

**IMPROVING JOB SATISFACTION AMONG STAFF
OF FORTUNATE BRIGHT STAR SDN BHD**

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IMPROVING JOB SATISFACTION AMONG STAFF OF FORTUNATE BRIGHT STAR SDN BHD

by

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TABLE OF CONTENTS

	PAGE
THESIS DECLARATION	i
ACKNOWLEDGEMENTS	ii
TABLE OF CONTENTS	iii
LIST OF TABLES	vi
LIST OF FIGURES	vii
LIST OF ABBREVIATIONS	viii
ABSTRAK	ix
ABSTRACT	x
CHAPTER 1 CASE DESCRIPTION	
1.1 Introduction	1
1.2 Fortunate Bright Star Sdn Bhd	3
1.2.1 History of the Company	3
1.2.2 Organization Chart	5
1.2.3 Vision, Mission and Objective	5
1.3 Nature of Business	6
1.3.1 Deep Sea Fishing – Treasure in the Ocean	6
1.3.2 Deep Sea Fishing In Kelantan	6
1.3.3 Food Industries	7
1.4 Specific Area of Interest	8
1.5 Main Problem	9
1.6 Conclusion	10

CHAPTER 2 CASE ANALYSIS

2.1	Case Synopsis	11
2.2	Problem Recognition	13
2.2.1	Problem Discussion	13
2.2.1.1	Employee Relationship	13
2.2.1.2	Low Motivation Issue	14
2.2.1.3	Overload Work	17
2.2.1.4	Employee Turnover	18
2.2.2	Situational Analysis	19
2.2.2.1	S-O Strategy	22
2.2.2.2	S-T Strategy	22
2.2.2.3	W-O Strategy	22
2.2.2.4	W-T Strategy	23
2.3	Problem Definition	24
2.4	Problem Diagnosis	25
2.5	Alternative Solution	30
2.5.1	Reward and Recognition	30
2.5.2	Reward System Theory	31
2.5.3	Teamwork	32
2.5.4	Motivation Theory	33
2.5.5	Hierarchy of Needs	35
2.6	Recommendation	38
2.6.1	Strive For Employee (Job Satisfaction)	38
2.6.2	Understand Employee Needs and Expectation	40

2.6.3	The Management Capability and Leadership Style	41
2.6.3.1	Charismatic Leadership	42
2.6.3.2	Bureaucratic Leadership	43
2.7	Conclusion	43
	REFERENCES	48



LIST OF TABLES

NO		PAGE
1.1	The Main Issues of Improving Job Satisfaction	9
2.1	The TOWS Matrix	20
2.2	The TOWS Matrix of FBSSB	21

UNIVERSITI
MALAYSIA
KELANTAN

LIST OF FIGURES

NO		PAGE
1.1	Fortunate Bright Star Sdn Bhd Organization Chart	5
2.1	The Process of Motivation (Michael Armstrong)	34
2.2	Maslow's Five-Level Hierarchy	36



LIST OF ABBREVIATIONS

IMP	:	Industrial Master Plan
MIDA	:	Malaysian Investment Development Authority
SMEs	:	Small and Medium Industries
TOWS	:	Threats Opportunities Weaknesses Strength



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Meningkatkan Tahap Kepuasan Kerja di Kalangan Kakitangan Syarikat Fortunate Bright Star Sdn Bhd

ABSTRAK

Tujuan kajian kes ini adalah untuk mengkaji tahap kepuasan kerja di kalangan pekerja di Syarikat Fortunate Bright Star Sdn Bhd. Kajian kes ini membincangkan mengenai kepuasan kerja yang memberi tumpuan kepada hubungan antara pengurusan atasan dan pekerja. Bagi sesebuah organisasi yang ingin berjaya, pengurusan atasan haruslah menumpukan kepada peningkatan kepuasan kerja pekerja dalam faktor-faktor seperti program manfaat, ganjaran, syarat kerja, dan kenaikan pangkat. Hal ini, dapat mempengaruhi cara seseorang itu bekerja. Selain itu, pengurusan atasan juga boleh menggunakan sistem giliran kerja supaya setiap pekerja mempunyai peluang untuk melaksanakan tugas yang berbeza-beza dengan menggunakan pelbagai kemahiran dan bakat. Dengan menggunakan kaedah ini, ia mungkin dapat meningkatkan lagi minat yang dimiliki oleh pekerja dalam pekerjaan mereka. Selain itu, pihak pengurusan atasan juga mungkin boleh membuat keputusan dengan menggunakan sistem ganjaran untuk mengenali pekerja yang menjalankan tugas mereka dengan baik. Sesungguhnya, seseorang akan merasa sangat berpuas hati apabila dia mendapat ganjaran untuk kerja keras mereka dan prestasi kerja yang cemerlang. Ganjaran boleh menjadi bentuk yang berbeza-beza, seperti upah yang lebih tinggi, peningkatan persekitaran kerja (kemudahan yang lebih selamat dan lebih baik untuk para pekerja), dan tugas kerja yang sesuai dan mencabar kepada individu mengikut kemampuan dan keperibadian mereka. Selain itu, pengurusan atasan haruslah memberikan motivasi kepada para pekerja untuk lebih membantu, bertimbang rasa, mesra dan sentiasa bekerjasama diantara rakan sekerja dan penyelia mereka, kerana ini akan meningkatkan lagi kepuasan kerja pekerja dan dapat mendorong motivasi untuk membantu pekerja lain. Sesungguhnya, menyediakan peluang yang mencukupi untuk kenaikan pangkat kepada pekerja akan meningkatkan kepuasan kerja dengan ketara kerana kenaikan pangkat mencerminkan nilai kerja (prestasi) seseorang pekerja itu. Organisasi mesti meningkatkan kerjasama di kalangan pekerja untuk meningkatkan hubungan di kalangan pekerja di setiap jabatan. Pengurus boleh menjalankan aktiviti luar atau aktiviti secara berpasukan (team building) dan melibatkan semua pekerja dalam organisasi. Selaras dengan itu, melalui aktiviti tersebut hubungan antara majikan dan pekerja juga boleh diperbaiki. Penemuan ini mendedahkan pentingnya mewujudkan suasana, memberi dan menerima (give dan take) untuk mengekalkan hubungan yang baik, kedua-dua pihak mesti bersedia untuk melengkapi, menghargai dan bertolak ansur antara satu sama lain. Secara praktiknya, jika majikan mahu pekerja itu komited kepada organisasi, maka majikan perlu memberi perhatian penuh dan menekankan kualiti kepuasan kerja di kalangan pekerja mereka.

Improving Job Satisfaction Among Staff of Fortunate Bright Star Sdn Bhd

ABSTRACT

The purpose of this case study is to examine the job satisfaction among employee at Fortunate Bright Star Sdn Bhd. Therefore this case study is discussed about job satisfaction that focusing on the relationship between top management and employees. For an organization to be successful, its top management should focus on increasing the employees' job satisfaction in factors such as the work itself, benefit programs, rewards, work conditions, and promotions. These can influence the way a person would feel and perceive about their jobs. Indeed, top management may also apply job rotation so each employee will have an opportunity to perform different tasks using various skills and talents. By using this method, it may be able to further increase the interests the employees would have in their job. Furthermore, top management might also decide to make use of a rewarding system to recognize those employees who perform their job well. Indeed, one would feel highly satisfied when he or she obtains a reward for their hard work and outstanding performance. Rewards can be of different forms, such as a higher wage, improvement of the work environment (a safer and better facilities for the workers), and assignment of suitable and challenging works to individuals as according their abilities and personalities. Moreover, top management should motivate employees to be more helpful, considerate, friendly and good-natured to their co-workers and supervisors, because this would increase the employees' job satisfaction and may motivate the urge to help out other co-workers. Indeed, providing sufficient opportunity for promotion to employees would significantly increase job satisfaction because promotions reflect valued signals about a person's self-worth. The organization must increase the cooperation among employee in order to increase the relationship among the employee in every department. Manager can conduct the outdoor activities or team building activities and must be participate by all employees in the organizations. Align with that, the relationship between employer and employees also can be improved. The finding reveal the essential of creating the give and take environment whereby to maintain a good relationship, both parties must willing to complement, appreciate and reciprocate with each other. Practically, if the employer want the employees to be committed to the organization, the employer should gave the full attention and emphasize the quality of job satisfaction among their employees.

