

**INFLUENCE OF CONTINUOUS
IMPROVEMENT (CI) ON
JOB SATISFACTION**

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2010

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on
Job Satisfaction**

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**Submitted to the Graduate School of Business
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University of Malaya, in partial fulfilment
of the requirements for the Degree of
Master of Business Administration**

2010

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

ACKNOWLEDGEMENT

First and foremost I would like to offer my sincere thank you to my supervisor Dr. Abdul Razak for his strong support, advice and guidance throughout this research. His encouragement, suggestion and experiences sharing had motivated me to complete this research. Without his advice and motivation, I would not have completed this research.

I would like to deliver my sincere thankful to Dr. Sharifah Latifah for her patient guidance on analytical methodology. She spent her valuable time to check and demonstrate the professional way to analyses the data.

I would also like to express my deep appreciation to my family, especially my parents who always support me during the tough time in MBA studies. It was a challenging course but it was meaningful in my life. Their unconditional support, endless encouragement and love made everything seem easier in the course.

Finally, special thanks to everyone who has contributed their opinion, feedback and participation in this research. Their contributions have made the results significantly valid and meaningful.

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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