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TITLE:

TO IDENTIFY THE LEVEL OF EMPLOYEE JOB SATISFACTION OF MALAYSIA
AIRPORTS HOLDINGS BERHAD (MAHB)

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ABSTRACT

Employee job satisfaction is an important tool to improve the company performance together with gaining the employee loyalty towards the company. This paper aims to study about the level of the factors involving employee job satisfaction towards Malaysia Airports Holdings Berhad (MAHB). This research was carried out to investigate 5 factors which involves The Working Environment, Benefits, Turnover Intention, Employee Empowerment and lastly The Leadership Style towards the employee job satisfaction in MAHB. We perform our analysis using questionnaires method that have been used as instruments to collect the primary data and had distributed among the employees in MAHB using the Simple Random Technique. The findings of this research shown that all factors are positively related to the job satisfaction according to our SPSS result. The result for our research are based on mean score level, which shows the factor Benefits got the highest mean (M=3.866) and the factor of Leadership Style had the lowest mean score (M=3.794). Furthermore, this study also interpret and presents information upon all 5 factors that contribute in achieving the employees job satisfaction together with the recommendations to enhance and intensify the level of job satisfaction while working in Malaysia Airports Holdings Berhad (MAHB).

(199 words)

Keywords : Malaysia Airports Holdings Berhad (MAHB), Level, Factors, Employee Job Satisfaction

CHAPTER 1: RESEARCH INTRODUCTION

1.1 INTRODUCTION

It was essential to keep track of people that helped in raising and maintained a strong organization. The role, position and also the prominence that were given to human resources within any organization were considered as a reflection of its overall approached and understanding of how human resources drive organizational processes. Although in many cases the organization will succeed to get the human resources who were efficient and effective in their duties that they were doing within the organizational unit but the key point of challenge comes up when organizations try to make sure that the employees who were good in their jobs and duties will keep within the company itself. In order to keep this group organization must maintain their sustainability toward employee job satisfaction.

There were many factors that companies must consider in order to address employee satisfaction such as leadership style, employee turnover, the benefits, work environment and employee empowerment which were the key factors to determine employee satisfaction. In the age of globalization all airports were racing to maintain a structured organization with competent workers. This were because employees were an important asset of any organization, whether business or non-profit purpose. Several experts noted the role played by employees in creating competitive advantage for the organization.

The purpose of this study were to investigate the level of the factor involving employee job satisfaction in Malaysia Airports Holdings Berhad by measured the related factor that has been chosen. It was always the challenge for the company to ensure that their employees stay with the organization. The decision making of employees were affected by their security in the workplace as well as the treatment they get from management. In this regard, the employee turnover was a response of employees on the policies, leadership styles and support the management gives. (dalluay, 2017)

1.2 BACKGROUND OF THE STUDY

Job satisfaction describes the feelings, attitudes or preference of individuals regarding their work. It indicates how content an individual were towards his or her work. (Armstrong, 2006) defines job satisfaction as the attitudes and feelings that people felt about their work. Positive and favourable attitude towards the job indicate job satisfaction. Meanwhile, negative and unfavourable attitude indicate dissatisfaction. This study sought to determine the level of the factors involving employee job satisfaction in Malaysia Airports Holdings Berhad. The index of satisfaction among employee based on five factor that has been investigated which are leadership style, employee turnover, benefits, work environment and employee empowerment. The study focused on the feelings, attitudes and preferences of employees in organization in the determination of the factors.

Process of selecting certain members from them using simple random technique by targeting 260 employees in MAHB organization. Questionnaire sampling was used in getting sample and sample size determined using Krejcie & Morgan Table. Employee reward was the other component of job satisfaction which were about how people were given appreciation as a return for doing something good or valuable to the organization (Mohammad Moinul Islam, Nurul Mohammad Zayed, & Abu Zafar Ahmed, 2013)

Job satisfaction were defined as the effective orientation that an employee has towards his or her work. It described the feelings or preference of individuals regarding work. Job satisfaction was a very important component to employees in any organization. Many researchers and administrators have noticed the importance of job satisfaction on a variety of organizational variables. Employees who did not satisfied were likely to leave their jobs, thus understanding of employee job satisfaction and its come out with variable were important for any organization to exist and flourish. A research conducted in MAHB HQ on employees' satisfaction among 260 employees which constituted of Corporate Communication department, Human Resources department and Land and Development department. It revealed clearly that all employees were bound to work because of the sustainability of the company that makes them happy. When sustainability was taken care of, the risk for companies lose their jobs are minimal.

1.3 RESEARCH PROBLEM

It was known that employee satisfaction can be influenced by the factors like Employee turnover, Work environment, Leadership styles, Benefits and Employee empowerment. Based on Nzimande (2011) employee turnover will eventually increase the stress among managers resulting to failure on providing clear guidelines to the employee workforce. (Jalagat, Al-Zadjali, & Al-Abdullah, 2017)

Meanwhile, factors like work environment can be relate to the Leadership styles which can also affect the employees job satisfaction. Work environment involve on how Leadership styles influence employees job satisfaction, behaviour and company performance. (Li, Li, Chen, & Wu, 2014) (Chen, 2015) . Based on Cable D. Graham M (2000), he stated that this factors will also result to the corporate reputation whom becomes a critical point of interest for attracting potential employees.

Despite the factors above, based on Ashcraft & Kendowiz,2002 benefits were a valuable instrument that plays an important role in the improvement of employee job satisfaction. For instance, salary, promotions, bonuses and other types of rewards can be the tools that help to gain job satisfaction. The study shows that employee empowerment has the power that will encourage employee's sense of control and competence. (Pu & Guan, 2019). Next, based on Ke & Zhang (2010) when employee was empowered, they will become self- motivated and committed individuals who give maximum efforts to generate better performance. (Aida Idris, Denise see, & Paul Coughlan, Employee Empowerment and Job Satisfaction in urban Malaysia, 2018)

Therefore, it was essential for MAHB company to understand the factors that can help them to improve their employee's job satisfaction. The aspect of searching for the problem and solution can a valuable knowledge that will help MAHB company to become a more successful organization in the future.

1.4   RESEARCH OBJECTIVES

This study on MAHB employee's job satisfaction aim to investigate the factors of employee job satisfaction in Malaysia Airports Holdings Berhad (MAHB) and to identify the level of employee job satisfaction towards the factors **Working environment, Turnover Intention, Benefits, Employee Empowerment and Leadership Styles**

1.5   RESEARCH QUESTIONS

The following research question to be answered "what are the factors that contribute employee job satisfaction?" and "what is the level of employee job satisfaction towards the factors (Working Environment, Turnover Intention, Benefits, Employee Empowerment and Leadership Styles) in MAHB?".

1.6   SCOPE OF THE STUDY

This study was held at one of the major companies in Malaysia which is Malaysia Airports Holdings Berhad (MAHB) at Sepang, Malaysia. This study will help us to understands the factors of job satisfaction among the employees in the company. This study was to find out how the company overcome the job satisfaction issues among all the department workers that conducted by Human Resources Management. Questionnaire and interview method were chosen for this study. Questionnaire were spread to the several employees at different department while interviews were conducted at MAHB subsidiary which was the Malaysia Airports Sendirian Berhad.