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CHAPTER 1

CASE DESCRIPTION

1.1 Introduction

Employee satisfaction is a measure of how lively authorities are with their employment and work space. It sure that there might be various factors impacting the progressive sufficiency and one of them is the employee satisfaction. Successful organization should have a culture that supports the employee satisfaction.

According to Akfopure (2006), the relationship amongst man and work has dependably pulled in the consideration. A major part of man's life is spent at works. Work is social reality and social desire to which men appear to confirm. It gives status to the person as well as ties him to the society. A worker who is satisfied with his job would perform his obligations well and be focused on his job, and along these lines to his organization. Along these lines, it is of most extreme significance for employers to know the elements or factors that can influence their employees' job satisfaction level since it would influence the performance of the organization as well.

Employees are among the most critical determinants and driving elements that decides the achievement of an organization in a competitive environment. Other than that, employee's commitment if managed properly can lead to valuable outcomes, for example, increased effectiveness, performance, and profitability, and decreased turnover and absenteeism at both the individual and organization levels (Fiorita, Bozeman,

Young & Meurs, 2007). Accordingly, it is of most importance for employers to know the components that can influence their employees' job satisfaction level since it would influence the performance of the organization as well (Awang, Ahmad & Zin, 2010).

Employee satisfaction alludes to the extent to which the work space addresses the wishes and the issues of the workers. It can identify with the work itself (content, many-sided quality, obliged learning and abilities, level of self-rule); the social workplace (partners, administration style, states of business, for example pay, leave course of action, and profession prospects); the physical workplace (working environment, lighting, sunlight, view and so forth); and connection between these viewpoints. Perspectives that are not business related, for example, the employee's private life, can likewise assume a part. In measuring changes in employee satisfaction coming about because of work environment advancement, subsequently, we must be careful in considering the conceivable impact of numerous different components. In light of the wide extent of fulfilment, it is to a great degree essential to focus already what the parties' concerned need to know and what they need to do with the procured learning.

Through interview sessions with Fortunate Bright Star Sdn Bhd (FBBSB) top management, workers, observation and documentations, the top management of Fortunate Bright Star Sdn Bhd (FBBSB) has little understanding of how to fulfill their employees and how this employee's satisfaction level impacts their responsibility regarding the organization. Concerning this issue, this case study was conducted to examine the job satisfaction among employees of Fortunate Bright Star Sdn Bhd.

There should be a strong relationship between's happy employees and increase organizational performance. It would seem that if people feel good about their employments, their bliss would be reflected in the nature of their work and may have a positive feedback from their customers and this will add to hierarchical achievement. Unfortunately, this equation doesn't always balance. In order to guarantee that employees give the high responsibility, employer should give high job satisfaction that should get by the employees.

1.2 Fortunate Bright Star Sdn Bhd

1.2.1 History of the Company

Fortunate Bright Star Sdn Bhd (FBBSB) was registered on 16th January 2011. Starting with only RM50,000.00 capital, now it has multiplied into RM850,000.00 in 6 years of running the business. The company is owned by Tuan Haji Mohamed Aminuddin Bin Abdul Rahman, where he is the majority shareholder. FBSSB is a family business where the shareholders are among the family members. Furthermore, the company is involved in two (2) different industries; fishery and food industries.

For the deep sea fishery industry, the company has ten (10) vessel licenses together with ten (10) deep sea vessels with the number of employees are ninety (90) vietnamese worker and fourthy(40) thailands worker. The license was approved by the Fisheries Department and the company has to renew it every year which comply the condition stated by the Fisheries Department. The company also has a fresh market in

Kuala Krai. The fresh market does wholesale and retail for the sea resources from the jetty. The company must ensure that they follow the government rules and regulations. Most of the fishermen are foreigners; who are the Vietnamese and Thailand as their fishermen. This is due to the fact that most locals are not interested in fishery activities because of the need to stay long at sea.

The food industry was set up in October 2014. The company produces keropok ikan, keropok lekor/losong, sausage, nugget, fishcake, and fishball and *satar popia*. The entire products are made using the various fresh fish from the company boats. The factory is very concerned about the cleanliness and health of the products they sell to their customers. The factory produces a Muslim and *Halal* product, where only a very small number of entrepreneurs are involved in.

The number of management at the jetty are fourteen (14) and eleven (11) for the food factory.

1.2.2 Organization Chart

The organization structure is as seen below:

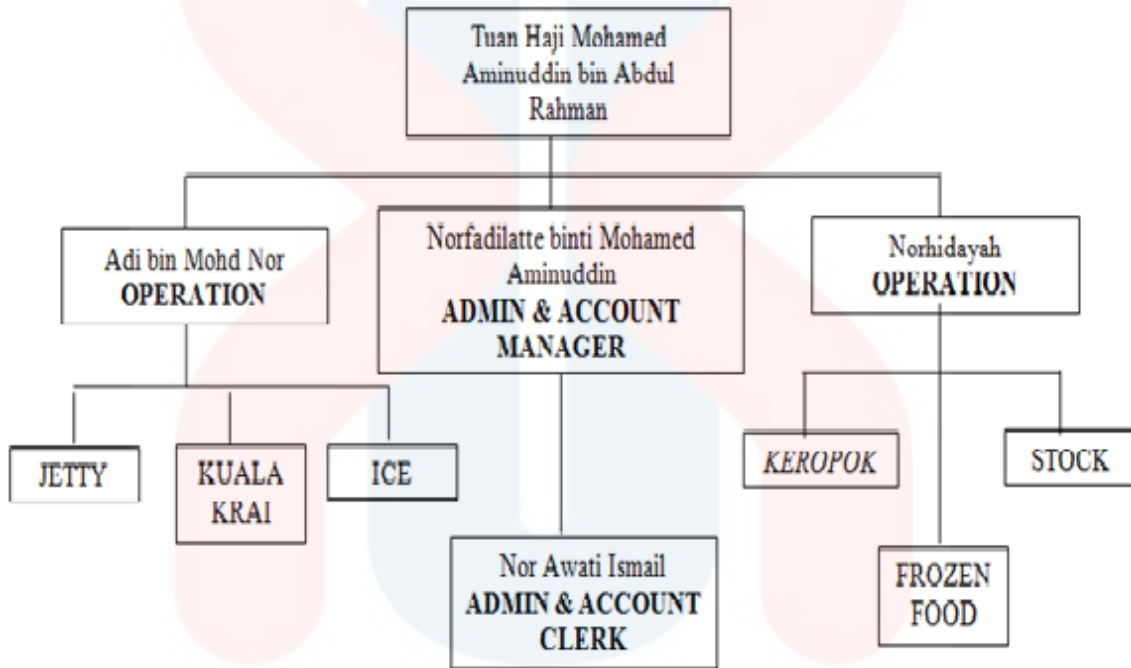


Figure 1.1 : Fortunate Bright Star Sdn. Bhd Organization Chart

1.2.3 Vision, Mission and Objective

The organization **vision** is to be the favored worldwide agro based enterprise. While their **mission** is to make sustaining products from agro resources, prompting benefits for all parties, it additionally points on being the best *Muslim* product. Their values are integrity, win-win, teamwork and innovation. Their **objective** is they believe

that being progressive, trustworthy, as well as having initiative and humility as high personality.

