



**JOB RELATED FACTORS AND MODERATING EFFECT  
OF FLEXIBLE WORK ARRANGEMENT ON JOB  
SATISFACTION AMONG MALAYSIAN OFFSHORE  
OUTSOURCING SUPPORT EMPLOYEES**

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**JOB RELATED FACTORS AND MODERATING EFFECT OF FLEXIBLE  
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OFFSHORE OUTSOURCING SUPPORT EMPLOYEES**

**BY**

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**Thesis submitted to  
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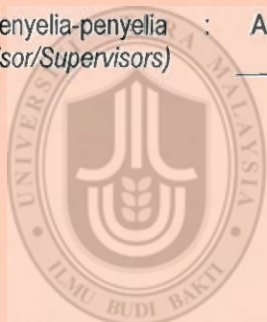
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## ABSTRACT

Job Satisfaction, organization performance and employee turnover intention are closely interlinked. High performance culture organizations that promote both job satisfaction and work-life balance often produce good results and have the ability to attract and retain talented employees. Job satisfaction of fixed scheduled employees in the Malaysian offshore outsourcing support is constantly challenged from working long irregular hours to fulfill global “Follow-the-sun” workflow commitment and maintaining effective communication in a temporal dispersed virtual organization. The work time demand is felt more as the temporal dispersion variance between parties in communication widens. This research was initiated with the objective of understanding employees working under such conditions and whether having good management policies such as flexible work arrangement buffer the impact and restore job satisfaction. For this quantitative survey, 306 Information Technology Outsourcing, and Business Process Outsourcing respondents, located in the MSC flagship town of Cyberjaya, were identified. The results reveal that Malaysian offshore outsourcing workers are generally satisfied with their work environment. Whilst global communication remains a temporal dispersion challenge, flexible work arrangement does not alleviate the impact of long irregular work hours; however, it promotes job satisfaction. The findings also confirm the importance of co-workers and supervisory support in mitigating the demands of work. Contrary to the belief that globalization emphasizes cost optimization and reluctance of MNCs in spending and developing resources, most respondents acknowledged that good support from their co-workers and supervisors are vital. The study highlights the critical impact of globalization and temporal dispersion on job satisfaction among fixed working arrangement employees who support Malaysian offshore outsourcing.

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Keywords: Job satisfaction, Work Time Demand, Work Demand, Job Resources, Flexible Work Arrangement.

## ABSTRAK

Kepuasan kerja, prestasi organisasi dan niat perolehan pekerja adalah saling berkait rapat. Budaya organisasi berprestasi tinggi menggalakkan kepuasan kerja, dan keseimbangan kerja dan kehidupan sering menghasilkan keputusan yang baik termasuk keupayaan untuk menarik dan mengekalkan pekerja yang berbakat. Kepuasan kerja dalam kalangan pekerja berjadual tetap yang menyokong penyumberan luar pesisir Malaysia sentiasa dicabar dengan waktu kerja yang panjang dan tidak teratur untuk memenuhi komitmen aliran kerja global dan juga mengekalkan komunikasi yang berkesan di antara pasukan maya yang terletak di zon masa yang berbeza. Tuntutan masa kerja bertambah apabila penyebaran zon masa di antara pihak-pihak dalam komunikasi semakin meluas. Kajian ini dikemukakan dengan objektif untuk memahami kepuasan kerja dalam kalangan pekerja yang bekerja di dalam keadaan yang sedemikian dan sama ada polisi pengurusan yang baik seperti perlaksanaan waktu kerja fleksibel memberikan kesan dan memulihkan tahap kepuasan kerja. Kajian kuantitatif ini melibatkan sebanyak 306 responden dari Penyumberan Luar Teknologi Maklumat dan Penyumberan Luar Proses Perniagaan yang terletak di bandar utama Koridor Raya Multimedia (MSC) Cyberjaya yang telah dikenal pasti. Dapatan kajian mendedahkan bahawa pekerja penyumberan luar pesisir Malaysia secara umumnya berpuas hati dengan persekitaran kerja mereka. Manakala komunikasi global kekal sebagai cabaran kerja di zon masa yang berbeza, perlaksanaan kerja fleksibel pula tidak mengurangkan kesan waktu bekerja yang panjang dan tidak teratur. Walau bagaimana pun, faktor berkenaan dapat menggalakkan kepuasan kerja. Hasil kajian juga mengesahkan kepentingan rakan sekerja dan sokongan penyeliaan dalam mengurangkan tuntutan kerja. Berbeza pula dengan kepercayaan, sebilangan besar daripada responden mengakui kepentingan sokongan yang baik daripada rakan sekerja dan penyelia mereka. Kajian ini memberi tumpuan kesan globalisasi dan cabaran bekerja di zon masa yang berbeza keatas kepuasan kerja dalam kalangan pekerja berjadual tetap yang menyokong pesisir penyumberan luar Malaysia.

Kata kunci: Kepuasan pekerja, Permintaan Zon Masa Kerja, Permintaan Kerja, Sumber Manusia, Fleksibel Kerja Penyusunan.