1.7 SIGNIFICANT OF STUDY

Employee empowerment was the factor that shows a study about creating a good relationship between the employer and employee. This factor also give opportunity for the employee to be more outspoken, confidence and innovative towards their responsibilities while doing their job.

The study about the factor benefits, help to evaluate the quality of employee performance by giving the special benefits to their employee. For example, bonuses, high salary, promotions and other types of rewards can be the tools that help to gain job satisfaction

Having a good working environment will encourage the employee to provide a good work performance to the company. A good working environment consist of workplace culture, and physical environment and occupational health & safety.

The leadership styles will help the employee to manage their good relationship of the co-worker relation, relation with supervisors, relation with subordinates while the use of skills and attitudes comprised of the scope of using new skills, scope of learning new skills, and training opportunities. Therefore, the company will gain a good attitudes of employees that can contribute more revenue to the company.

The study of turnover intention factor can improve company performance in terms of gaining employee loyalty towards the company. This study will evaluate recruitment, selection, training and performance appraisal. Results would also develop the strategies to overcome this problem that can achieve employee satisfaction.

1.8   DEFINITION / OPERATION TARIFF

Factor is a circumstance, fact, or influence that contributes to a result. Next, influence is the capacity to have an effect on the character, development, or behaviour of someone or something, or the effect itself. Meanwhile, Employee is an individual who works part-time or full-time under a contract of employment, whether oral or written, express or implied, and has recognized rights and duties. They also called as worker. Then, satisfaction means fulfilment of one's wishes, expectations, or needs, or the pleasure derived from this. Last but not least , employee satisfaction meaning is the happiness that workers feel when they are satisfied with their job and work conditions, used as one way of measuring a company's success (Murray, 2017)

1.9   CHAPTER SUMMARY

From this chapter, we can safely conclude that factor consist benefits, leadership style, turnover intention, work environment and employee empowerment can influence employee job satisfaction in MAHB. Moreover, the research will assist in determining the reasons behind the important of employee job satisfaction. By that, company should be aware with all these factors so that company can achieve their organization goals. This research may help the company to improve their human resources management. Furthermore, this research was also a foundation for a deeper analysis of other researches on how employee satisfaction affects the decision making of employees specially to fulfil their satisfaction.

CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

The purpose of the main literature review was to distinguish what has been studied with what needs to be learned. The literature review has been linked to its own effect. Among the main topics of literature reviews were about the factors influencing job satisfaction and the relationship between them.

2.2 BACKGROUND OF THE COMPANY

Malaysia Airports Holdings Berhad (MAHB) started incorporation in 1992 and corporatized as state-run operation. In 1999, it was incorporated as a public limited company and have been listed in Bursa Malaysia and also the being the first operator to go public and the sixth in world. MAHB were one of the largest airport operator in the world. In terms of numbers of passengers, 39 airports across Malaysia and 1 international airport in Turkey. In 2016, they have launched its 5 years business plan which is Runway to success 2020 (RTS2020) guided by their vision 'The global leader in creating airport cities'. They intend for launching RTS2020 was to create sustainable business that delivers growth and allow them to capitalize on future opportunities, providing financial base and further investment. There's more than 5 initiatives that MAHB provide which is employee retention and turnover, employee remuneration and benefits, employee satisfaction, opportunities for training and skills development, increasing employment opportunities, enhancing workplace ethnics and integrity and health, safety and wellbeing.

2.3 LITERATURE REVIEW

2.3.1 Sustainability

Sustainability in business process management was also known as the key factor associated with the enterprise success (Dominguez, 2018) (Graa & Abdelhak, S, 2016). The word "sustainable" refers etymologically to something that can be sustained within the period of time (Fabio, The Psychology of Sustainability and Sustainable Development for Well-Being in Organizations, 2017). Moreover, it refers to something that can be supported, tolerated, or confirmed over time, and that can be stated with certainty. Based on Schnell et al (2013), the concept of the sustainability of work-life projects in terms of coherence, direction, significance, and belonging was developed as part of objective towards promoting well-being and healthy organizations (Fabio, Positive Healthy Organizations: Promoting Well-Being, Meaningfulness, and Sustainability in Organizations, 14 November 2017). Zaborova & Markova 2018 stated that the most important and leading factors in order to achieve sustainability were by the employees itself (Lorincova, Peter Starchon, Dagmar Weberova, Milos Hitka, & Martina Lipoldova, 2019). All employees from the top-level management to the bottom level employees were involved in the company results without missed. In order to achieve sustainability in a company all the main power need to be together so that the objective was achieved. Further matter, in order to create a working environment and atmosphere that helps satisfy the aspirations, needs and interests of employees and stimulates their action in desirable way, the organization had faced a complex and purposeful process.

2.3.2 Employee Job Satisfaction

Job satisfaction will definitely reflect the employee perceptions of job performance. According to Vroom (1964), job satisfaction defined as the orientation of emotions that employee poses while they performing their role job at their work space (Raziq & Raheela Maulabakhsh, 2015).

Job satisfaction was a major element for employee motivation and encouragement towards better, effective and efficient performances. There was uncountable amount of people defined the job satisfaction for these past years. Based on Hoppok & Spielgler (1938), they mentioned that job satisfaction as the integrated set of psychological, physiological and environmental conditions that encourage the employees to admit that they were satisfied or happy with their jobs. Employees with high levels of job satisfaction will feel that they were contributing positive value and outcomes towards the organization. In addition, satisfied employees tend to perceive that they were treated fairly both inside and outside of an organization. In short, employees' positive perceptions of their jobs and their organization can be revealed through job satisfaction. Job satisfaction was also affected by environmental, individual and psychological factors. Job satisfaction was a valuable indicator that management used to assess overall employee development within an organization. Job satisfaction was linked to the employees' willingness to develop work skills and personalities. Job satisfaction cannot be ignored if improving job performance was the management main priority. Individual personalities were often unique, and thus, employees' expectations regarding their jobs differ across individuals. Individual consideration was very important for motivating employees to achieve better job performance.

2.3.3 Employee Empowerment

Employee empowerment has been a major topic of discussion for many years. Employee empowerment may be counterproductive to an organization. The rationale for this concern was that the implementation of empowerment practices signifies that a certain amount of authority and autonomy was given to the employees. Some employees may become overconfident, and this false confidence will lead to the management losing control over certain employees. These employees may abuse their power owing to misjudgements in their work especially within the teammates. Pearson LC (2005) stated that empowerment was a strategic management option that can encourage employees to work beyond the norm and accomplish jobs in a flexible manner. The level of empowerment of the frontline service providers was still a satisfactory matter (Scheers & Johan Botha, 2014). We were aware that the employees generally can solve their immediate problems and make decisions in order to satisfy their needs.

Empowerment of the employees was the key to build trust relationships between the employees and management team.

