

RELATIONSHIP BETWEEN JOB SATISFACTION AND JOB PERFORMANCE
OF A SHIPBUILDING COMPANY IN MALAYSIA

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RELATIONSHIP BETWEEN JOB SATISFACTION AND JOB PERFORMANCE
OF A SHIPBUILDING COMPANY IN MALAYSIA

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ABSTRACT

The inspiration of this study is to discover if there is any relationship between job satisfaction and job performance in the case of a shipbuilding company in Malaysia, Boustead Naval Shipyard Sdn. Bhd. (BNS). Any company would oblige to emphasize in managing their employee job satisfaction and job performance in order to fulfil their company objectives and business goals. From the previous studies, it can be summarized that job satisfaction is not an affect from any single factor. It is an affect from multiple combinations of factors such as variety, company policies, supervision, security, compensation, advancement, co-worker, responsibility, recognition, and achievement. All of these factors also were found to have an impact toward job performance. Descriptive analysis method was used, and survey has been carried out using questionnaires as the research instrument. Survey was done in one of the BNS department, BNS LCS design department due to its suitable size of employees and due to the tight schedule in order to finalize the project report by December 2019. By using Simple Random Sampling Method, the data from 70 numbers of respondents were analysed. The statistical package used to run all the statistical analysis was IBM SPSS, version 26. The results of the analysis were derived by using mean score method, correlation analysis and regression analysis. In conclusion, it was found that 79% of job performance was significantly impacted by combination of three job satisfaction factors, namely variety, supervision, and recognition. These factors were the main contributor towards impacting the performance of employee in BNS LCS design department. Finally, this study shows that there is relationship between job satisfaction and job performance in a case of a shipbuilding company in Malaysia.

ABSTRAK

Inspirasi kajian ini adalah untuk mengetahui sama ada terdapat hubungan diantara kepuasan kerja dengan prestasi kerja dalam kes sebuah syarikat pembinaan kapal di Malaysia, Boustead Naval Shipyard Sdn. Bhd. (BNS). Mana-mana syarikat memberi penekanan dalam menguruskan kepuasan kerja pekerja mereka dan prestasi kerja untuk memenuhi objektif syarikat dan matlamat perniagaan mereka. Kajian terdahulu menunjukkan, bahawa kepuasan kerja tidak sekadar dipengaruhi oleh satu faktor tunggal. Ianya adalah kesan dari beberapa kombinasi faktor seperti pelbagai, dasar syarikat, pengawasan, keselamatan, pampasan, kemajuan, rakan sekerja, tanggungjawab, pengiktirafan, dan pencapaian. Kesemua faktor ini juga didapati mempunyai kesan terhadap prestasi kerja. Kaedah analisis deskriptif telah digunakan dan tinjauan telah dijalankan menggunakan soal selidik sebagai instrumen kajian. Kajian dilakukan di salah satu jabatan BNS, iaitu jabatan reka bentuk LCS kerana mempunyai saiz pekerja yang sesuai dan kerana jadual yang ketat untuk memuktamadkan laporan projek iaitu pada Disember 2019. Dengan menggunakan kaedah pensampelan secara rawak, data dari 70 responden dianalisis. Pakej statistik yang digunakan untuk menjalankan semua analisis statistik adalah IBM SPSS, versi 26. Hasil analisis diperolehi dengan menggunakan kaedah skor min, analisis korelasi dan analisis regresi. Sebagai kesimpulan, didapati bahawa 79% prestasi kerja bergantung kepada gabungan tiga faktor kepuasan kerja, iaitu variasi, pengawasan, dan pengiktirafan. Faktor-faktor ini adalah penyumbang utama terhadap prestasi pekerja di jabatan rekabentuk LCS. Akhirkata, kajian ini menunjukkan terdapat hubungan antara kepuasan kerja dengan prestasi kerja dalam kes syarikat pembinaan kapal di Malaysia.

TABLE OF CONTENTS

	TITLE	PAGE
	DECLARATION	iii
	DEDICATION	iv
	ACKNOWLEDGEMENT	v
	ABSTRACT	vi
	ABSTRAK	vii
	TABLE OF CONTENTS	viii
	LIST OF TABLES	xi
	LIST OF FIGURES	xiii
	LIST OF ABBREVIATIONS	xiv
	LIST OF SYMBOLS	xv
CHAPTER 1	INTRODUCTION	1
	1.1 Introduction	1
	1.2 Problem Background	1
	1.3 Organization in Study	4
	1.4 Problem Statement	5
	1.5 Aim of the Study	6
	1.6 Research Objectives	6
	1.7 Research Questions	7
	1.8 Research Hypothesis	7
	1.9 Significance of the Study	7
	1.10 Scope of the study	8
	1.11 Outline of Project Report	8
CHAPTER 2	LITERATURE REVIEW	11
	2.1 Introduction	11
	2.2 Job Satisfaction	11
	2.3 Factors Affecting Job Satisfaction	13