1.3 Nature of Business

1.3.1 Deep Sea Fishing – Treasure in the Ocean

Deep sea fishing is one of the main activities in the agriculture industry. It is normally held in the deep sea area and it is usually far from the coast. The fishing boats are usually large and weigh more than 70 tonne and it is well equipped with the latest technology in fishing to preserve the catch.

In Malaysia, deep sea fishing has contributed to the agriculture sector for more than 20% on the revenue. This sector contributed almost RM 7.9b and the total catch is around 1.5 million tonne in 2015. The state of Perak was the main producer of the deep sea fishing sector and Sarawak as well as Kelantan both are equal in contributing to this sector.

1.3.2 Deep Sea Fishing In Kelantan

For this case study, I have chosen a company operating its business in the State of Kelantan. In Kelantan there are quite a number of companies with a deep sea fishing licence. From the statistic obtained from the Kelantan Fishery Department, there are 209 deep sea fishing vessels that are operating legally in the shore of Kelantan.

I have chosen Fortunate Bright Star Sdn Bhd, a locally own private limited company incorporated in Malaysia as my focus target for my case study. The directorship consists of a husband and wife teamed up with their children to run the company.

This company has a deep sea fishing licence and also has deep sea fishing vessel licences. It has acquired my interest since it has a diversified type of business that is related to deep sea fishing in managing their human resources in the company.

1.3.3 Food Industries

The food manufacturing industry assumes a huge part in the economy of Malaysia. It serves as a wellspring of work as well as a market outlet and included an incentive for essential farming items. Under the Industrial Master Plan (IMP) for 1986-1995, the sustenance handling industry was distinguished as a best need for modern advancement. This was resolved based on its potential commitment to assembling advancement, employment generation, foreign exchange saving and value added creation. Moreover, the reason for the advancement of this division lies with the way that the business has a solid linkage with different areas of the Malaysian economy (MIDA).

On the one hand, Malaysia has large food industries, which are well organized and use modern technologies. With ample capitalization, they are in a position to keep abreast of the dynamic changes taking place in the sector; however, a large proportion of their raw material inputs are imported. On the other hand, the country has many

labour-intensive medium and small industries (SMIs) which rely on low level technologies.

These SMIs are usually characterised by low levels of capitalisation, inefficient management, and constraints in access to credit, marketing, and supply of raw materials and labour. Malaysia has broad nourishment businesses that are efficient and very much acquainted with present day advancements. With sufficient capitalization, they are in a position to stay informed concerning the dynamic .

1.4 Specific Area of Interest

The aim of the study is focusing on the two main objectives :

- i. To identify factors of job satisfaction among staff of Fortunate Bright Star Sdn Bhd.
- ii. To suggest solutions of identified problems faced by Fortunate Bright Star Sdn Bhd regarding staff-employer relationship and its connection to overall achievement of the company.

The main resources of the case study are based on interview sessions. The resources is gathered from conducting interviews with the top management and employees. The collection of data analyzed based on TOWS theory to understand.

1.5 Main Problem

Based on this case analysis, there are two main issues that have been identified from the area of improving job satisfaction among staff of Fortunate Bright Star Sdn Bhd as shown in table 1.1;

Table 1.1 : The Main Issues of Improving Job Satisfaction.

NO	ISSUE	DESCRIPTION
1.	Top Management	<ul style="list-style-type: none"> - Communication barrier. - Poor relationship between employer and employees. - Multitask of works. - Poor pay/ bonus/ reward/ compensation/benefits.
2.	Staff	<ul style="list-style-type: none"> - Lack of motivation. - Stressful environment. - High turnover.

1.6 Conclusion

Case descriptions highlighted the background of company with the emphasis on vision, mission and objectives. Its covers the introduction about the problems and gaps among staff of Fortunate Bright Star Sdn Bhd. There are also elaborate explanations about job satisfaction, main objectives and issues of job satisfaction among staff of Fortunate Bright Star Sdn Bhd.

Regarding to the case study of Fortunate Bright Star Sdn Bhd, there some important issues that will be discussed in details. Simultaneously, alternative solution will be highlighted as well to cater those.

CHAPTER 2

CASE ANALYSIS

2.1 Case Synopsis

Fortunate Bright Star Sdn Bhd has been involved in deep sea fishery as the main activity for the last 6 years in Kelantan and has its own vessels. Another activity done by the company involves the food industry.

The management in Fortunate Bright Star Sdn Bhd was handled by the owner's daughter, Mrs Norfadilatte Binti Mohamed Aminuddin (Mrs Lat), since the date it was incorporated. Starting on March 2014, Mrs Lat furthered her study by taking part time classes in University Malaysia Kelantan (UMK). During her study, she became pregnant and delivered in November 2014. Due to this, the owner, Tuan Haji Aminuddin bin Abdul Rahman, took over Mrs Lat's position and started managing the company himself.

The management change was making a problem for the company, where all the staffs were working under pressure because of the strict environment and high expectations. The employees were unsatisfied with the new management rule in the company. The top management instructed the employees to multitask, such as those in operation department were asked to do the ice department work. This new responsibility made them feel uncomfortable. Furthermore, they complained about the bonus benefit

they received in 2016. There was a big difference between the previous management compared to the new management.

This is the summation about the conflict that happened between the owner and the employees. Although it was a conflict between only two parties, the impact of the conflict is huge. It will affect the management, the internal relationship and the worst thing is the employee turnover rate as well as the employee loyalty. For those reasons, this conflict is quite interesting to be studied.

The management change was making a problem for the company, where all the staffs were working under pressure because of the strict environment and high expectations. The employees were unsatisfied with the new management rule in the company. The top management instructed the employees to multitask, such as making the operation department do the ice department work. This new responsibility made them feel uncomfortable. Furthermore, they complained about the bonus benefit they received in 2016. There was a big difference between the previous management compared to the new management.

This problem has affected many things especially the relationship between the two parties and the work environment. The owner of the company may have lost his employees in terms of loyalty. The work environment may also become more stressful than before. All of this will affect the company's performance. Therefore it is very important to avoid this problem or conflict and find the best solution to solve it. This case study focused on improving job satisfaction among staff to the company chosen; Fortunate Bright Star Sdn Bhd.

2.2 Problem Recognition

2.2.1 Problem Discussion

In the case of Fortunate Bright Star Sdn Bhd there are two main problem involving the top management and employees that have been identified from the area of improving job satisfaction among their staff. This problem could be recognized through four identified issues, that have been identified issues, its employee relationship, low motivation issues, overload work and employees turnover. These issues could directly impact on satisfied and dissatisfied employee and workplace.

2.2.1.1 Employee Relationship

Employer and employee relationship is important to the organization. A strong relationship between both parties can be the factor towards organization success. A strong relationship can also avoid conflicts as well make employees become more productive, efficient and loyal. It can maintain the positive environment in the organization. The relationship is very important because with a good relationship, the percentage of betrayal will decrease. This shows the importance of a strong relationship between employer and employee. The work will become more efficient if the relationship between employees is good. One of the employees has said that :-

“We have a good relationship with the owner’s daughter, Mrs. Lat, who managed this company before her father. Our work environment was full of happiness. We also worked as a team and continually helped each other.”

The working environment plays an important role in helping the employee to concentrate on the task at hand and thus helps them become more excellent. It can create a good management and strong employer and employee relationship that can be vital for the business’s success. A problem can arise if there is an issue in the relationship between these two parties. This shows the communication between top management and the employees is not going well. Communication is very important to manage the company successfully.