When employees were empowered, the management will need to trust them in order to make the right decisions and employees need to trust their management team to give them the information and support to make the right decisions that beneficial the company. According to Han, et al (2009) empowerment has been regarded as an important concept because it potentially affects the outcomes that benefit any individuals and the organizations (TETIK, 2016). In general, Menon (2001) stated that the organizational empowerment was defined as the transfer of power or authority to the employee for doing his/her job during their working hours. Psychological empowerment will lead to an important behavioural outcomes. Moreover, according to Khan, et.al (2011) mentioned that the employees who were empowered have a stronger sense of self-efficacy and they will manage to understand the customer demand actively, solve problems in the service during the period of time and effectively and show more outstanding performance in the service.

2.3.4 Benefits

There was a vast range of instrument used to motivate employees. F. Taylor defined money as the most important factor motivating employees in order to achieve higher productivity in industry (Bernad, Walsh, R. P., & Mills, M., 2005). This will definitely form a reward and gives the employees satisfied and these will directly affect their performance. A contractual agreement between the employer and the employee were defined as salary (Dugguh & Ayaga, Dennis, 2014). It not a motivator for them but the company must pay it fairly and when due. If an employee perceives that he was not fairly compensated, he will not be happy and so slow the pace of performance or their performance will be decreased. Comparable salaries and benefits, clear policies relating to salaries, increments, bonuses and benefits must be clearly indicated and stated to avoid dissatisfaction among the employees (Dugguh & Ayaga, Dennis, 2014). Besides, salary also known as a valuable instrument that plays a vital role in the improvement of employee performance and the organization productivity (Kampkotter, 2015). Many studies (Bajzikova, 2018) (Plessis, Douangphichit, N., & Dodd, P., 2016) (Zameer, Ali, S., Nisar, W., & Amir, M., 2014) have shown that salary, promotion , bonuses and other types of rewards are used by most enterprises to improve employee performance.

2.3.5 Working Environment

The working environment were consists of two broader dimensions which called the work and context (Raziq & Raheela Maulabakhsh, 2015). Work involves all the different characteristics of the job like the way job was carried out and completed, involving the tasks like task activities training, control on one's own job-related activities, a sense of achievement from work, variety in tasks and the intrinsic value for a task. Spector (2010) observed that most businesses disregard the working environment within their organization resulting in an adverse effect on the performance of their employees in the organization (Raziq & Raheela Maulabakhsh, 2015). According to him, working environment were included the safety to employees, job security, good relations with co-workers, recognition for good performance, motivation for performing well and participation in the decision-making process of the firm. According to Lane (2010), the different factors within the working environment such as wages, working hours, autonomy given to employees, organizational structure and communication between employees & management will absolutely affect the employee job satisfaction (Raziq & Raheela Maulabakhsh, 2015). The communication of information must be properly done in a timely manner in order to make sure that the business operations went smoothly. If there was a clash between co-worker then it will be difficult for the organization to achieve their objectives. The working environment has a tremendous effect on their level of pride for themselves and for the work they do daily (Dugguh & Ayaga, Dennis, 2014). The provision of modern equipment and facilities, quality furniture, well ventilated offices, well-spaced office, staff quarters, and so on are some of the conditions that were required to prevent job dissatisfaction among the employees in the organization.

2.3.6 Turnover Intention

Every organization will face the turnover of employees, some of them might leave the organization voluntarily while the organizations discharge some of their employees from the organization. Kash et al. (2005), stated that commitment and job satisfaction predict the employee turnover intentions (Ahmad & Dr. Riyaz Ahmad Rainyee, 2014).

They further proclaim that organizational work pressure, having work schedule that meet one's need, feeling physically safe at work, receiving feedback and organizational quality environment indirectly affects the employee turnover intentions through the employee satisfaction with their job and organizational commitment. All kind of the turnover will have incurred cost of replacement of those separators, recruitment and selection. The organizations can reduce the turnover rate but they cannot reduce it to 0%, high turnover rates were not good for the organization and will gave a bad impact to the company. The organizations must try to retain their employees and save their cost. According to March & Simon (1958), employee turnover was known as the "departure of an employee from the formally defined organization. There were two types of turnover where consists of voluntary and involuntary. Voluntary was controlled by the employee themselves while involuntary controlled by the organization. Employee turnover has received extensive attention from scholars, which indicating its significance in the field of management, human resource management and organizational behaviour. Price (2001) stated that the turnover intention also known as the individual's willingness or perceived probability of voluntary permanent withdrawal from an organization. Holtom, Mitchell, Lee & Inderrieden (2005) mentioned the organizations that attract, develop, and retain top talent will thrive while those that do not will struggle to remain competitive (Memon, Rohani Salleh, Mohamed Noor Rosli Baharom, & Haryaani Harun, 2014).

2.3.7 Leadership Styles

We were aware that a good leader was the one with experience, patience, knowledge, commitment and most importantly the one with high critical thinking and can negotiate and handle when problem and obstacles came. Leadership styles were the approaches used to motivate followers. Leadership was not a "one size fits all" phenomenon like you used to hear. Leadership styles should be selected and adapted to fit organizations, situations, groups, and individuals and every company have different leadership styles. It was thus useful to possess a thorough understanding of the different styles as such knowledge that will increases the tools available to lead effectively. The great leader will reflect the company's name. Good leaders were thus made, not born nor produced.

Bass & Bass (2008) once stated that a good leadership was developed through a never ending process of self-study, education, training, and the accumulation of relevant experience

(Amanchukwa, Gloria Jones Staney, & Nwachukwa Prince Ololube, 2015). Meanwhile, Jenkins (2013) stated that the basis of a good leadership was indeed a strong character and selfless devotion to an organization. From the perspective, everything a leader does that affects the achievement of objectives and the well-being of employees and the organization mentioned by Abbasialiya (2010). Despite the many diverse styles of leadership, there was no doubt that a good or effective leader inspires, motivates, and directs activities to help achieve group or organizational goals. One of the earliest studies of leadership was by Galton's (1869) Hereditary Genius emphasized a basic concept that informed popular ideas about leadership (McCleskey, 2014). The idea was that leadership was a characteristic ability of extraordinary individuals. The managers know that leadership requires a number of judgments each day that requires sensitivity and understanding of various leadership strategies. Therefore, bridging the gap between theory and practice should be able to provide exploration of dominant leadership strategies within the employees.

2.4 CHAPTER SUMMARY

Based on the literature review, the references must state the author's name and year of published based on the citation that been suggested for this research. Oxford Dictionaries Online (2014) stated, citation is a statement or reference from the book, article or the author especially in scientific writing or formal speech. There are some citation techniques that can be used but in this dissertation we have been ask to use the American Psychological Association (APA) Style. All the copy writing that been chosen or suggested should be used consistently

CHAPTER 3: METHODOLOGY

3.1 INTRODUCTION

This methodology of the study was one of the most important aspects when conducting the study because it explains how the method of the study is conducted. The research method was an instrument that can be used to achieve the objectives of the study. The methodology of the study makes the study conducted more systematic and organized

This chapter describes the methodology of the study used in the study. The selection of accurate and correct study methods will facilitate a study to obtain information and data. This chapter will also discuss in detail the methods used to collect and how to analyse data.

