



**UNIVERSITI PUTRA MALAYSIA**

***RELATIONSHIP BETWEEN EMPLOYEE PERCEPTION COMMUNICATIVE  
TEAMWORK AND SELECTED HERZBERG'S MOTIVATING FACTORS IN  
SELECTED MALAYSIAN ORGANIZATIONS***

**SEYED RAHIM BENRAZAVI**

**FBMK 2011 40**

## DEDICATION

This thesis is dedicated to my sisters Noura and Rezvan whom I love the most. It is also dedicated to My elder brother Rasoul who has always nourished me with his wise pieces of advice and above all it is dedicated to my parents who have constantly supported me by all means and encouraged me to complete my studies up to this stage and fulfill my goals.



Abstract of thesis to be presented to the Senate of Universiti Putra Malaysia in partial fulfillment of the requirements for the degree of Master of Science

**RELATIONSHIP BETWEEN EMPLOYEE PERCEPTION COMMUNICATIVE TEAMWORK AND SELECTED HERZBERG'S MOTIVATING FACTORS IN SELECTED MALAYSIAN ORGANIZATIONS**

**ABSTRACT**

By

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**June 2011**

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**Faculty: Modern Languages and Communication**

This research was conducted to examine the relationship between Job Satisfaction and Communicative Teamwork within a selected number of Malaysian organizations. The study was based on Herzberg's Motivation-Hygiene theory that explained the relationship between the factors such as Achievement, Recognition, Responsibility, Personal Growth and the Nature of Work with Communicative Teamwork.

A survey was conducted on 357 respondents, representing the organizations in the Klang Valley area. A set of questionnaires were used as the instrument for data collection and the gathered data was analyzed through a Multiple Regression test of statistics by means of the Statistical Package for Social Science (SPSS). The study showed the relationship between Job Satisfaction and Communicative Teamwork.

This will thus contribute to the process of organizing and other organizational and communication behaviors such as Communicative Teamwork. From the study, it was

also found that the indicators of Job Satisfaction namely; Achievement, Recognition, Responsibility, Nature of Work and Personal Growth were positively related to Communicative Teamwork.

Thus, suggesting that for a successful practice of Communicative Teamwork, it is essential for any organization to ensure that its members were able to have an understanding of Job Satisfaction in relation with this particular issue. This was shown in the study that the positive perspective of Achievement contributed to Communicative Teamwork. It was also shown that members who gained Recognition in the organization were also motivated in keeping up with practicing Communicative Teamwork. However, although understanding one's Responsibility shall contribute to better performance yet this variable did not contribute to Communicative Teamwork of the employees. Nature of Work or the openness and friendliness of the working environment have also shown a significant relationship with Communicative Teamwork, yet the relationship between Personal Growth and Communicative Teamwork was not considerable at all. The study has therefore contributed significantly to the understanding of Herzberg's Motivation-Hygiene Theory.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi sebahagian keperluan untuk Ijazah Master Sains

HUBUNGAN ANTARA PERSEPSI PEKERJA KOMUNIKASI KERJA  
BERPASUKAN DAN FAKTOR MOTIVASI TERPILIH HERZBERG  
DALAM KALANGAN ORGANISASI TERPILIH DI MALAYSIA

ABSTRAK

Oleh

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Pengerusi: Hamisah Hasan, PhD

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Kajian ini dijalankan bagi mengenal pasti hubungan di antara kepuasan bekerja dan komunikasi kerja berpasukan dalam kalangan organisasi terpilih di Malaysia. Kajian ini berdasarkan Teori Motivasi–Kesihatan Herzberg yang menerangkan hubungan antara faktor, seperti Pencapaian, Pengiktirafan, Tanggungjawab, Perkembangan Peribadi dan Suasana Kerja dengan Komunikasi Kerja Berpasukan .