2.2.1.2 Low Motivation Issue

Employees need to understand that their employers perceive their achievement in the workplace. They need to feel expanded in esteem, as workers and as people (Brahnam, 2005). Consistently, organization end up being more adjusted on creation and wages, rather than with their own particular representative, or even their customers. To balance employee dissatisfaction, the Employees may now and again be lauded for the idea of their execution in their work life.

Based on the interviews with the employees and owner of Fortunate Bright Star Sdn. Bhd., a diagnosis has been made from the problem stated. This problem is mainly

related with human resources management because the problem involves and affects the management of the organization and the people in the organization. It is crucial for the company or organization to keep the relationship among the employees in harmony. A good relationship is very important to keep the working environment conducive for the employees. With a good relationship among the employees, work will become easier and smoother because everyone is at ease and comfortable among each other. One of the employees has said that :-

“My motivation after the changes of top management was already low when receiving the bonus benefit from the company which was less than before. With all the conflicts and problems inside the company, it made me lazy and demotivated to work. If I don't work, how do I get the money?”

This statement shows how the conflict has made the employees feel demotivated to work. And the impact of this conflict may cause higher employee turnover. If this situation happens, it will be a big loss to the company. They need to find new employees and will spend a lot of money to recruit new employees and give training. The stress in the work environment will lead to the unhappiness of the employees. The unhappy feeling will create the desire to resign and go somewhere else. One of the employees has also made the decision to resign from the company because of the pressure from the owner of the company. She felt like all the sacrifices that she had

made was not appreciated by the company.

Motivation should be given to the employees to promote healthy relationship among the employees which will ease their work and in turn increase productivity. One employee cannot do everything on his own, or maybe he can but the result from the work is not the same as when they do it together. With a good relationship, the workplace will be a happy place and the employees will work together like a family. Employees will tend to lose their focus if they feel tension and stress. A comfortable atmosphere with each other is better to increase focus and concentration which can lessen conflict and at the same time increase productivity for the company. A positive work environment is so important for the employees' morale and company's profit. The company should avoid from higher employee turnover for the sake of the company's image and business.

The employer needs to give opportunities to employees to participate and get empowerment as their right in the company in order to make decisions regarding their work based on rules and regulation that have been standardized by company policies.

From the interview I can see that some of the employees have been thinking of quitting their job.

“Resigning? I’ve been thinking of that. But not now, because the owner has his own principle that he doesn’t want to owe anything to his employees. Because of that, I don’t have any problems regarding my salary payment. That’s one of the reasons that makes me want to stay.”

2.2.1.3 Overload Work

The increasing workload is affected by the shortage of employee to improve their performance and perform multiple tasks. Besides, heavy workload leading to a high level of job stress and reduce quality of works.

“Previously, the top management was controlled by a different person but the replacement of the top management made the employees feel uncomfortable and under pressure. His always want their workers to multitask. One of my colleague already quit after changes were made by the top management.”

This statement was made by one the employees in the company. Basically, the turnover rises when there is a conflict or the employee feels unhappy in the work environment. But that is not the only problem that makes employees leave the company. Shamsuzzoha & Shumon (2007) stated that if the skills that they possess are in demand, they may be lured away with higher pay, better benefit or better job growth potential. It can be because they are unhappy or they can leave because of other reasons. It is so important for the organization to always know the reason why employees resign. This is to avoid the organization from losing their best employee.

Employees need to deals with overload works, over time and this will lead to major problems that stress out the employees and lower their motivation to work.

2.2.1.4 Employee Turnover

Employee turnover is the term used to describe the number or percentage of employees who leave and are replaced by fresh hires. Turnover is generally voluntary or involuntary. As indicated, voluntary means the worker decides to leave, for reasons such as accepting an offer from another organization, relocating to another area, or for some other personal reasons.

For this type of turnover, the employee will usually tender a resignation notice to the employer, whether written or verbal, to signal his or her intent to quit. Voluntary turnover is when the workers will discuss and compare different organizations. As for involuntary turnover, it is when the employers make a decision to let go of their workers. This can be caused by low job performance, absenteeism, or going against company policies. The terms used for these involuntary turnovers include termination, firing, or discharge. The term 'involuntary' comes from the fact that the decision is not made by the employees themselves.

A relationship problem in the organization can cause a big impact. The pressure that employees received from the top management can make employees stressful and feel mistreated by the company. From that, employee turnover will increase gradually. That is the impact of a relationship problem when someone feels stressful, pressured and miserable working in the company. One of the employees who resigned from the company has said that:-

“The environment inside the company became stressful. The drastic changes by the owner of the company made the employee feel uncomfortable and unmotivated. It was because of this that I have resigned from the company.”

Like Khan (2013) said, the turnover of expert employees will be a big loss to the company. This problem can give a big impact to the company in many aspects. The strategy to solve this conflict or problem is very important to avoid any internal problems from arising.

Low pay (for bring down level positions) and little opportunity for progression may bring about workers encounter low job satisfaction and authoritative responsibility. It can be exorbitant as it might realize disappointments to go to work and absenteeism. This issue in the end can bring about decreased efficiency when humble conferred representatives can't appreciate the connection between their work commitment and the organization's profitability. Keeping in mind the end goal to take care of the issues of high turnover and absenteeism, it is important to investigate the two variables being studied and decide the factors that would influence commitment.

2.2.2 Situational Analysis

Based on interview sessions with Fortunate Bright Star Sdn Bhd (FBBSB) manager, employees, observation and documentations, the strengths and weaknesses of the organization can be analysed using the TOWS strategy analysis. The situation

analysis that has been selected to find out the internal and external factors as well as to find the strategy to overcome the issues in the company is the TOWS analysis. The TOWS analysis will be beneficial in meeting the entire organizational mission and goals to enhance future business.

The TOWS analysis is a technique for vital investigation used to contemplate the earth of the association and its inside. The TOWS concept is synonymous with the term SWOT acronym. According to H. Weirich (1982), the English words “Threats (in the environment), Opportunities (in the environment), Weaknesses (of the the emphasis on problem-solving sequence in the process of strategy formulation organization), Strength’s (of the organization)” should be placed in this order to make sense.

TOWS matrix is known as conceptual framework combination of the environment factors in internal organization/company and external factors in which affected them and also the strategies that they should take in terms of those variables. By using TOWS analysis, a practice to create suitable, effective and efficient strategies and action by analyse the company situation in terms of environment.

Table 2.1: The TOWS Matrix

The TOWS Matrix		
	STRENGTHS - S List strengths	WEAKNESSES - W List weaknesses
OPPORTUNITIES - O List opportunities	SO STRATEGIES Use strengths to take advantage of opportunities	WO STRATEGIES Overcome weaknesses by taking advantage of opportunities
THREATS - T List threats	ST STRATEGIES Use strengths to avoid threats	WT STRATEGIES Minimize weaknesses and avoid threats

Table 2.2: TOWS Matrix of Fortunate Bright Star Sdn Bhd

THE TOWS MATRIX		
	OPPORTUNITIES	THREAT
	<ol style="list-style-type: none"> 1. Have a strategic location for a business. 2. Business growth and expansion. 	<ol style="list-style-type: none"> 1. Current economy-issues 2. Dependent of foreigners workers (deep sea fishery industry). 3. High turnover / recruiting cost for Jetty staff
STRENGTH	S-O STRATEGY	S-T STRATEGY
<ol style="list-style-type: none"> 1. Stable financial with strong cash flows. 	<ol style="list-style-type: none"> 1. Balance in input and output in employees work. 	<ol style="list-style-type: none"> 1. Implementation of training and career development.
WEAKNESSES	W-O STRATEGY	W-T STRATEGY
<ol style="list-style-type: none"> 1. Lack of communication – lead to mistrust, confusion, and misunderstanding. 2. No job schedule for staff. 3. No career development program for the staff. 	<ol style="list-style-type: none"> 1. Rewarded them when they deserved. 2. Admit that they have different opinions, do not react negatively to bad news. 	<ol style="list-style-type: none"> 1. Developing new internal structure of payments and employees compensation.