3.2 RESEARCH DESIGN

After finding research topic and formulating questions, selecting appropriate research design were important for researcher (Sawsan Abutabenjeh & Raed Jaradat, 2018). For this research we will be using descriptive research in which data may be collected qualitatively but are analyse quantitatively (Hossein Nassaji, 2015). In this descriptive research, the method that were chosen were the questionnaire and interview.

3.3 DATA COLLECTION METHOD

PRIMARY DATA COLLECTION METHOD

The primary data collection applied in this research where it mainly make use of questionnaires as a main data gathering technique to solicit responses that were quantitative in nature. (Joop J Hox) The questionnaires will serve as the basis of developing contextual information that primarily meets the research objectives and research questions being considered as the main theme of the study conducted in MALAYSIA AIRPORTS HOLDINGS BERHAD (MAHB). Moreover, a simple Likert scale will be implemented to gauge the degree of the responses and this research on MAHB would be strongly benefited from like scale because it measures variables of motivation and employee perception so the degree of difference between the employees at MAHB and their responses can be conveniently brought out using this technique.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Numerical Equivalent	5	4	3	2	1

The benefit includes the following factors: level of salary and allowance, bonuses and others. Leadership style consists include co-worker relation, relation with supervisors, relation with subordinates while the use of skills and attitudes comprised of the scope of using new skills, scope of learning new skills, and training opportunities. The variable which was turnover intention include employees plan to leave their position or whether the organization plan to remove employees from positions. Lastly, the work environment considers the physical geographical location as well as the immediate surroundings of the workplace, such as office building. For the purpose of evaluating the questionnaires clarity and ability to collect information from respondents that distribute into 3 departments which were human resource, land and development and corporate communication in MAHB, a pretesting process was conducted. There were 30 people who were used as pretesting sample (Pilot test). Crombach's alpha that we gained was .90. After answering the questionnaire, pretesting samples were asked in which question or statement they were not able to understand. This process was conducted to see if the words used are clear and easy to understand. In the same manner, during the preliminary test or trial, the average completion rate was 3 minutes. This meant that the survey questionnaire was easy to understand and could be finished in just three to five minutes to avoid using much of research respondents' time. The real questionnaire was distributed to 260 respondents among MAHB employee.

SECONDARY DATA COLLECTION METHOD

With the aid of secondary data, the variables used in this study were widely identified and described especially in the related literatures where sources such as books, journals, websites, empirical studies and other related materials served as main considerations. It also established the link of the many variables as identified to achieve the research objectives and in presenting the questionnaires.

3.4 RESEARCH INSTRUMENT

This section were divided into seven sections, which is section A, section B, section C, Section D, Section E, Section F and Section G. Section A contains the personal details such as gender, age, department, training programme and education levels. Section B contains dependent variable such as employee job satisfaction in MAHB. Section C contains independent variable such as employee empowerment. Section D contains independent variable such as benefits. Section E contains independent variable such as working environment. Section F contains independent variable such as turnover intention and Section G contains independent variable which was the leadership styles. The scaling techniques that have been use for section A is Nominal scale. Meanwhile, the scaling techniques that have been used for section B, C, D, E, F, and G is Likert Scale

In this research, the scaling technique that have been chosen was Nominal scale and Likert scale. Nominal scale in section A consist of items in categories and 'yes or no' questions.

The Linkert scale for section B, C, D, E, F, and G has been chosen. The respondent was required to answer the question provided. Which each question has the purpose of allowing respondent to rate one and each of the questions. The five-point scale can be label as strongly disagree, disagree, neutral, agree, strongly agree.

No.		Variables	Journal , Author, Year
1		Job Satisfaction	- (Camilla L. Krog & Krishna Govender, 2015) - (Sang Long Choi, Chin Fei Goh, Muhammad Badrull Hisyam Adam, & Owee Kowang Tan, 2016)
2		Employee Empowerment	- (Hasnain Raza, Jawad Mahmood, Muhammad Owais, & Aiman Raza, 2015)
3		Benefits	- (Mosammod Mahamuda Parvin & M M Nurul Kabir, 2011)

4		Working Environment	- (N, et al., 2011)
			- (Abdul Raziq & Raheela Maulabakhsh, 2015)
5		Turnover Intention	- (Zhenzhong Guan, Juan Yang, & Bo Pu, 2019)
			- (Stacy H. Lee & Jung Ha-Brookshire , 2017)
6		Leadership Style	- (Meredith Elaine Babcock, Roberson, & Oriel l Strickland, 2010)
			- (Eagly, 2005)
			- (Benjamin Palmer , Melissa Walls, & Zena Burgess, 2001)

3.5 SAMPLING TECHNIQUE

Population was the collection of the elements which has some or the other characteristics in common. Number of elements in the population was the size of population. The sampling method that been chosen for this research is probability sampling technique. Under the probability sampling, the method that has been chosen was simple random sampling. Simple random sampling (also referred to as random sampling) was the purest and the most straightforward probability sampling strategy. It was also the most popular method for choosing a sample among population wide range of purpose.

Based on Krejcie and Morgan's (krejcie & morgan, 1970) table for determining sample size for a given population of 800, a sample size of 260 would be needed to represent a cross section of the population selected from 3 different department in Malaysia Airports Holdings Berhad (MAHB). 260 respondents were been selected based on simple random sampling where the population was 800 workers. The questionnaire was equally distributed among 260 respondents from 3 different departments.

3.6 DATA ANALYSIS

Data analysis method that been used for this research are descriptive method. Descriptive research was defined as a research method that describes the characteristics of the population or phenomenon that were being studied. Descriptive research primarily focuses on describing the nature of a demographic segment. Percentage statistics should be used to represent most personal information variables.

Mean Score Level

Score Interval	Evaluation Criteria
1.00 – 1.79	Very low level
1.80 – 2.59	Low level
2.60 – 3.39	Medium level
3.40 – 4.19	High level
4.20 – 5.00	Very high level

According to the journal from Human Resource Management Research (Gözde Tantekin Çelik & Emel Laptalı Oral, 2016)

The Reliability Analysis procedure calculates a number of commonly used measures of scale reliability and also provides information about the relationships between individual items in the scale. Reliability was a measure of the stability or consistency of test scores. There were many statistical tools can use to measure reliability.

For this research we were using pilot test to get the Cronbach's alpha values in SPSS. The values must 0.7 and above to make sure the questionnaire was valid. (Mohsen Tavakol & Reg Dennick, 2011) Cronbach's alpha tests to see if multiple-question Likert scale surveys are reliable.

	Variables	Number of items	Cronbach's Alpha value
Section B	Job satisfaction	5	.939
Section C	Employee empowerment	5	.957
Section D	Benefits	5	.916

Section E	Working environment	5	.969
Section F	Turnover intention	5	.914
Section G	Leadership style	5	.912

3.8 CHAPTER SUMMARY

This chapter explains the various topics related to research design, data collection method which was the primary and secondary data, research instruments, the questionnaire design, sampling location, sampling population, method used for sampling, data analysis and reliability test. All the method used for this research were describe in this chapter.

