INFLUENCE OF CONTINUOUS IMPROVEMENT (CI) ON JOB SATISFACTION

Ong Chee Wei

FACULTY OF BUSINESS AND ACCOUNTANCY UNIVERSITY OF MALAYA

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Ong Chee Wei
Bachelor of Information Technology
University of Technology Malaya
Johor
Malaysia
2003

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ABSTRACT

The purpose of this research is to determine the impact of Continuous Improvement (CI) on job satisfaction in Malaysia industry. Based on previous studies, it was anticipated that overall job satisfaction would be higher for employees who are working in companies that implementing Continuous Improvement practices and lower for employees who are working in companies that not implementing Continuous Improvement practices. The instrument of Continuous Improvement was adapted from Culp (1992), Limon (1993) and Ying (2000). In the mean time, employee’s job satisfaction was measured based on Job Satisfaction Survey (Spector, 1985).

The collected data was tested with descriptive statistic to understand the characteristic of the distribution. This follows by one-way ANOVA analysis to compare the mean scores among the variable. The research used total scale scores to measure the Job Satisfaction variables and Continuous Improvement variables which consists Customer Focus, Employee Involvement, Process Management, Supplier Performance, Individual and Group Recognition and Database Decision Making. The reliability tests were then conducted to verify all variables and they all passed the reliability tests. The Bivariate analysis is used to identify the correlation among the variables. Finally, the impact of Continuous Improvement practices towards Job Satisfaction is determined by using chi-square test and Mann-Whitney U Test.

The results of the analysis indicate that employees who were working in companies implementing Continuous Improvement practices were have higher level job satisfaction compare to employees who were working in
companies that not implementing Continuous Improvement practices. Besides that, Customer Focus has the biggest impact towards Job Satisfaction.

The results of this research have implication to organisation to implement Continuous Improvement and obtain positive employee outcome and achieve sustainable competitive advantage.

Keywords
Continuous Improvement, Job Satisfaction, Kaizen, Quality, Management
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LIST OF SYMBOLS AND ABBREVIATIONS

CI - Continuous Improvement

CPI - Continuous Process Improvement

EFQM - European Foundation Quality Management

JSS – Job Satisfaction Survey

MBNQA - Malcolm Baldrige National Quality Award

TQM - Total Quality Management