2.2.2.1 S-O Strategy

A strategy that is suitable for this company is to balance in input and output in employees' work. This will lead to more efficient and decreasing the the load of works in order to provide a less stressful environment to the employees.

2.2.2.2 S-T Strategy

This strategy is suitable for when the company wants to implement a career development strategy and team building training as a part of the strategy in creating a successful company. Career development can enhance the employees' personal achievements in terms of being promoted, recognizing their excellent work and becoming talented employees. Training team building between the manager and the employees will enhance their relationship with each other. This can be achieved by helping each other in terms of project assigned in a team, learning the attitude and behavior among team members, and learning to respect and be respected, all of which can lead to high motivation in team members.

2.2.2.3 W-O Strategy

By rewarding employees when they are successful, admitting that they have different opinions, not reacting negatively to bad news and praising the employees who keep you informed, helping the team to see projects coming from outside to increase the

cohesion of its members are all part of the W-O Strategy. Perhaps after the employees have contributed well in their energy, time and life to their work, they need to get good remunerations such as fair salaries, fringe benefits, working life balance, medical benefits and other rewards that can enhance their work as well personal lives.

Another strategy is open communication between the employees and the management. All decisions come from the top management, however, employees need to be able to communicate with their respective leaders or managers on their dissatisfaction. Communication can create effective solutions, as the manager can figure out the solution to employees' problem in a comprehensive way. The manager needs to discuss with the top management of the company about the issue of unbalance in the working life.

2.2.2.4 W-T Strategy

This strategy can develop a new internal structure of payments and employee compensation. A qualified employee with the same job experience, same job description and same grade is paid in different portions. This is discrimination among the employees. The company needs to review and make sure it structure well on compensation issues about the employees. The new internal structure with the support of allowance can achieve the business objective to be successful in the future with high motivated employees.

2.3 Problem Definition

According to Kaye and Jordan-Evans (1999), Employers that are viewed as dishonest by their workers might be seen in this way in light of the way that they assume exclusively about organization income, rather than the workers that are working for them. This impression of a business may incite occupation disillusionment, and raise the organization's turnover rate. Dissatisfaction may similarly develop, with a similar outcome in turnover, when the work environment fails to have any versatility or any wellspring of beguilement for the workers; the tone of the business will get the chance to annoyed or dreary.

Absence of correspondence in the workforce is an essential supporter to frustration. This is for the most part the delayed consequence of regulatory staff that is withdrawn and does not know how to relate to their workers on an individual or master level (Branham, 2005). Awful correspondence leaves workers feeling disconnected from the organization. This is awkward to the prosperity of the organization in light of the way that when a worker feels ignored, he or she will tend to perform at a lower level. This employee gets the opportunity to be indeterminate of his or her position within the organization, and wonders what his or her inspiration is within the workplace.

On the off chance that an organization does an execution examination, the critiques may be given in a cruel tone, to the point that, as opposed to persuading an employee, it instead threatens, and the worker may feel uncomfortable in the working environment, instead of feeling urged to accomplish more. It might be normal for the

upper administration in a working environment to take the thoughts of lower level workers for granted, which leaves these employees feeling ignored and useless. It gets to be almost impossible for workers to see a brilliant future while working for the organization. On the off chance that a worker neglects to see a future with the organization, why would they work to deliver results?.

Organizations that don't give adequate preparing chances to employees are likewise doing themselves damages. These organizations are passing up a major opportunity for workers that are devoted to their organizations and educated in their fields, and with adequate preparing, can possibly do well in higher positions. Consequently, organizations ought to be worried about their employees' level of occupation fulfilment on the grounds that workers' fulfilment expands employee maintenance. Robert Habeeb who is president of First Hospitality Group in 2001 says that, "In the event that you treat your employee more like in visitors, you will diminish turnover. At the point workers will treat in visitors better, which spreads great buzz, supports rehash visits and voila, makes the business more gainful" (Mcconnell & Huba, 2001).

2.4 Problem Diagnosis

Based on this case analysis, it has been identified that the main issue is from the area of human resource management. The main problem is the relationship between top management and their staff at the jetty and the food factory.

Employee satisfaction can affect their emotional response, efficiency, responsibility and attitude which in turn will affect the employee loyalty towards the organization and will impact the turnover rate of the organization.

Based on the interviews with the employees of Fortunate Bright Star Sdn Bhd, a diagnosis has been made from the problem stated. This problem is related with the human resources management because the effects from this problem involve the organization's management and the people in the organization. The owner came to the company and made drastic changes in the management. Because of that, the environment inside the company has changed from cheerful to stressful. Thus it will affect employees' performance and loyalty and ultimately, the company performance. This will be harmful to the company image and business.

From the observation of the company, employees of Fortunate Bright Star Sdn. Bhd. felt the tension and stress due to the poor relationship with their top management who is also the owner of the company. From that, the motivation to work was lost. It is essential that employees are comfortable with each other to create better focus and concentration thus lessen conflicts, as well as increase productivity and can cause the employee turnover to decrease. From this, if they lose their employees, it will increase their expenses in the recruitment of new employees. The company should avoid from employee turnover for the sake of the company image and business.

Human resources management is so important in the organization. For more than a century, human resources management as a discipline and practice in the management of an organization, has evolved and developed into different areas (Itika, 2011). With a good human resources management, it can make the organization more

organized in terms of management and environment.

The worldwide way to deal with an estimation of employee job satisfaction is utilized when the goal is to quantify general viewpoint to the occupation. Be that as it may, feature methodologies can indicate which particular perspectives of the occupation are producing fulfilment or disappointment for the person. Features of occupation fulfilment can include any part of the employment, for example, pay, associates, chiefs, authoritative components and workplace (Coomber and Barriball, 2007). Pearson (1991) proposes that workers sit tight for their business to give a conglomeration of components (e.g. pay, advancement and independence) for which worker has specific good values. Regarding employee satisfaction, Luthans (1992) has said five measurements containing pay, attributes of occupation, working conditions, administration legislative issues and working associates. While pay has been viewed as an outside capacity, other (variables of occupation qualities) has been characterized as interior component (Rose, 2003).

Organization commitment alludes to the employee's passionate association with, distinguishing proof with, and participation in the organization. On a basic level, estimating Organization commitment is an appraisal of the equality between a person's own particular convictions and values and those of the organization (Swales, 2002). It can be categorized as employees' inclination to add to organizational objectives. At the point when workers are sure that they will learn and create with their present managers, their level of responsibility regarding that specific organization is higher and their tendency to stay will expand (Opkara, 2004).

With the mean to make employees satisfied and unswerving to their employments, there is a requirement for strong and successful motivational systems executed at different levels of the organization. Other than that, Ayeni and Phopoola (2007) have found a strong association between job satisfaction and organizational commitment. They emphasized that job satisfaction is the determinant factor on how well the organization lives up to employees' anticipations and expectations

Then again, Maxwell and Steele (2003) trusted that organization is restless to take care of workers' advantage. It is clear, the more prominent the experience, the additionally reassuring the effect on the dedication. Further, a person's involvement with their collaborators had genuine effect on their level of sense of duty regarding the organization (Maxwell and Steele, 2003). High level of organizational commitment provide a clear focus for Human Resource Manager on the grounds that commitment give an unmistakable concentrate to Human Resource Manager in light of the fact that dedication is in itself great and positive that should prompt abnormal state of work performance. Effect of satisfied and dissatisfied employees and workplace:-

i. Job Satisfaction and employee performance

Some researcher used to trust the connection between job satisfaction and job performance was a myth however survey of three hundred investigations recommended the relationship is really solid.