CHAPTER 4 : DATA ANALYSIS AND FINDINGS

4.1. INTRODUCTION

This chapter will cover the data analysis, which includes the descriptive analysis. Each analysis will interprete and answer the research questions. Descriptive analysis will describe the respondents' demographic profile. Validity and reliability were important to evaluate whether the samples collected were valid and consistent; therefore, the Cronbach's alpha technique will be used for the reliability test. Factor analysis will be used to evaluate the validity of the samples.

4.2 RESPONSE RATE

A total of 260 questionnaires were distributed to the respondents at MAHBb through simple random technique, out of which, 260 were returned, representing 96.3% of the response rate. The response rate were considered realistic considering how the employees were commited towards their works so they gave a huge cooperation in participating this study.

4.3 DEMOGRAPHIC PROFILE

The questionnaire was distributed to the MAHB's employees by hand. A total of 260 useable questionnaires were collected. There was no missing data. The main objective for descriptive analysis was to understand the profile of the respondents. Below shows the summary of the description analysis. Table 4.1 below shows a summary of the description analysis.

Table 4.1 Demographic Profile of the Respondents

Variables	Category	Frequency, N	Percentage
Gender	Male	136	52%
	Female	124	48%
Age	Below 21	2	1%
	21-25	37	14%
	26-30	43	17%
	31-35	41	16%
	36-40	37	14%
	41-45	47	18%
	46-50	43	17%
	51 and above	10	3%
	Total		
Educational Level	Diploma	84	32%
	Bachelor Degree	122	47%
	Master Degree	48	19%
	PhD	6	2%
Departments	Corporate Communication	83	32%
	Human Resource	102	39%
	Land and Development	75	29%
Training Programmes	1-2 times	111	43%
	3-4 times	121	47%
	5 times and above	28	10%

Gender

In this study there were a total of 136 (52.3%) male respondents and 124 (47.7%) female respondents. The percentage shows that the male respondents were much higher than the female respondents.

Age

In this study, the majority of the respondents were from the age group of 41-45 years with 47 respondents (18.1%), followed by the age groups 26-30 and 46-50 with 43 respondents representing 16.5% of the study. Meanwhile, the age group of 31-35 were with 41 respondents (15.8%). The minority of the respondent were from the age groups, 21-25 and 36-40 with the same amount of respondents which was 37 that representing 14.2%, followed by age groups of 51 and above as well as below 21 with the amount of 10 and 2 respondents, represents 3.8% and 0.8% respectively. The questionnaires were distributed at the MAHB HQ among the employees by hand.

Educational Level

The majority of the respondents were Bachelor Degree holders, with 46.9% or 122 Bachelor Degree holders participating in this study. This was followed by Diploma respondents with 84 representing 32.3% in this study. Master degree holders were ranked third with 48 respondents (18.5%). The minority of the respondents were PhD holders with 6 respondents representing 2.3%. Figure 4.2 presents the percentage and frequencies of the education level of the respondents.

Departments

There were three departments targeted for this research: Land and Development, Corporate Communication and Human Resource. Human Resource respondents comprises the majority of respondents, contributing about 39.2% (102 respondents). Corporate Communication came in second with 31.9% (83 respondents) and last but not least the Land and Development with 28.8% (75 respondents).

Training Programmes

The majority of respondents, 121 respondents or 46.5%, go training for 3-4 times a year, which was followed by respondents who go training about 1-2 times a year, with 111 respondents or 42.7%. Respondents who go training 5 times and above were considered minority, with only 28 respondents or 10.8%. Figure 4.3 represents the frequency and percentage of the respondent's yearly training.

4.4 DESCRIPTIVE ANALYSIS

4.4.1 Job Satisfaction

Table 4.2

Item	Knowledge	Frequency					Mean
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
B1	I think job satisfaction refers to people's feelings about the different aspects of their job.	0	3 (1.2%)	61 (23.5%)	131 (50.4%)	65 (25%)	**3.99**
B2	I feel satisfied working in this department.	0	5 (1.9%)	68 (26.3%)	142 (54.6%)	45 (17.3%)	3.87
B3	I feel committed to the department's objective	0	2 (0.8%)	71 (27.3%)	140 (53.8%)	47 (18.1%)	3.89
B4	My supervisors are concerned about us and how do we do work.	0	14 (5.4%)	63 (24.2%)	134 (51.5%)	49 (18.8%)	3.84
B5	I have been recognised and supported in my daily work.	0	8 (3.1%)	68 (26.2%)	133 (51.2%)	51 (19.6%)	3.87

							3.892
Overall Mean							3.892

The table above shows that employee in MAHB were satisfied with their job, with the average mean 3.892. The highest means score was on item B1 (3.99), which was followed by item B3 with mean score 3.89. Item B2 and B4 came in third with the same mean which is 3.87, while the least mean was on item B4 (3.84).

4.4.2 Employee Empowerment

Table 4.3

Item	Knowledge	Frequency					Mean
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
C1	I as the employee are empowered and trusted, committed and given space to be innovative	0	8 (3.1%)	79 (30.4%)	128 (49.2%)	45 (17.3%)	3.81
C2	I think an increase in employee empowerment will enhance the job satisfaction of the employee.	0	11 (4.2%)	68 (26.2%)	140 (53.8%)	41 (15.8%)	3.81
C3	My manager listen to team member point of view before making decision.	0	8 (3.1%)	74 (28.5%)	136 (52.3%)	42 (16.2%)	3.82
C4	I think employee empowerment will	0	3 (1.2%)	66 (25.4%)	151 (58.1%)	40 (15.4%)	3.88

Item	Knowledge	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean
	strengthen the relationship between transformational leadership.						
C5	I think employee empowerment will impact the employee job satisfaction towards the company.	0	3 (1.2%)	66 (25.4%)	147 (56.5%)	44 (16.9%)	**3.89**
Overall Mean							3.84

The table above shows that employee empower were one of the factor that lead to job satisfaction with the average mean 3.84. The highest score was on item C5 (3.89). Item C4 (3.88) came in second and followed by item C3 (3.82), while the least mean score was on item C1 and C2 (3.81).

4.4.3 Benefits

Table 4.4

Item	Knowledge	Frequency					Mean
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
D1	I think perceive the employee benefits will enhance their job performance.	0	2 (0.8%)	77 (29.6%)	108 (41.5%)	73 (28.1%)	**3.97**
D2	I think employees with different education levels and position will perceive different employee benefit impacts.	0	1 (0.4%)	112 (43.1%)	109 (41.9%)	38 (14.6%)	3.71

D3	I am satisfied with the long-term benefits and insurance policies of the company.	0	9 (3.5%)	71 (27.3%)	125 (48.1%)	55 (21.2%)	3.87
D4	I am happy with the recognition and rewards for my outstanding works and contribution.	0	10 (3.8%)	61 (23.5%)	139 (53.5%)	50 (19.2%)	3.88
D5	I am satisfied with the compensation that I received and I think it matches my responsibilities.	0	11 (4.2%)	63 (24.3%)	127 (48.8%)	59 (22.7%)	3.90
Overall Mean							3.866

The table above shows that employee empower were one of the factor that lead to job satisfaction with the average mean 3.866. The highest score was on item D1 (3.97), which followed by item D5 (3.90). Item D4 came in rank third with the mean 3.88 and followed by item D3 with mean score of 3.87, while the least mean score was on item D2 (3.71).