Satu tinjauan telah dijalankan ke atas 357 responden yang mewakili organisasi di Lembah Klang. Satu set soal selidik telah digunakan sebagai instrumen untuk pengumpulan data dan data yang dikumpul telah dianalisis menggunakan Ujian Statistik Regresi Berganda melalui Pakej Statistik untuk Sains Sosial ( SPSS). Kajian ini menunjukkan hubungan di antara kepuasan bekerja dan Komunikasi Kerja

Berpasukan. Dapatan kajian ini dapat memberi sumbangan kepada proses pengurusan dan tingkah laku organisasi dan komunikasi lain, seperti komunikasi kerja berpasukan. Kajian ini juga mendapati bahawa indikator kepuasan bekerja, iaitu; Pencapaian, Pengiktirafan, Tanggungjawab, Suasana Kerja dan Perkembangan Peribadi mempunyai hubungan yang positif dengan Komunikasi Kerja Berpasukan .

Justeru, mencadang bahawa bagi amalan Komunikasi Kerja Berpasukan yang berkesan, adalah perlu bagi sesebuah organisasi memastikan pekerja memahami Kepuasan Bekerja dalam sesuatu isu tertentu. Kajian juga menunjukkan bahawa perspektif yang positif dari segi pencapaian menyumbang kepada komunikasi kerja berpasukan. Dapatan kajian menunjukkan bahawa pekerja yang memperoleh pengiktirafan dalam sesebuah organisasi juga bermotivasi untuk mengekalkan amalan komunikasi kerja berpasukan. Walau bagaimanapun, walaupun pemahaman seseorang pekerja terhadap tanggungjawab menyumbang kepada prestasi yang lebih baik, namun pemboleh ubah ini tidak menyumbang kepada komunikasi kerja berpasukan pekerja. Suasana kerja atau keterbukaan dan kemesraan dalam persekitaran bekerja juga menunjukkan hubungan yang signifikan dengan komunikasi kerja berpasukan, namun hubungan antara perkembangan peribadi dan komunikasi kerja berpasukan tidak diambil kira langsung. Kajian ini, menyumbang secara signifikan kepada pemahaman Teori Motivasi-Kesihatan Herzberg.

## ACKNOWLEDGEMENTS

“Don’t ask what the world needs. Ask what makes you come alive, and go do it. Because what the world needs is people who have come alive” said a wise man. This saying describes my feelings about studying and opening my way out through the world of knowledge and achieve as much as I can to come alive and feel alive, for once my father told me, “All wealth of the world cannot make a man feel happy if he is still illiterate.”

The completion of this thesis would not have been possible without the great help from several people.

First and for most, I want to offer my gratitude to Dr. Hamisah Hasan for her tremendous kindness and undying patience in guiding me through this whole process. It would not have been possible without her.

Special thanks also go to Associate Prof. Dr. Abdul Muati @ Zamri Ahmad for his truly valuable advice and tutelage. Learning from him has been an experience that I will remember for the rest of my life.

I certify that an Examination Committee met on June 22, 2011 to conduct the final examination of Seyed Rahim Benrazavi on his Master degree thesis entitled “Relationship between employee perception of communicative teamwork and selected Herzberg's motivating factors in selected Malaysian organizations” (Higher Degree) Act 1980 and Universiti Putra Malaysia (Higher Degree) Regulations 1981. The committee recommends that the candidate be awarded the relevant degree. Members of the Examination Committee are as follows:

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This thesis was submitted to the senate of Universiti Putra Malaysia and has been accepted as fulfillment of the requirement for the degree of Master of Science. The members of the Supervisory Committee were as follows:

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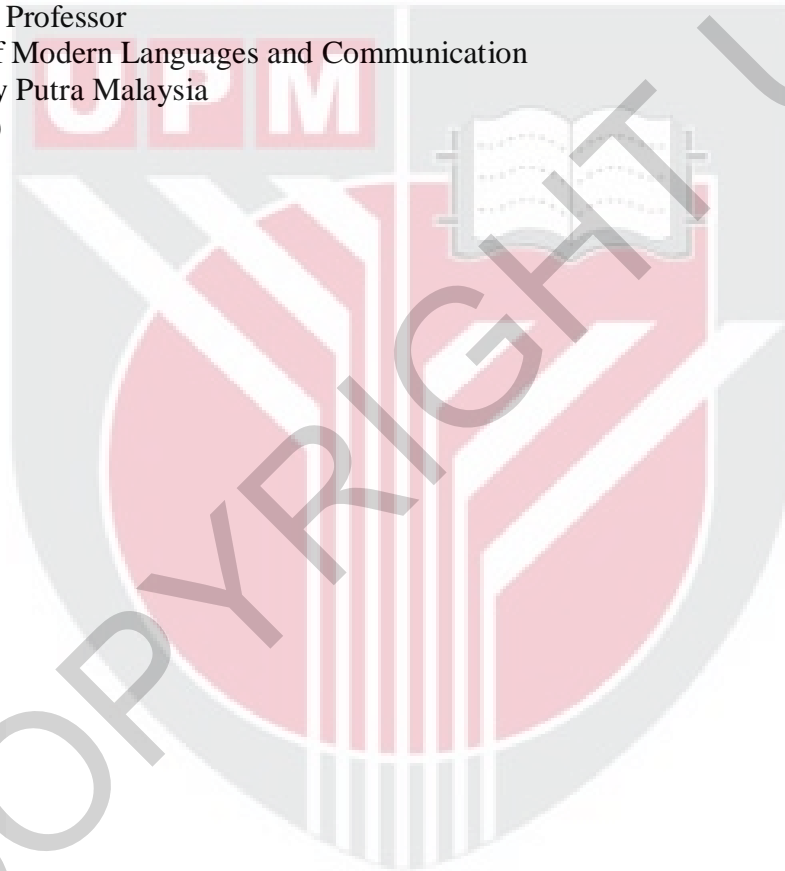
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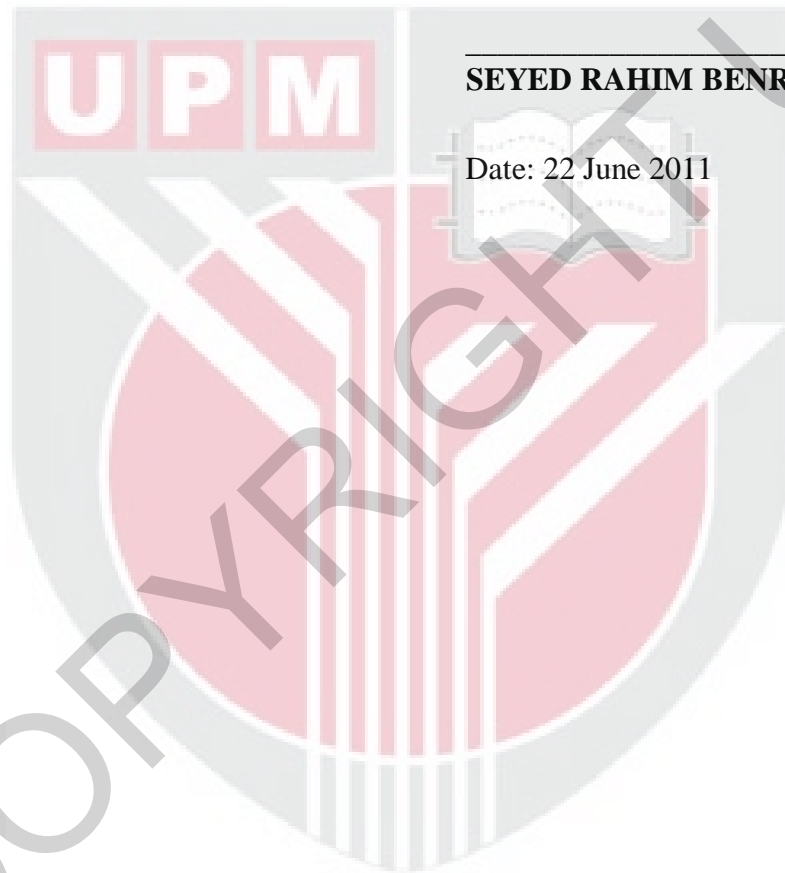
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## **DECLARATION**

I hereby declare that the thesis is based on my original work except for quotations and citations which have been duly acknowledged. I also declare that it has not been previously or concurrently submitted for any other degree at UPM or other institutions.



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