Organization with more satisfied employees has a tendency to be more successful and effective.

ii. Job Satisfaction and customer loyalty.

Service Organization Manager must be worried about satisfying and fulfilling clients. It is significant to ask if worker fulfillment is identified with positive customer outcome. For cutting edge workers who have normal client contact the appropriate response is "yes". Satisfied employees increment customer loyalties and dependability.

iii. Job satisfaction and absenteeism.

There is an unfriendly connection amongst satisfaction and absenteeism, but it is moderate to weak. While it is certainly logical that dissatisfied employees are more likely to miss work, different factors additionally assume their parts to influence the relationship.

iv. Job satisfaction and turnover.

The relationship between the job satisfaction and turnover is stronger than between satisfaction and absenteeism. The satisfaction turnover relationship is likewise influenced by elective employment prospects.

v. Job satisfaction and workplace deviance.

Job dissatisfaction and unfriendly association with co-worker envisage a variety of behaviors organizations find undesirable including

unionization attempts, substance abuse, stealing at work, undue socializing and tardiness.

2.5 Alternative Solution

2.5.1 Reward and Recognition

Recognition is one of the easiest ways to make employees feel like they are valued. Giving recognition is often free and expressing ones' gratitude does not take much time. Another advantage of using this system is that it can contribute to employees' job satisfaction in a way that it gives them the independence to complement each other and convey their values and expectations among themselves. Employees constantly seeking for recognitions for their work, employers who are always aware of this and make a habit to value their workers will get a positive result. Employees may have a difficult time coming to their employers and telling them what they want, but this does not mean that the employers should ignore their needs and expectations.

Reward and recognition could be seen as one of the key factors related to employee satisfaction. Maurer (2001) prescribes that prizes and acknowledgment should be associated with legitimate achievement as an eventual outcome of representative employee job satisfaction (Jun et al., 2006). The investigation of Pascoe et al. (2002) demonstrates that the nonappearance of recognition and outside prize for some person's work is on a very basic level in integrity of the framework on the grounds that standards and regulations basically predict executives from offering "support

rewards” in recognition of an occupation well done.

As it were, absence of fitting recognition and compensation decrease job satisfaction of workers. Consequently, administration of organizations and foundations ought to add to the frameworks for giving rewards and recognition to occupations well done to build employee job satisfaction. Researchers has recommended that rewards now cause fulfilment of the worker which specifically impacts execution of the employees’ work (Kalimullah et al, 2010).

2.5.2 Reward System Theory

Reward system can literally improve the employee’s efficiency, increase productivity and motivate them. Due to a lot problem occur in the organization such as a lack of employees that significantly overload work, lowers their motivation at workplace and high turnover, top management need to provide some rewards to the employees.

The extrinsic rewards refer to tangible rewards which can be measure such as increase in employees salary, provide bonus for achieved target of completed works and overtime payment for extra working hours. In addition, extrinsic rewards also can be promotion, praise and awards for certain success.

The intrinsic rewards is where an employee can provide the experience, ability to solve problem and intelligence to the organization. Stella (2008) state that these are the sources of need satisfaction, that derived from the individuals relation to the job itself and it involves job factors which reward the needs of the individual to reach his

aspirations and an example are achievement, recognition, responsibility, advancement. The top management need to give employees the opportunities in terms of skills, expertise and talented job. Beside that, employees also should be given the opportunities on career development and training program to expand the employees knowledge hence solving the overload work.

Based on the theory of Reward System, it described an effective way on how to reward employees in organization. When the employees assist the organization in accomplishment of organization objective or goal, employer provide a reward to knowledge them. By offering better reward system to the employees, it can improve the employees performance on quality task and also can give employee satisfaction. Employees were not motivated while doing their job due to not satisfy with their working environment. By providing these rewards, it can help to enhance the motivation of the employees thus maintain the organization performance.

2.5.3 Teamwork

Effective teamwork can inspire workers and improve laborer execution and self-viability. This assemble motivation and self-viability through collaboration which can be a wellspring of workers self-control, significance, holding with colleagues and self-rule. For example, as showed by delayed consequences of (Rahman and Bullock's 2005) surveys performed with gathering associations in Australia and New Zealand, the use of gatherings has a basically positive relationship with worker spirit.

As stated by Kalisch BJ and Lee KH (2010), the nature of correspondence and communication can enhance the workplace, by long range informal communication, trust among staff, working towards regular objectives, work fulfilment, work satisfaction, lessened burnout, and enhanced life span. These were demonstrated to result from powerful routine of teamwork.

2.5.4 Motivation Theory.

Motivation in work context is a psychological process that occurs from the organization between a worker and the workplace and it is described by a specific level of willingness and inclination. The employees are set up to heighten their work exertion for them to get a specific need or desire that they embrace (Beardwell & Claydon, 2007, p. 491).

Motivation theory endeavors to illuminate why individuals at work carry on the way they do regarding their endeavors and make progress toward accomplishment. The process of motivation can be shown as following;

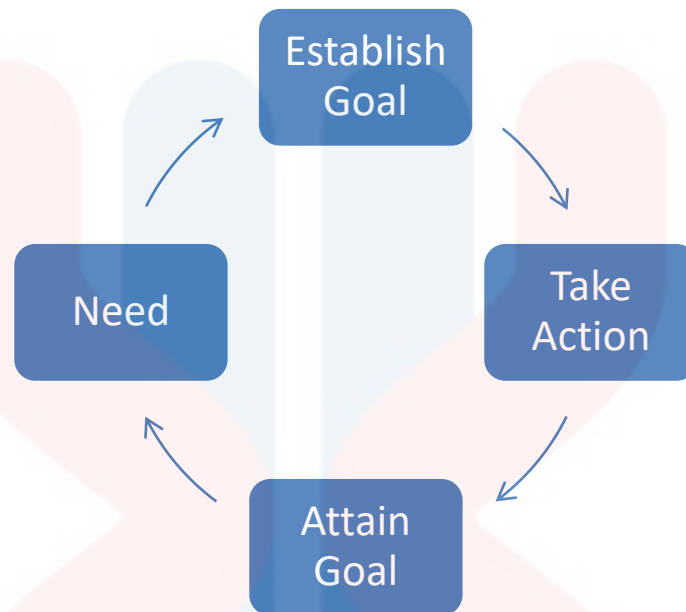


Figure 2.1: The Process of Motivation (Michael Armstrong)

In this model, motivation is initiated by the conscious or unconscious recognition of unsatisfied needs. These needs create wants, which in turn become desire to achieve or obtain something. In order to satisfy the needs and wants, goals are created and a behavior selected in order to achieve these goals. If the goal is achieved, the behavior is likely to be repeated when a similar need emerges. If the goal is not achieved, the same action is less likely to be repeated (Armstrong 1988, p. 106-107).

Employer can motivate employees through methods such as pay, promotion and praise. Employees can also motivate themselves by seeking work where individual goals, needs and wants will be achieved.

2.5.5 Hierarchy of needs

Although commonly known in the human motivation literature, Maslow's needs hierarchy theory was one of the first theories to examine the important contributors to job satisfaction. The theory suggests that human needs form a five-level hierarchy (Figure 2.2) consisting of:

- i. Physiological needs
- ii. Safety needs
- iii. Belongingness/love
- iv. Esteem
- v. Self-actualization.

Maslow's hierarchy of needs postulates that there are essential needs that need to be met first (such as, physiological needs and safety), before more complex needs can be met (such as, belonging and esteem).