4.4.4 Working Environment

Table 4.5

Item	Knowledge	Frequency					Mean
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
E1	The physical office arrangement help the	1 (0.4%)	12 (4.6%)	73 (28.1%)	108 (41.5%)	66 (25.4%)	3.87

	smoothness of work among officers.						
E2	The communication system in delivering information to the employees are fast and efficient.	2 (0.8%)	12 (4.6%)	105 (40.4%)	103 (39.6%)	38 (14.6%)	3.63
E3	A proper attention is given towards interpersonal satisfaction relationships, recognition and supervision	0	10 (3.8%)	82 (31.5%)	130 (50%)	38 (14.6%)	3.75
E4	The employee were given a flexible working hours with a sufficient job tasks.	0	9 (3.5%)	68 (26.2%)	142 (54.6%)	41 (15.8%)	3.83
E5	The company give a necessary training opportunities for the employees to improve their skills and knowledge,	0	5 (1.9%)	60 (23.1%)	146 (56.2%)	49 (18.8%)	**3.92**
Overall Mean							3.80

The table above shows that employee empower were one of the factor that lead to job satisfaction with the average mean 3.80. The highest score was on item E5 (3.92), then item E1 followed with mean score of 3.87. The third item on rank are E4 (3.83), while the least mean scores was on item E3 and E2 with the mean score of 3.75 and 3.63 respectively.

4.4.5 Turnover Intention

Table 4.6

Item	Knowledge	Frequency					Mean
		Strongly disagree	**Disagree**	**Neutral**	**Agree**	**Strongly agree**	
F1	I am glad to work in this company.	1 (0.4%)	3 (1.2%)	76 (29.2%)	111 (42.7%)	69 (26.5%)	**3.94**
F2	I am really doing something worthwhile in my job.	1 (0.4%)	1 (0.4%)	83 (31.9)	121 (46.5%)	54 (20.8%)	3.87
F3	I feel a sense of belonging in this company	1 (0.4%)	3 (1.2%)	85 (32.7%)	122 (46.9%)	49 (18.8%)	3.83
F4	It is hard for me to make a decision to leave the company	0	14 (5.4%)	76 (29.2%)	115 (44.2%)	55 (21.2%)	3.81
F5	I am generally satisfied with the sense of achievement I get from this job.	1 (0.4%)	7 (2.7%)	75 (28.8%)	124 (47.7%)	53 (20.4%)	3.85
						Overall Mean	3.86

The table above shows that employee empower were one of the factor that lead to job satisfaction with the average mean 3.86. The highest score was on item F1 (3.94), which followed by item F2 (3.87). Item F5 are ranked third with 3.83, while the least mean score is item F3 and F4 with the mean score of 3.83 and 3.81 respectively.

4.4.6 Leadership Style

Table 4.7

Item	Knowledge	Frequency					Mean
		Strongly disagree	**Disagree**	**Neutral**	**Agree**	**Strongly agree**	
G1	The transformational leadership and suggestive of interventions of the organization help to improve the well-being of the employees.	0	4 (1.5%)	86 (33.1%)	136 (52.3%)	34 (13.1%)	3.77
G2	The transformational leadership and psychological well-being are related to each other.	0	2 (0.8%)	85 (32.7%)	133 (51.2%)	40 (15.4%)	3.81
G3	The employees perception of their leaders influence their work-related thoughts and behavior.	0	3 (1.2%)	82 (31.5%)	137 (52.7%)	38 (14.6%)	3.81
G4	A same-gender leaders are more convenient to the employees.	0	15 (5.8%)	78 (30%)	132 (50.8%)	35 (13.5%)	3.72
G5	The emotional intelligence may account for how effective leaders monitor their worker.	0	7 (2.7%)	69 (26.5%)	138 (53.1%)	46 (17.7%)	**3.86**
Overall Mean							3.794

The table above shows that employee empowerment was one of the factor that lead to job satisfaction with the average mean 3.794. The highest score was on item G5 (3.86), followed by

item G2 and G3 same mean score of 3.81. While the least mean score was on item G1 (3.77) and G4 (3.72).

Table 4.8

Factors	Mean
Employee empowerment	3.84
Benefits	**3.866**
Working environment	3.80
Turnover intention	3.86
Leadership style	3.794

The factor that contributed the most for employee job satisfaction in MAHB was benefits with the mean of 3.866. Meanwhile the least that could lead to employee job satisfaction was leadership style with the mean of 3.749. From the research, it showed that **benefits** were the major element that contribute the employee job satisfaction in MAHB, followed by **turnover intention** (M=3.86). **Employee empowerment** were ranked at third with 3.84. The least factors that influenced employee job satisfaction were **working environment** and **leadership style** with mean score of 3.80 and 3.794 respectively.

4.5 SCALE MEASUREMENT

The reliability test was concerned about whether a scale indicates that it was free from random error. In addition, the reliability of a measure indicates the extent to which it was without bias in ensuring consistent measurement across time and various items in the instruments. The reliability of the scales instrument used in this study was tested through the Cronbach's alpha coefficient test.

In this study, Cronbach's alpha coefficient for each variable were used to measure the internal consistency of the scales adopted in this study. The Cronbach's alpha value of each presented was presented in table 4.4

Table 4.9 Scale Measurement

	Variables	Number of items	Cronbach's Alpha value
Section B	Job Satisfaction	5	.876
Section C	Employee Empowerment	5	.845
Section D	Benefits	5	.843
Section E	Working Environment	5	.849
Section F	Turnover Intention	5	.880
Section G	Leadership Style	5	.875

4.6 CHAPTER SUMMARY

All the performed analyses were extensively explained in this chapter. The descriptive analysis has been used in this study to analyzed the demographic section. Mean and frequencies were used to obtained the result of this study objectives. Cronbach's alpha coefficient test confirm the validity and reliability of the instrument adopted in this study. Further discussions of those findings were presented in **Chapter 5**.

CHAPTER 5: CONCLUSION

5.1 INTRODUCTION

This chapter discusses the statistical analysis from the results in the previous chapter. The first part discusses and highlights the results that support the main objective of the study. There were two objectives which were to investigate the factors of employee job satisfaction in MAHB and to identify the level of employee job satisfaction towards the factors (Benefits, Turnover Intention, Employee Empowerment, Working Environment and lastly The Leadership Style) in MAHB. The second part includes recommendations to MAHB especially to the management of the company.

5.2 DISCUSSION OF THE STUDY

The results of the analyses in the study were concluded, and the discussion on the results of employee job satisfaction has been presented. In addition, the explanation will be on the discussion of the studies conducted in all parties involved. With this explanation, the involved parties can take action and make an effort to improve the level of employee job satisfaction in their respective unit in order to maintain it at the optimal level. The legislators of the respective unit should also evaluate the recommendations made. Lastly, it was proposed that further study should be conducted to fully understand the forms of employee job satisfaction.

Job satisfaction present as a form or positive emotional attitude as a result of work experience in the organization Akafo & Boateng (2015). Akafo & Boateng then explained that job satisfaction can be formed from the efforts of organizations to give recognition to employees who have competence.

