

**THE RELATIONSHIP OF QUALITY OF WORK LIFE
PROGRAMMES AND THE INFLUENCE OF
SOCIO-DEMOGRAPHIC FACTORS WITH
EMPLOYEE JOB SATISFACTION
AND JOB INVOLVEMENT
A CASE STUDY OF SIRIM**

BY

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ABSTRACT

THE RELATIONSHIP OF QUALITY OF WORK LIFE PROGRAMMES AND THE INFLUENCE OF SOCIO-DEMOGRAPHIC FACTORS WITH EMPLOYEE JOB SATISFACTION AND JOB INVOLVEMENT

By

SHAHRIL BIN HASSAN

The objectives of the study were to examine the level of effectiveness in quality of work life (QWL) programmes and the influence of socio-demographic factors on employee job satisfaction and job involvement in Standards and Industrial Research Institute of Malaysia (SIRIM). The findings indicated that SIRIM had effective QWL programmes. However, its employees were found to be moderately satisfied with their job and they were also involved in their jobs. In addition, its effective QWL programmes had significantly influenced 43 percent of the variance in employee job satisfaction ratings, with a positive relationship on adequate and fair compensation, continued growth and security, and safe and healthy working conditions, as significant predictors.

These findings also explained 25 percent of the variance in employee job involvement ratings, with a positive relationship on social relevance of work life, adequate and fair compensation, and an inverse relationship on safe and healthy working conditions, as significant predictors.

With effective QWL programmes, the socio-demographic factors were found to have no influence on employee job satisfaction. However, marital status and service tenure both had significant influence on employee job involvement.

In order to increase the level of job satisfaction and involvement among the employees, the findings suggest the following recommendation:

- a) revise its compensation system comparable with the private sector;
- b) review its assessment of training and development needs;
- c) initiate fair evaluation of performance;
- d) review its rewards system;
- e) encourage job enrichment and job rotation;
- f) examine work load revision;
- g) develop effective standard work guideline;
- h) establish special motivational training for target groups (unmarried employees, and those with service tenure fewer than four or between 10 to 12 years); and
- i) encourage increasing awareness of the importance of the social relevance of work among employees.

ABSTRAK

HUBUNGAN PROGRAM-PROGRAM KUALITI KEHIDUPAN BEKERJA DAN PENGARUH FAKTOR-FAKTOR SOSIO-DEMOGRAFIK DENGAN KEPUASAN KERJA DAN PENGLIBATAN KERJA BAGI PEKERJA-PEKERJA

Oleh

SHAHRIL BIN HASSAN

Tujuan kajian **ini** ialah untuk mengkaji tahap keberkesanan program-program kualiti kehidupan bekerja (KKB) dan pengaruh faktor-faktor sosio-demografik terhadap kepuasan dan penglibatan kerja **bagi** pekerja-pekerja di Institut Standard dan Penyelidikan Industri Malaysia (SIRIM). Kajian menunjukkan bahawa program-program KKB yang dilaksanakan di SIRIM adalah berkesan. **Walau-** pun demikian, pekerja-pekerja didapati mempunyai kepuasan kerja yang **seder-** hana dan melibatkan diri dalam pekerjaan mereka. **Tambahan** pula, didapati program-program KKB yang berkesan telah mempengaruhi 43 peratus variasi dalam kepuasan kerja yang **mana pampasan** yang mencukupi dan adil, **pemban-** gunan dan keselamatan kerjaya, serta keadaan keselamatan dan kesihatan tempat kerja, adalah faktor-faktor pengukur yang signifikan. Faktor-faktor **tersebut** mempunyai perhubungan yang **positif** dengan kepuasan kerja.

KKB yang berkesan juga mempengaruhi 25 peratus variasi dalam **penglibatan** kerja dan tiga faktor pengukur yang signifikan ialah kepentingan sosial dalam pekerjaan dan **pampasan** yang mencukupi dan adil (hubungan **positif**) serta keadaan keselamatan dan kesihatan tempat kerja (hubungan songsang).

Melalui program-program KKB yang berkesan, didapati faktor sosio-demografik tidak mempengaruhi kepuasan kerja **bagi** pekerja-pekerja SIRIM. Walau bagaimanapun, status perkahwinan dan tempoh perkhidmatan didapati telah mempengaruhi penglibatan kerja mereka.

Penemuan kajian ini telah mencadangkan beberapa usaha yang boleh **meningkatkan** kepuasan dan penglibatan pekerja seperti berikut:

- a) mengkaji sistem **pampasan** selaras dengan sektor swasta;
- b) menyemak penilaian terhadap keperluan latihan dan pembangunan pekerja;
- c) usaha ke arah penilaian prestasi yang adil;
- d) menyemak sistem ganjaran;
- e) menggalakan pusingan kerja dan memperkayakan kerja;
- f) mengkaji bebanan **tugas** pekerja;
- g) membangunkan peraturan kerja yang standard dan berkesan;
- h) mengadakan kursus motivasi khas untuk kumpulan sasaran (pekerja-pekerja yang belum berkahwin, mereka yang telah berkhidmat kurang **empat** tahun atau di **antara** 10 hingga 12 tahun); dan
- i) meningkatkan kesedaran pekerja-pekerja bahawa **tugas** mereka adalah berkait **rapat** dengan kepentingan sosial.

CHAPTER1

INTRODUCTION

1.1 ***Background of the Problem***

1.1.1 The context **of the Study**

In the Malaysian context, human resource development concerns in the public sector are rooted in the government's efforts to initiate change and development in workplace conditions. To achieve this objective, the Government of Malaysia has emphasised through its agencies the necessity to implement productivity and quality of work life (QWL) **pro-**grammes to ensure that *Vision* 2020 can be achieved.

In most bureaucratic organisations, internal customer (employees) and external customer (clients) dissatisfaction is considered “bad news” with the cure being to shoot the messenger. Such action, however will not solve the actual problems pertaining to customer dissatisfaction. Their feedback should be viewed as “diagnostic”, that is, to drive action toward improvement. In this regard, Walton (1973) commented:

Dissatisfaction with working life is a problem which affects almost all workers at one time or another, regardless of position or status. The frustration, boredom, and anger common to employees disenchanted with their work life can be costly to both individual and organisation. Many current organisational experiments seek to improve both productivity for the organisation and the quality of working life for its members.

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