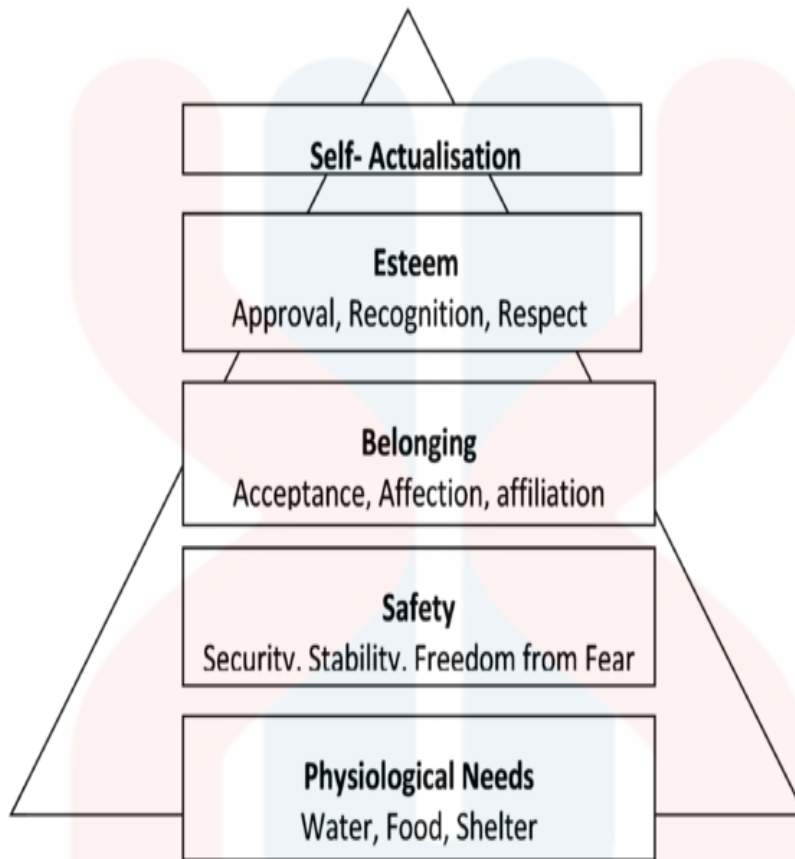


Figure 2.2: Maslow's Five-level Hierarchy

In his theory, Maslow (1943) believes that the needs are hierarchical whereby the lower-level needs are to be met before meeting the higher-level ones. This theory goes by the principle of deficiency where once the needs are satisfied, they are no longer considered as motivators because people will only act when their needs are unsatisfied. As explained before, the needs are arranged in a certain order where the basic of needs are placed at the bottom-most tier while self-actualization is placed at the top-most tier. It is an efficient way of looking at things where you must first create the base of the pyramid before continuing until the top.

Maslow's needs hierarchy was created to clarify human inspiration in general. Be that as it may, its fundamental occupants are appropriate to the work setting, and have been utilized to clarify job satisfaction. Inside an association, budgetary pay and medicinal services is a portion of the advantages which enable a worker to meet their essential physiological needs. Safety needs can show itself through representatives feeling physically safe in their workplace, and employer stability and additionally having appropriate organization structures and approaches. At the point when this is fulfilled, the worker's can concentrate on feeling as if they have a place with the work environment. This can come as positive organization with partners and directors in the working environment, and regardless of whether they believe they are a piece of their group/organization.

Once fulfilled, the worker's will try to feel just as they are esteemed and increased in value by their partners and their organization. The final step is where the employee seeks to self-actualize; where they have to develop and create with a specific end goal to wind up all that they are fit for getting to be. In spite of the fact that it could be viewed as isolated, the movements starting with one stage then onto the next all add to the procedure of self-actualization.

In this way, organization hoping to enhance worker job satisfaction should endeavor to meet the essential needs of representatives before advancing to address higher-arrange needs. However it may, all the more as of late this approach is winding up less main stream as it neglects to think about the psychological procedure of the worker and, as a rule, needs exact supporting confirmation. Furthermore, others have discovered blame with the last phase of self-completion. The absence of an

unmistakable definition and applied comprehension of self-realization, combined with a trouble of estimating it, makes it hard to quantify what the last objective is or when it has been accomplished.

It is important to note, however, that one person's needs do not match another person's needs. At any point in someone's life, they are motivated by different factors. This is why it is important for organizations to identify the individual needs of each worker. They need this info to create a strategy that will help most in motivating their employees. This means that the manager plays a crucial role to get to know their subordinates at a level where they can recognize their needs and then use those needs for motivators in their work.

2.6 Recommendation

The recommendation part is to highlight the main issues in the organization has an obligation to guarantee the fulfilment of every last bit of its employee satisfaction. Based on the analysis, we had come up with a few recommended solutions for Fortunate Bright Star Sdn Bhd in handling and managing job satisfaction among their staff.

2.6.1 Strive For Employee (Job Satisfaction)

Locke and Luthan (1976) defined job satisfaction as emotionally satisfying and encouraging situation that come about from the employee appreciation of the job they are doing. In other words, job satisfaction is resulted from how an employee's job

delivers the things that they deem as important to them. Mitchell and Lasan (1987) said that job satisfactions are one of the most crucial and researched field in organizational behaviour. Luthan (1998) divided job satisfaction into 3 crucial elements:

- i. Job satisfaction cannot be seen because it is an emotional response one have towards his or her job, it must be derived.
- ii. Job satisfaction is usually measured on the manner in which the results reach or surpass expectations. Example: workers will have a higher chance to behave negatively if they think their employer didn't reward them accordingly. Especially on the off chance that they are working harder than the other employees however getting less reward.
- iii. Job satisfaction stand for a number of interconnected attitudes. These include the work itself, wage, compensations (promotions, rewards), administration and colleagues. All these crucial elements of a job can have a beneficial reaction on an individual.

Levinson (1997) and Moser (1997) stated that job satisfaction is so essential to an employee because without it one will lost interest in their work and will lack in their sense of responsibilities. In addition, Alexander, Lichtenstein and Hellmann (1997), and Jamal (1997) agreed that an absence of job satisfaction will eventually pressure a worker to quit their job. Kessler (2014) noted that the higher rate of job satisfaction of a

business workforce the lower the number of voluntary turnover intention will be for that business. This is because satisfied workers are more committed, motivated and loyal to their employees. Other than that, Katz, in Sinclair, et al. (2005) reveals that money is a strong incentive affecting a person job pick. He further justifies that money can draw, maintain and inspire persons to function better at their job.

2.6.2 Understand Employee Needs and Expectations

Employers will have a hard time trying to identify a problem when they are unwilling to listen to their employees' issues and concerns. The businesses must give the recognition of the employees as an individual with different ambitions, desires and personalities. Top management of Fortunate Bright Star Sdn Bhd also needs to appreciate the contribution made by each individual to their organizations. With that consideration in mind, employers should make it their priority to provide their employees with suitable incentives to keep the happy and productive.

An expectation is the thought, or belief, that something will occur. Expectations can be found all around us. Top management of Fortunate Bright Star Sdn Bhd has expectations of their employees and the same can also be said for the employees when it comes to their employers. Every employee is unique and expectations may differ from employee to employee. Each employee holds some basic expectations of their employer. These essential worker desires incorporate safe working conditions, sufficient preparing, arrangement correspondence, and pay checks to be right and on time. It is observed that employees are rarely vocal when talking about their individual

expectations. However, several studies on what employees really looking for in their work environment were conducted. From these studies it can be concluded that top management of Fortunate Bright Star Sdn Bhd need to have an awareness of the workers expectations and what are the best way to fulfill them that will benefit both parties.