2.4	Job Performance	15
2.4.1	Dimensions of Job Performance	15
2.4.1.1	Task Performance	16
2.4.1.2	Contextual Performance	16
2.4.2	Types of Individual Behavior	16
2.4.2.1	Task Performance	16
2.4.2.2	Organizational Citizenship	17
2.4.2.3	Counterproductive Work Behaviors	17
2.4.2.4	Maintaining Work Attendance	17
2.5	Job Satisfaction and Performance Relationship	18
2.6	Research Framework	19
2.7	Chapter Summary	19
CHAPTER 3	RESEARCH METHODOLOGY	21
3.1	Introduction	21
3.2	Research Design	21
3.3	Target Population	23
3.4	Sampling Design	23
3.4.1	Sampling Technique	23
3.4.2	Sampling Size	24
3.5	Measuring Instruments	24
3.5.1	The Minnesota Job Satisfaction Questionnaire (MSQ)	24
3.6	Data Collection Instrument	25
3.6.1	Reliability	26
3.6.2	Data Collection Procedure	27
3.7	Data Analysis and Presentation	27
3.7.1	Descriptive Statistics	28
3.7.2	Inferential Statistics	28
3.7.3	The Pearson Correlation Coefficient	28
3.7.4	Multiple Regression Analysis	29
3.8	Chapter Summary	29

CHAPTER 4	RESULTS AND DISCUSSION	35
4.1	Introduction	35
4.2	Demographic Information	35
4.3	Data Reliability	39
4.4	Level of Job Satisfaction and Job Performance	40
4.5	Correlations	43
4.6	Regression	47
4.7	Chapter Summary	49
CHAPTER 5	CONCLUSION AND RECOMMENDATIONS	51
5.1	Introduction	51
5.2	Research Findings Objectives	51
5.2.1	Objective 1: To Develop Framework Relating Job Satisfaction Towards Employee Job Performance.	51
5.2.2	Objective 2: To Determine the Level of Job Satisfaction and the Level of Employee Job Performance	52
5.2.3	Objective 3: To Investigate the Relationship of Job Satisfaction Towards Employee Job Performance.	53
5.3	Recommendations	54
5.3.1	Recommendation for BNS Management	54
5.3.2	Recommendations for Future Research	55
REFERENCES		57

LIST OF TABLES

TABLE NO.	TITLE	PAGE
Table 2.1	Job satisfaction factors according to TWA	12
Table 3.1	Distribution of the population	23
Table 3.2	Job satisfaction level scale	25
Table 3.3	Job performance level scale	26
Table 3.4	Cronbach's alpha scale	26
Table 3.5	Survey Questionnaire – Perception on Job Satisfaction (Section B)	31
Table 3.6	Survey Questionnaire – Perception on Job Performance (Section C)	33
Table 4.1	Cronbach's alpha coefficients	40
Table 4.2	Level of job satisfaction of overall employees	40
Table 4.3	Level of job performance of overall employees	40
Table 4.4	Level of job satisfaction of non-executive, executive and managers	41
Table 4.5	Level of job performance of non-executive, executive and managers	41
Table 4.6	Mean score ranking of factors significant to job satisfaction	42
Table 4.7	Mean score ranking of factors significant to job performance	43
Table 4.8	Relationship between job satisfaction factors and overall job satisfaction	44
Table 4.9	Relationship between job performance factors and overall job performance	45
Table 4.10	Relationship between job performance factors and overall job satisfaction	45
Table 4.11	Job performance factor with the highest correlation to job satisfaction factor	46
Table 4.12	The correlation result of job satisfaction factor towards overall job performance	46

Table 4.13	Correlation result between overall job satisfaction and overall job performance	47
Table 4.14	Regression analysis (coefficients)	48
Table 4.15	Regression analysis (model summary)	48

LIST OF FIGURES

FIGURE NO.	TITLE	PAGE
Figure 1.1	Aerial view of BNS	4
Figure 2.1	Research framework	19
Figure 3.1	Research methodology	22
Figure 3.2	Survey Questionnaire – Demographic Information (Section A)	30
Figure 4.1	Gender distribution	36
Figure 4.2	Age distribution	37
Figure 4.3	Job level distributions	38
Figure 4.4	Education level distribution	39

LIST OF ABBREVIATIONS

BNS	-	Boustead Naval Shipyard Sdn. Bhd.
IV	-	Independent Variable
JP	-	Job Performance
JS	-	Job Satisfaction
LCS	-	Littoral Combat Ship
MSQ	-	Minnesota Job Satisfaction Questionnaire
OCB	-	Organizational Citizenship Behaviour
SPSS	-	Statistical Package for Social Sciences
TWA	-	Theory of Work Adjustment

