development

Career growth is a lifelong mechanism to handle schooling, job, leisure, and changes toward a personally-determined, changing desired future, according to Gibson (2015). By the way, as well as the advancement of schooling, an individual, often a pupil, is often interested in choosing a profession or subjects in the future. Career mentors are also given by educational organizations to support students with their studies.

1.6.2 Job self-satisfaction

According to Management study (2016), Work self-fulfilment relates to the control of the interaction between the separate workers of an organization. The arrangement could be between the employee and the boss and the workers at the same rank.

1.6.3 Compensation

According to Lucian et.al (2014), this paper investigates a critical type of "stealth pay" given to supervisors of a construction firm. It reveals how sheets have the potential to mask significant sums of official remuneration with pension incentives and fees. Their review demonstrates the tremendous position that disguises and stealth salaries have in the salary scheme. Their analysis further demonstrates the urgency that the details on benefit policies are not only publicly available but are often conveyed in a manner that is clear and usable to outcasts.

1.6.4 Performance management

Performance management implies philosophical principles, general views or world orientations or at times purely desires, attitudes, expectations, wants, emotions and provisions. (Abraham,2016).

1.6.5 Leadership

As a leader, you can owe those citizens something better. It is only when you have the chance to move people that a collective vision can be expressed that coordinates the actions and engagement of the entire community. (Sarah.J,2018).

1.7 Significance of the study

1.7.1 To the researcher

The study aims to examine between work satisfaction and revenue in the private organisation of Geomatika University College. Then people should use the evidence and the findings to verify that the results are relevant for the research purpose.

1.7.2 To the future researcher

The data obtained in this study will be helpful for prospective researchers to collect knowledge, as it can provide them with encouragement for the achievement of the research goal. The data can enable them to achieve the goal directly or indirectly while performing a study.

1.7.3 To the community

Data collection in this study may be helpful to the public or is a Malaysian person in other words. Based on the findings of this report, most variables between work satisfaction and employee turnover may be investigated in private companies.

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