2.6.3 The Management Capability and Leadership Style

Many studies were conducted where it is evident that the management and leadership style can affect the capability of the organization to retain its employees. Eisenberger, Fasolo, and Davis-LaMastro (1990) claimed that employee's rapport with the administrator will influence on how they perceive the organization. A highly competitive environment entails that a business needs to keep the key employees in order to stay competitive. With that said, leaders' part in maintaining and keeping employees is crucial because they represent the whole organization and their management style will determine how employees feel about the company.

Leadership is a very important aspect in organizing the company. "Voon, Lo, Ngui & Ayob (2011) noted that leadership is a process of influence between the leader and the subordinates where a leader attempts to influence the behaviour of subordinates to achieve organizational goals". In order to gain success in achieving the goals, the leaders of the organization play important roles by practising the right leadership style.

Good leadership style can influence employee's performance and satisfaction (Warrick, 1981). Ojuku, Odetayo & Sajugiye (2012) define that there are some common

leadership style dimensions. There are charismatic leadership, transactional leadership, transformational leadership, autocratic leadership, bureaucratic leadership, and democratic leadership. Below are the leadership styles recommended for Fortunate Bright Star Sdn. Bhd to improve upon and maybe it can be the solution to their problems.

2.6.3.1 Charismatic Leadership

This is the most trait-driven leadership. Ojuku, Odetayo and Sajugiye (2012) reported that charismatic leaders have a vision, as well as a personality that motivate followers to execute that vision. This leadership style has been one of the traditionally valued. This leadership style provides the creativity for innovation and also the leader that uses this leadership can leave the subordinates to themselves. It will give a big impact to the company. The company can appear rudderless and without direction.

This style of leadership can be implemented by Fortunate Bright Star Sdn Bhd. With highly motivated leadership, it can face the pressure and come up with new strategy to overcome the problem. This is because a person who possesses charismatic leadership is creative and innovative. Furthermore, with skill and motivation, it can help the employee to achieve the company goal.

2.6.3.2 Bureaucratic Leadership

Ojuku, Odetayo and Sajugiye (2012) define style of leadership creates and relies on policy to meet authoritative objective. Policies drive execution, strategy, objectives and outcomes. These leaders are more comfortable relying on the stated policies in order to convince the other employees to join and follow the policies stated. These leaders are usually strongly committed to procedures and process instead of people, and as a result they may appear aloof and highly change-adverse. But the problem regarding this leadership style is that the leader ignores the importance of developing and motivating their employees. The issue with respect to this leadership style is the pioneer disregards the significance of creating and persuading their employee.

This leadership style is suitable for Fortunate Bright Star Sdn. Bhd. The owner needs to set the policies and the manager should convince their employees to follow the policies. By doing so, it can give the employees a specific focus in doing their job. The policies must be suitable and align with the company's goals because the most important matter is to achieve the company's goals.

2.7 Conclusion

The finding of this case study additionally can help the top management of Fortunate Bright Star Sdn Bhd in arranging and building up the techniques to upgrade the organizational commitment of the workers. It might end up noticeably one of the tool and direction for further actions. This is important to keep the survival of the organization in the worldwide period whereby these days it is difficult to influence

employees to believe to obliged and end up noticeably dedicated to the organization. In this way, new strategies must be produced now and again.

All organizations have their own unique problems. The important thing is how to react to the problems and the existing strategy that the company use to solve the problem that arises. What are the effects and how do the employees adapt and face the conflict that arises? Will the conflicts between employer and employees increase the turnover or decrease the business profit? Therefore, there is a need for the case study and the proper analysis to be conducted concerning the conflict.

As indicated by Meyer, John P, Stanley, David J, Herscovitch, Lynne, Topolnytsky, Laryssa (2002), job satisfaction is a determinative of authoritative responsibility. The fundamental distinction between authoritative responsibility and job satisfaction is that while organizational commitment can be characterized as the passionate reactions which a employee has towards his organization; job satisfaction is the reactions that a worker has towards any activity. It is viewed as that these two factors are exceptionally interrelated. As it were, while a employee has positive sentiments towards the organization, its esteems and targets, it feasible for him to be unsatisfied with the job he has in the organization.

Based on the interviews conducted with the Fortunate Bright Star Sdn Bhd owner and employees, the problem has been identified and the recommendation above is the best strategy for Fortunate Bright Star Sdn. Bhd to solve the problem. There are positive relationships among the relationship between organizational performance and job satisfaction in Fortunate Bright Star Sdn Bhd. Through the factors affecting employee satisfaction, Fortunate Bright Star Sdn Bhd must offer an all-encompassing

way to deal with efficient employee conduct. Most influencing factors of employee satisfaction are correspondence, reward and recognition, working conditions, training and personnel development, teamwork, empowerment and participation. With the findings of the study, the bond between factors affecting employee are statistically significant. With government authorities, fulfilment of their employments may have solid and vital impact on enhancing the nature of taxpayer driven organizations.

A framework was developed by including factors affecting employee satisfaction with job satisfaction, their relationship that has affected employee satisfaction at Fortunate Bright Star Sdn. Bhd. Rewards and recognition was found to be the most relevant factor for employee satisfaction followed by the working condition, training and individual development, teamwork and lastly empowerment and participation of employees. Based on the theoretical considerations, a conceptual framework linking with organizational commitment and job satisfaction in Fortunate Bright Star Sdn Bhd was developed.

A high rate of worker happiness is specifically identified with a lower turnover rate. Hence keeping employees satisfied by their professions ought to be a noteworthy need for each superintendent. While this is a surely understood certainty in administration, monetary downturns like the present one, appear to bring about employers to disregard it. For this situation there are various reasons why employees can get to be debilitated with their occupations and leave, including high stretches, absence of correspondence inside the organization, absence of acknowledgement, or restricted open door for development. The administration ought to effectively look to enhance these elements in the event that they want to bring down their turnover rate.

Indeed, even in a monetary downturn, turnover is a cost best dodged.

The working condition is revealed to be the next vital element in a worker's satisfaction. Work satisfaction has the capacity to be affected by the physical background in which employees do their work. From the results of the interviews with employees at Fortunate Bright Star Sdn. Bhd., it is agreed that the working condition must be in good condition in order to increase their work satisfaction.

However, when the employer gives rewards and recognition based on their quality and commitment that have been showed by employees with a job well done could maybe increase the job satisfaction among the employees. According to Jun et al. (2006) and Maurer (2001) this factor's outcome backs the investigation. Fortunate Bright Star Sdn. Bhd. must create formal rewards and recognition frameworks in order to support worker organizations and bolster cooperation. Acknowledgement of fabulousness are needed in Fortunate Bright Star Sdn. Bhd. related to endeavours by any workers and department. It ought to be shown in terms of remunerations as a method for supporting specific performance level.

Organizations that have trust among employees are usually successful, and inversely, those with opposite behaviours are frequently not successful. Trust is essential to an effective team, because it provides a sense of safety. At the point when the colleagues feel safe with each other, they fondle agreeable to open up, take appropriate risks, and uncover vulnerabilities. So as to guarantee that employees give the high responsibility, employer should give high job satisfaction that ought to get by the employees.

The top management of Fortunate Bright Star Sdn Bhd must expand the participation among their employees keeping in mind the end goal to build the relationship among the employee in each division. Top management can conduct the outdoor activities or team building activities and should be participate by all employees in the organization. Align with that, the relationship amongst top management and employees likewise can be made strides.

The finding uncover the basic of making the give and take condition whereby to keep up a decent relationship, the two gatherings must willing to supplement, acknowledge and respond with each other. Essentially, if the top management of Fortunate Bright Star Sdn Bhd need the employees to be focused on the organization, they ought to gave the complete consideration and accentuate the nature of job satisfaction among their employees.



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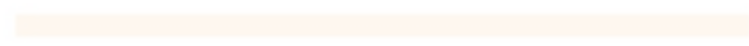
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