Danish & Ali ,2010 states that increasing employee job satisfaction was one of the main tasks of management, especially for employees who were experienced and have good

performance. They were the most important resource among the resources that the organization has. (Irwan Usman, Haris Maupa, Siti Haerani, & Muhammad Idrus Taba, 2018)

There were 5 types of factors that will be discuss in this study which relates to the employee job satisfaction. The factors include Benefits, Turnover Intention, Employee Empowerment, Working Environment and lastly The Leadership Style. The first factor which was benefit which include in compensation system. It was known that compensation system was one of the key factors that affect employee job satisfaction. An ideal compensation management system was important to help retaining and motivating talented workers to give their full commitment for the company. A justifiable and fair compensation package with shown duties, responsibilities, clear incentive incorporation and parallel with individual performance will enhance employees' satisfaction to give their full obligation in serving the company. (Ong Choon Hee, Hoe Sin Yi, Lim Lee Ping, Tan Owee Kowang, & Goh Chin Fei, 2019) This factor result as the most agreed factor that contributing to the employee job satisfaction in MAHB according to the total mean (M=3.866).

The second factor was followed by turnover intention that can affect job satisfaction. According to Aydogdu and Asikgil, 2011, turnover intentions refer to one's behavioural approach to leave their workplace, while turnover describes the real act in separating oneself from his workplace. (Fauzia Jabeen, Heather Lynn Friesen, & Kilani Ghoudi, 2017). Result of this study already shows that turnover intention has a positive impact towards the job satisfaction in MAHB according to the figure 3.4 on chapter 4 above.

The factor of employee empowerment can affect the job satisfaction through empowering leadership that increases employees' sense of thriving at work, thus inducing behaviors which support organizational change. Other studies from Bish et al.,(2015); Miller,(2002), suggest that in periods of intense change and uncertainty, an empowering leadership drives change diffusion throughout all levels of the organization. (Aida Idris, Denise See, & Paul Coughlan, Employee empowerment and job satisfaction in Urban Malaysia, 2018) An empowering organization

emphasizes information-sharing, discretion and individual participation, thus enhancing employees' feeling of self-confidence and well-being, based on Joo and Shim,(2010); Spreitzer et al.,(1997). The result for this factors also shows a positive impact towards achieving the job satisfaction among the employee in MAHB.

Moreover, the factor working environment based on Spector (1997), observed that most businesses ignore the working environment within their organization resulting in an adverse effect on the performance of their employees. According to him, working environment consists of safety to employees, job security, good relations with co-workers, recognition for good performance, motivation for performing well and participation in the decision making process of the firm. He further elaborated that once employees realize that the firm considers them important, they will have high level of commitment and a sense of ownership for their organization. (Abdul Raziq, Raheela Maulabakhsh,2015). Following by this factor, it resulted at the forth place among five factors that has been identify its level towards the job satisfaction in MAHB. It shows that the factor of working environment will be need to take an action by the company to enhance the job satisfaction.

Lastly, the factors affecting the employee job satisfaction was followed by the leadership styles. In this research, we can conclude that leadership has an effect on the attitude of employees towards the jobs but has less recognition from the employee in MAHB. According to Mintzberg, (2010), true leaders engage others with their consideration and modesty because they involve themselves in what they are actually doing not for individual gains.

Effective leaders who possess good leadership styles have the ability to moderate or minimize the organizational politics perceptions together will increase the job satisfaction in an organization. Therefore, leadership style and organizational politics both are important factors that may affect employee's satisfaction regarding their job, (Saleem, 2015). The result for this factor had the lowest mean score compare to the other factors by having (M=3.794). The MAHB company will need to take more action on this factor in order to improve the level of job satisfaction that relate to their leadership style in the organization.

5.3 CONCLUSION: THE RESULTS AND OBJECTIVES

As mentioned in Chapter 1, the main objective of the study was to investigate the factors of employee job satisfaction in MAHB. From the results of the descriptive analysis figure 4.3 chapter 4, it shows that 4 out of 5 Independent Variables lead to employee job satisfaction in MAHB. The related factors were employee empowerment, benefits, working environment and turnover intention.

The second objective of the study aimed to identify the level of employee job satisfaction towards the factors in MAHB. From the results shown in figure 3.4 chapter 4, it shows that out of 5 Independent Variable, Benefits got the highest mean (M=3.866), followed by Turnover Intention (M=3.84), Employee Empowerment (M=3.84), Working Environment (M=3.80) and lastly the Leadership Styles (M=3.794). It was clear that Benefits play an important role in giving the employees job satisfaction. In conclusion, both objectives of the study have been achieved.

5.4 RECOMMENDATIONS

As mentioned in paragraph 5.1, the leadership style was the lowest mean above all. Based on the questionnaire's questions in the Table 4.7, its shown that gender issue were the major contribute to the lowest mean in the section. Moreover, the transformational leadership also contribute to low mean score. Bass & Bass (2008) once stated that a good leadership was developed through a never ending process of self-study, education, training, and the accumulation of relevant experience (Amanchukwa, Gloria Jones Staney, & Nwachukwa Prince Ololube, 2015). Thus, we highly recommended that MAHB show increased the amount of training to all the employees. These will increase their performances and leadership value as well. A great leader will give good names to the company. Meanwhile, Jenkins (2013) stated that the basis of a good leadership was indeed a strong character and selfless devotion to an organization. From the perspective, everything a leader does that affects the achievement of objectives and the well-being of employees and the organization mentioned by Abbasialiya (2010). Therefore, a frequent in

training either on-job training nor off-job training will produce a great leader in MAHB. Last but not least, there should no discrimination in terms of gender related issue. Every company, especially MAHB should distinguish the gender related issue because these may lead to other problem in the future.

Working environment need to be enhance, especially the improvement of the communication system. These mainly because the factor working environment also shown the low mean score. The table 4.5, shown that the major problem in this section related to lack of communication system in delivery information. Meanwhile, lack of a proper attention towards interpersonal satisfaction relationships, recognition and supervision also lead to low mean score. According to Lane (2010), the different factors within the working environment such as wages, working hours, autonomy given to employees, organizational structure and communication between employees & management will absolutely affect the employee job satisfaction (Raziq & Raheela Maulabakhsh, 2015). The communication of information must be properly done in a timely manner in order to make sure that the business operations went smoothly. If there was a clash between co-worker then it will be difficult for the organization to achieve their objectives. A good communication system for the employee can help to reduce the uncertainty about their job roles and responsibilities. This can be done by plan in-person or do online meetings every few weeks or months, to discuss project, issues and the organization as whole. By respecting and valuing your staff, you will improve the communication in the company. In a nutshell, MAHB should increase or improve the method in delivery system in order to overcome this such issue, same goes to proper attention issue as well.

5.5 CHAPTER SUMMARY

The main purpose of this research was to study the factors that affecting the job satisfaction and to study the level of job satisfaction towards the factors. In summary, the precautionary steps or proper action have been written down for the consideration of management parties in order to improve the employees job satisfaction in MAHB. Job satisfaction was an important factor in attracting and retaining a skilled workforce while maintaining the company reputation of their employee performance together with gaining the employee loyalty.