LIST OF SYMBOLS

α	-	Cronbach's Alpha Coefficient
n	-	Number of Sample

CHAPTER 1

INTRODUCTION

1.1 Introduction

The inspiration of this study is to take a look at the relationship between job satisfaction and job performance in the case of a shipbuilding company in Malaysia, Boustead Naval Shipyard Sdn. Bhd. (BNS). This introduction chapter will briefly present the significance of job satisfaction towards job performance, problem background, research objectives, purpose of the study and the organization in focus. BNS is an organisation involved with the construction of commercial ship as well as the fabrication and maintenance of naval vessels. The main operation centre for BNS is located inside Royal Malaysian Naval Base in Lumut, Perak.

1.2 Problem Background

In today's global context, many companies face complex challenges to improve the level of employee job satisfaction and, as a result, strengthen their commitment towards the company in order to achieve competitiveness upper hand and retain the retention of their employees. This topic of organizational management has been the attention especially company management as it will results in the improvement that will benefits the individual employee as well as the company as a whole. The main focus will be in understanding the employee's attitude and behaviour towards job satisfaction and job performance. Employees that are satisfied with their job will usually be a productive worker in meeting with the company objective and goals. (Steinhaus and Perry, 1996)

Job satisfaction by definition according to Mosadegh *et al.* (2006) is the state of psychological of an individual perceive towards his or her work. This means that the reaction and belief of an individual employee on the different job elements (intrinsic and extrinsic) towards their company. Examples of the elements in which related to job satisfaction are salary, benefits, advancement, supervision, job scope, and relationship among co-workers (Misener *et al.*, 1996). Simatwa (2011) indicates that job satisfaction has a direct relationship with the level of a person's needs are met from performing a job. Thus, further indicates that job satisfaction is a feeling of enjoyable emotion as a result from the work completed. According to Kuria (2011), job satisfaction at the highest level together with the productivity of the employee is when job security is sustained from financial crisis, effort recognition, when there is opportunity in contributing views and proposals, the togetherness in making decisions, clear definition of work scope and duties, advancement opportunities, better benefits, encouragement incentive, and safety measures, and a healthy environment with trust and respect shown from everyone.

Job satisfaction is becoming a challenge for companies all over the world because of factors for instance the accessibility to the appropriate talents, competition, globalizations, superior-subordinate relations, the differences in expectations and maintaining conducive working environment. There is a need for the current employer to develop and execute a strategic effort in order to satisfy the current employees to increase their loyalty while decreasing the high level of resignation together with its associated costs. Mitchell *et al.* (2001) indicates that voluntary turnover is now a major concern for most of the companies.

Currently, the employment market is expanding and changing quickly. It is the obligation of the company management to adjust and quickly react in order to make the company sustainable, cost effective and detached to any economic strain. In an effort to achieve this, it is essential to meet the employees needs because they are the driving factor of any company. According to Young (2006) and McCrea (2001), the employee loyalty that exists 30 years ago has now decline to the extent that it has becoming one of the challenges faced by companies globally. It is a common trend now days for an employee to change his or her job ten times in

between the age of eighteen to thirty-seven years old. This issue rises from the common believe that the organization can acquire new talent to substitute what the organization has loss. Based on the article, “The battel for brainpower” (2006), which indicates that the companies now days needs to manage their talent better as the job demands have gone global. This is due to globalization in which would provide exposure to the employee to the available local and international job demands and opportunity.

For a company, it is important to recognize their employees as the key assets that would result in the success or failure of a company. The loss of employee due to unsatisfaction would result in loss of competency, which leads to decline in productivity, and finally project delays. According to Mello (2015), having a good employee retention is important as the organization would have gain sustainability by ensuring client satisfactory and by having appropriate employee advancement policy in place.

Gibson *et al.* (1979) indicates that the performance of employee can be categorized into 3 levels, namely individual, group and organizational performance. Organizational performance would derive from both group performance and individual performance. Whereas, the group performance would derive from only individual performance. The definition of organization performance is the job performs by a person and the job done together with others. Each and every individual performance in an organization is linked to their level of job satisfaction and this would also result in the overall performance of the organization. Thus, this would indicate that there is a linkage between job satisfaction towards job performance of employee.

1.3 Organization in Study

Boustead Naval Shipyard Sdn. Bhd. (BNS) has been chosen as the organization in study. BNS is a subsidiary company of Boustead Holdings that deals with the fabrication and maintenance of ships such as ferries, tugboats, offshore supply vessels, naval ships, and submarines. BNS was founded in 1984, which was formerly known as Royal Malaysian Navy (RMN) Dockyard. BNS is located strategically inside the RMN base in Lumut, Perak. In total, the yard currently employs more than 500 employees covering various department such as marine repair, quality, administration, yard service, health and security, and design department. The following Figure 1.1 shows the aerial view of the shipyard.



