



An Analysis on Organizational Behaviours Model of Intel (M) Corporation

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ABSTRACT

Models are frameworks or possible explanations why do people behave as they do at work.¹ There are so many models in an organization. Different results across the organizations are caused by different in the models of organizational behaviour. The basic model of this paper is to know more about how organizational behaviour influences the Intel (M) Corporation based on the organizational behaviour model. Furthermore, this paper aims to have insights about the employees in Intel (M) Corporation which will be influenced by surroundings no matter from physically or psychologically including how company facilities and services influences the organizational behaviour in Intel (M) Corporation or the influence of motivation among employee and company performances. This paper contains a phone interview with one of the managers in Intel (M) Corporation, an American multinational technology company with its Malaysia main headquarter located in Penang to get more about the internal issues regarding organizational behaviour in the company such as overcoming of stress, design of a decision and also company culture and structure. Intel (M) Corporation has turned to be a splendid company in its working environment with both internal and external supports received from employees and the community. We will learn about the influences of Organizational Behaviours towards a company community based on Organizational Behaviour models.

Keywords: Organizational behaviour, overcoming of stress, design of a decision, company culture, company structure

1 https://ebrary.net/2814/management/models_organizational_behaviour

INTRODUCTION

Intel is a multinational technology company with its Malaysia main headquarter located in Penang. Intel is one of the established companies producing and manufacturing high valued semiconductor chips apart from making motherboard chipsets, network interface controllers and integrated circuits, flash memory, graphics chips, embedded processors and other devices related to communications and computing. Intel in Malaysia has initially accumulated 100 employees as its workforce and today, it has appeared to be the largest and most diverse site outside of the United States with an employee base of around 8000 highly skilled Malaysians.

Intel develops advanced integrated digital technology products, primarily integrated circuits, for industries such as computing and communications. Intel also develops an integrated suites of digital computing technology platforms, that are designed to work together to provide user a solution compared to components that are used separately. Intel designs and manufactures computing and communications components, such as microprocessors, chipsets, motherboards, and wireless and wired connectivity products, as well as platforms that incorporate these components.

Intel sells its products primarily to original equipment manufacturers, original design manufacturers, PC and network communications products users, and other manufacturers of industrial and communications equipment.²

Intel was founded in 1968 by Gordon Moore and Robert Noyce. They recruited other Fairchild workers, including businessman Andrew Grove. The company was originally named "Moore Noyce". They then settled on "Intel", a combination of the first letters of each word in the term "Integrated Electronics". Intel's third employee, a chemical engineer named Andy Grove, also came from Fairchild Semiconductor. With Grove on board, Intel released its first product in 1969, the 3101 64-bit Schottky bipolar RAM, and launched denser MOS SRAM & DRAM soon after. Grove was the Intel's president in 1979, CEO in 1987, Chairman and CEO in 1997, he is credited with transforming Intel from a manufacturer of memory chips into one of the world's dominant producers of microprocessors. During his tenure as CEO, Grove oversaw a 4,500% increase in Intel's market capitalization from \$18 billion to \$197 billion, making it, at the time, the world's most valuable company.³

According to CEO Brian Krzanich, Intel is known for its corporate culture of meritocracy, which considers employee ability and output. This culture differentiates Intel from competitors, maintains a high-end brand, and influences customers and suppliers to adopt technological efficiency in their mindsets. The following are the main characteristics of Intel's organizational culture: Customer orientation, Risk Taking, Discipline, Great place to work, Quality, Results orientation.⁴

To maintain as a leading company in technology, Intel has set its mission and vision. Intel's mission is to utilize the power of Moore's Law to bring smart, connected devices to every person on Earth. Meanwhile, Intel's vision is "If it is smart and connected, it is best with Intel".⁵ This defines that Intel is irrefutably concerned on building the best sophisticated application and devices in order to connect all people worldwide. With wise and meticulous strategies and plans, Intel believes it can ultimately achieve its goals as long as it receives unceasing efforts from its workforce.