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APPENDIXS 1

<div align="center">

BUSINESS PROJECT RESEARCH QUESTIONNAIRES

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Assalammualaikum and Hi. As part of my Diploma in International Business research dissertation at the Polytechnic Sultan Salahuddin Abdul Aziz Shah, Shah Alam, Selangor, we are conducting a survey that determine factors influencing employee job satisfaction towards Malaysia Airports Holdings Berhad. We will appreciate if you could complete the following questions. All information will be kept confidential. Any concerns can be communicated to Ainnur, 018-2079520. Thank you for your time and cooperation.

Instructions: Please tick (√) one of the boxes that correspond to your answer to each question.

SECTION A: PERSONAL DETAILS

1. **Gender:**
   - ☐ Male
   - ☐ Female

2. **Age:**
   - ☐ Below 21
   - ☐ 21 – 25
   - ☐ 26 – 30
   - ☐ 31 – 35
   - ☐ 36 – 40
   - ☐ 41 – 45
   - ☐ 46 – 50
   - ☐ 51 and above

3. **Educational Level**
   - ☐ Diploma
   - ☐ Degree
   - ☐ Master
   - ☐ Phd

4. **Department**
   - ☐ Corporate Communication

☐   Human Resource

☐   Land and Development

5. How many training programmes have you attend in a year?

☐ 1 – 2 times

☐ 3 – 4 times

☐ 5 times and above

SECTION B: EMPLOYEE JOB SATISFACTION IN MAHB

This section is about employee job satisfaction in Malaysia Airports Holdings Berhad.

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I think job satisfaction refers to people's feelings about the different aspects of their job.					
2. I feel satisfied working in this department.					
3. I feel committed to the department's objective.					
4. My supervisors are concerned about us and how do we do work.					
5. I have been recognised and supported in my daily work.					

SECTION C: THE FACTOR OF EMPLOYEE EMPOWERMENT.

This section is about the factor of employee empowerment that influence the employee job satisfaction in MAHB.

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I as the employee are empowered and trusted, committed and given space to be innovative.					
2. I think an increase in employee empowerment will enhance the job satisfaction of the employee.					
3. My manager listen to team member point of view before making decision.					
4. I think employee empowerment will strengthen the relationship between transformational leadership.					
5. I think employee empowerment will impact the employee job satisfaction towards the company.					

SECTION D: THE FACTOR OF THE BENEFITS TO THE EMPLOYEES.

This section is about the factor of the benefits to the employees that influencing the employee job satisfaction in MAHB.

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I think perceive the employee benefits will enhance their job performance.					
2. I think employees with different education levels and position will perceive different employee benefit impacts.					
3. I am satisfied with the long-term benefits and insurance policies of the company.					
4. I am happy with the recognition and rewards for my outstanding works and contribution.					
5. I am satisfied with the compensation that I received and I think it matches my responsibilities.					

SECTION E: THE FACTOR OF THE WORKING ENVIRONMENT

This section is about the factor of the working environment to the employees that influencing the employee job satisfaction in MAHB.

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. The physical office arrangement do help the smoothness of work among officers.					
2. The communication system in the office is easier and faster.					
3. A proper attention is given towards interpersonal satisfaction relationships, recognition and supervision.					
4. The employee were given a flexible working hours with a sufficient job tasks.					
5. The company give a necessary training opportunities for the employees to improve their skills and knowledge,					

SECTION F: THE FACTOR OF TURNOVER INTENTION

This section is about the factor of the turnover intention to the employees that influencing the employee job satisfaction in MAHB.

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I am glad to work in this company.					
2. I am really doing something worthwhile in my job.					
3. I feel a sense of belonging in this company.					
4. It is hard for me to make a decision to leave the company.					
5. I am generally satisfied with the sense of achievement I get from this job.					

SECTION G: THE LEADERSHIP STYLES IN MAHB

This section is about the factor of the leadership styles to the employees that influencing the employee job satisfaction in MAHB.

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. The transformational leadership and suggestive of interventions of the organization help to improve the well being of the employees.					
2. The transformational leadership and psychological well being are related to each other.					
3. The employee perception of their leaders influence their work-related thoughts and behaviour.					
4. A same-gender leaders are more convenient to the employees.					
5. The emotional intelligence may account for how effective leaders monitor their worker.					

APPENDIX 2

BUSINESS PROJECT RESEARCH INTERVIEW

We conducted an interview with a representative from Malaysia Airports Sendirian Berhad (MASB) which is a subsidiaries of Malaysia Airports Holdings Berhad. The interview was held at MAHB HQ located at Sepang, Malaysia. We managed to interview Mr. Izuardy Shafie, Senior Executive Human Resource Business Partner MASB. Below shown the following interview's questions and answers respectively.

No.	Interview's Question.	Interview's Answer.
1.	How does the company make a good use of their employee skills and abilities?	He stated that they do also produce specialist in IT that were competent in producing system at KLIA. They mostly hire internal employees from the local Malaysia citizen and develop them as the specialist in their specific field.
2.	What are the difference in terms of the benefits for non-permanent and permanent employees?	The difference between contract and permanent staff. In terms of the type of leaves and medical assistance
3.	What if the company had an issue regarding the lack of manpower? How will you overcome it?	It was an ongoing process that happened in the company. Therefore, they always calculate the employee's productivity to ensure all the department were well managed. He also stated that they were going into the Industrial Revolution 4.0 so there were many research involving this matters. They conduct the 'contract of service' if there was no specialist
4.	Is there have been any complaints regarding power abuse in the company?	Every employee has their own job description. Thus, if the employee shows an outstanding performance, there will be the appraisal performance at the end of

		the year. This will enhance and embark their upcoming productivity towards the company.
5.	Regarding the issue in KLIA 2 sinking, does this leave any bad image to the company?	It does gave a massive impact but they think that was part of life because every business have their own problem, same goes as MAHB as well. He also stated that the establishment of KLIA 2 were an express project which took only 2 years to be done. But now they were overcoming the issue day by day.
6.	What are the programmes or activities that have been done by MAHB in order to achieve social sustainability in the company?	They were having CSR programmes every year. They do organizing 'sekolah angkat' and giving scholarship to students and develop them into the engineering field through the training.
7.	Regarding the goals of achieving women equality, is there have been any objections from others, the employees in particular?	There was no bias in the company. All the employees were treated equally and been tasked based on their skills and qualifications. As long the female employees were competent with their job.
8.	Do you think that the managers have gained trust from the employees who works in the company?	They will trust their employees before assigned them for specific task. He also mentioned that the trust issue will take a several time before they started to trust somebody.
9.	How do MAHB maintain the work relationship between the top management and the employees during working hours and after working hours.	MAHB conduct a programme called 'airport angkat'. During this programme the General Manager will handle the airport, thus this will minimize the gap between the top management. They also celebrate the pension employees to thanks for their job well done.
10.	How did MAHB manage to make the working environment different than other company?	They provide flexible working for their employees. Therefore, the employees can choose their own preferred time for working. Moreover, they also

		provide parking for the pregnant woman for example by build a designated parking area.