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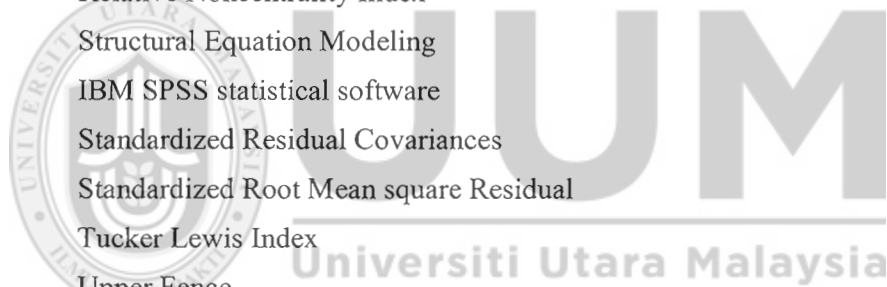
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## LIST OF ABBREVIATIONS

<b>AGFI</b>	Adjusted Goodness of Fit Index
<b>AMOS</b>	AMOS version 21.0
<b>APAC</b>	Asia Pacific
<b>AVE</b>	Average Variance Extracted
<b>B2B</b>	Business-to-Business.
<b>B2C</b>	Business-to-Consumer
<b>BPO</b>	Business Processing Outsourcing
<b>CFI</b>	Comparative Fit Index
<b>CR</b>	Composite Reliability
<b>Cyberview</b>	Cyberview Sdn. Bhd..
<b>DV</b>	Dependent Variable
<b>EMEA</b>	Europe, Middle East and Africa
<b>FWA</b>	Flexible Work Arrangement
<b>GFI</b>	Goodness of Fit Index
<b>GMT</b>	Greenwich Mean Time
<b>GTP</b>	Government Transformation Programme
<b>ICT</b>	Information, Communication and Technology
<b>IDR</b>	Iskandar Development Region
<b>IFI</b>	Incremental Fit Index
<b>IS</b>	Information Systems.
<b>IT</b>	Information Technology
<b>ITO</b>	Information Technology Outsourcing
<b>IV</b>	Independent Variables
<b>JDI</b>	Job Descriptive Index
<b>JIT</b>	Just In Time
<b>k-economy</b>	Knowledge economy
<b>LF</b>	Lower Fence
<b>MI</b>	Modification Indices
<b>MNC</b>	Multi-National Companies

<b>MSC</b>	Multimedia Super Corridor
<b>MSQ</b>	Minnesota Satisfaction Questionnaire
<b>NCER</b>	Northern Corridor Economic Region
<b>NFI</b>	Normed Fit Index
<b>NWW</b>	New Way of Working
<b>OU</b>	Operating Units
<b>PCA</b>	Principal Component Analysis
<b>PDPA</b>	Malaysia Personal Data Protection Act
<b>POS</b>	Perceived Organizational Support
<b>PAF</b>	Principal Axis Factoring
<b>RBV</b>	Resource Based View
<b>RMR</b>	Root Mean Square Residual
<b>RMSEA</b>	Root Mean Square - Error of Approximation
<b>RNI</b>	Relative Noncentrality Index
<b>SEM</b>	Structural Equation Modeling
<b>SPSS</b>	IBM SPSS statistical software
<b>SRC</b>	Standardized Residual Covariances
<b>SRMR</b>	Standardized Root Mean square Residual
<b>TLI</b>	Tucker Lewis Index
<b>UF</b>	Upper Fence
<b>UNHCR</b>	United Nation High Commissioner for Refugees
<b>UUM</b>	Universiti Utara Malaysia.
<b>VIF</b>	Variance Inflation Factor





## CHAPTER 1 INTRODUCTION

Globalization is making the world smaller and flatter. The evolution of science, technology, communication and the desire of mankind in taking advantage of the asymmetrical world resources and economies have brought the world closer through greater trade exchange, knowledge management and culture sharing. The phenomenon of globalization has been linked with the various job related factors such as job resources and job demand and their effect on job satisfaction (Mohd Awang Idris, Dollard, & Winefield, 2011; Tromelen, 2013). Teams working in a globalized environment are spread across different geographical locations and time zones in a term referred to as spatial and temporal dispersion. King and Frost (2002) suggested three different types of dispersion. First, social dispersion refers to demographic diversity among people in dispersion. Second, temporal dispersion refers to time zone differential among people in communication and team cohesion. Third, spatial dispersion refers to the geographical distance among people in communication.

Spatial and temporal dispersion require employees supporting global operation to work odd hours in maintaining effective global communications (Olsen & Dahl, 2010; Outsource Portfolio, July 2008). Working under such condition causes stress and leads to job dissatisfaction (Harrington & Ladge, 2009; Mouraa, Orgambidez-Ramos, Gonçalvesab, 2014).

The theme of dispersion is not new. Previous studies (King & Frost, 2002; Agrifoglio & Metallo, 2010) had assessed the use of various communication channels in distributing information back and forth across time zones between different users and workplaces (Shirani, Tafti, & Affisco, 1999). Globalization with technology as its enabler using Information Communication Technology (ICT) in establishing connection among teams in virtual organization represents the fundamental driving

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