Figure 1.1 Aerial view of BNS

1.4 Problem Statement

In order to have a high productivity and efficiency, an organization need to set a high priority on organization objectives and goals. This also requires a high level of job satisfaction that will makes the employee to perform job at his or her best. A satisfied worker will normally work harder, they work late hours, focus on their productivity, have an excellent commitment, and able to make sacrifices for the organization they work with. Each company would need apply the rule of creating a happy workplace environment for their employees. A happy employee would be motivated to do their job and give the best in terms of performance. This would then increase the overall level of organization performance with each and every employee is at his best performing level. In other words, the performance of the organization will much depends on the level of happiness of employees and their effort and commitment towards the organization.

The trend towards globalization, technology development, and new business practices in Malaysia continue to influence organization. Many companies face an intense challenge in improving employee satisfaction and job performance in order to make the organization successful. Generally, workers will be happier when they know that the work in which they have performed is reasonably compensated. These workers are therefore more loyal to the company, have higher retention levels and appear to be more efficient. Performance management and employee satisfaction are two fields where employers are faced with challenges. Using performance management methods such as performance appraisals to assess and measure employee performance comes with its own challenges, which are usually unpredictable. Only after sophisticated appraisal program is in placed that they realized the problem associated with them. Nevertheless, managers can use surveys, employee reviews and supervisor analysis to identify the problems that exist within both job satisfaction and performance evaluations.

Some company motivates its employees to work efficiently by providing some training and development programs and offering various benefits for employee performance that is satisfactory. Although benefits and development programs were

offered by the companies to motivate their employees, job satisfaction issues still exist. The job satisfaction and job performance relationship was the focus of much study for administrative consequences in the field of industrial / organizational psychology. The job satisfaction and job performance relationship has been the focus of study in much of industrial/organizational area for managerial implications. Although multiple relationship models have been suggested and proposed, to date research does not identified the appropriate causal model to explain the relationship between job satisfaction and job performance.

1.5 Aim of the Study

The specific aim of the study is to assess the relationship of job satisfaction towards employee job performance from the perception of the employee themselves and how this relationship affect BNS employees.

1.6 Research Objectives

The specific objectives of the study are as follow:

- (a) To develop framework relating job satisfaction towards employee job performance.
- (b) To determine the level of job satisfaction and the level of employee job performance.
- (c) To investigate the relationship of job satisfaction towards employee job performance.

1.7 Research Questions

The following three (3) research questions have been derived with reference to the problem statement as mentioned in the previous section and they are as follow:

- (a) What are the important job satisfaction factors that might contribute to overall job performance?
- (b) What is the level of job satisfaction and job performance among employees in BNS?
- (c) What is the relationship between job satisfaction and employee job performance in the case of BNS?

1.8 Research Hypothesis

Only 1 hypothesis will be tested that is focusing on determining the relationship between job satisfaction and employee job performance.

H1: There is positive influence of job satisfaction towards employee job performance.

1.9 Significance of the Study

To BNS management, the results from this study would expect to provide the answer to the question on employee perception towards the current level of job satisfaction and the level of job performance in BNS. This study will also help the management to identify which main job satisfaction factors that will significantly impact the employee job performance. It is suggested, as a response the management will take a quick appropriate action to formulate a better policies and strategy. This is

with the aim to promote satisfaction and happy workforce environment, thus increasing the overall performance of the company.

To future researchers, this study would act as literature to provide an insight on the relationship of job satisfaction and job performance of a shipbuilding company in Malaysia.

1.10 Scope of the study

The scope of the study has been concentrated on one of the BNS department that is the LCS Engineering Department with an overall size of personnel of 80. The respondents have been classified into (3) categories of staff which were Non-executives, Executives and Manager. Employee participation was based on voluntary basis.

This department is chosen considering the time constrain and the available resources to complete the study by December 2019. The organisation performance mention herewith is coming directly from the employee feedback in terms of perception and not related to any financial indicator of the organisation.

1.11 Outline of Project Report

This project report has been prepared according to the “Thesis Guidelines” (2018). The outline for the entire project report is as shown below:

- (a) Introduction – the main aim is to describe the problem background, problem statement, organization is study, research questions, research objectives and scope of study.

- (b) Literature Review – to provide description and evaluation of previous study based on the same area of research and theory in relation to the research problem being investigated.
- (c) Research Methodology – to present the procedures or method used in identifying, selecting, processing and analysing information based on the selected topic.
- (d) Results and Discussion – to explain and present the results in most comprehensive manner by using tables and figures.
- (e) Conclusion and Recommendations – to provide conclusion to the study based on the set objectives. To include recommendation and suggestion for the management and future researchers that would be derived from the discussion and conclusion together with references taken mostly from the literature review.

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