2 <https://www.barchart.com/stocks/quotes/INTC/profile>

3 http://www.newworldencyclopedia.org/entry/Intel_Corporation

4 <http://panmore.com/intel-organizational-culture-business-resilience-analysis>

⁵ <http://panmore.com/intel-corporation-vision-statement-mission-statement>

BACKGROUND

In every organization, manager plays the most crucial roles and responsibility in leading the direction of an organization. Each manager required help and assistance from employees to ensure that they can accomplish all the goals of organization. The failure of manager causes organizational problems. Therefore, leadership can be defined as the use of power and influence to direct the activities of followers toward goal accomplishment. In brief, the manager is someone with the highest ability in influencing oneself to fulfil his or her wants and needs. Throughout his or her characteristics, the organization will be able to reach its mission and vision.⁶

To identify the characteristics of manager in Intel (M) Corporation, we firstly recognize some types of power used by the manager. This step is formulated to ease us in further knowing the leadership style practiced by the manager. Generally, there are two types of power presented by the manager in the organization namely organizational and personal power. The organizational power is established between legitimate, reward and coercive power, whereas the personal power imbued with expert and referent power.

Intel (M) Corporation manager is preferably using both legitimate and referent power. Legitimate power is based upon perception and reality. It is based on the reality that a person holds a particular position in an organization and based on the perception of employees that someone holding that position has authority to exert control over them. However, the power of a person is subject to the job structured hierarchy in the company. Broadly speaking, Intel employees agree that their manager tends to use the legitimate power peculiarly in determining the activities, policies, programmes and rules of the company. In fact, their manager uses this power to allocate resources needs in the company.

Also, the manager of Intel (M) Corporation seems to use the referent power towards employees. This kind of power provides ample opportunity to the manager to cultivate the respect and admiration of followers in such a way that they wish to be like him or her. Referent power is leading by example so in Intel (M) Corporation, this power is based upon a leader modelling his behavior to demonstrate appropriate conduct and decision-making. Intel (M) Corporation employees observe a manager's behavior and act as they believe their managers would act in the same situation. The referent power is slightly influencing the rapport between the Intel (M) Corporation manager and employees so that the employees will see their manager as a charismatic character to be emulated.

The leadership is one part which cues to the characteristics depicted by the manager in the company. In Intel (M) Corporation, the company believes no one style of leadership fits all situations. Pertaining to that, it is useful to understand different leadership frameworks and styles hence the managers can adapt those different approaches to fit the situation they are in. In business, the transformational leadership is frequently claimed to be the best leadership style to use, but in Intel (M) Corporation, the manager tries to practice equally among the transformational, transactional, bureaucratic and charismatic leadership. Manager in Intel (M) Corporation performs transformational leadership to inspire employees with high integrity and high emotional intelligence. On top of that, for each department in Intel (M) Corporation, the manager tends to motivate their employees with a shared vision of the future and to do so, they use well communication. With this kind of leadership, Intel (M) Corporation manager is said to be self-aware, authentic, empathetic and humble.

6 <https://www.taylorfrancis.com/books/9781317778400>

For some specific purposes, especially in the department of Order Fulfilment and Supply Chain, the Intel (M) Corporation manager uses bureaucratic leadership. This means that the manager rigorously follows Intel (M) Corporation rules and ensures the employees obey the procedures precisely. Plus, this leadership is also useful for managing employees who perform the routine tasks. Charismatic leadership resembles transformational leadership as both types of manager inspire and motivate their team members. So, the same leadership may apply in certain Intel (M) Corporation activities but the charismatic leadership is more focusing on the ambition of managers without having a change.

Lastly, the manager of Intel (M) Corporation pays the employees for investing their efforts and time in completing some short-term tasks. This refers to the transactional leadership. When the performance among employees does not meet an appropriate standard, the Intel (M) Corporation manager has rights to punish them. This yields very good results as the Intel (M) Corporation employees can often do a little to improve their job satisfaction. In short, the manager in Intel (M) Corporation portrays him or herself to be the most influential person in the company. With different characteristics in different situations, the Intel (M) Corporation manager is eager to achieve the organizational objectives and ultimately accomplish the mission and vision

of the company. The utilization of power and leadership as mentioned above shows that the Intel (M) Corporation manager is energetic, ambitious, stringent and enthusiastic. These characteristics help Intel (M) Corporation to produce devoted workforce that will be readily prepared to encounter upcoming challenges and unpredictable circumstances within or outside the company.

JUSTIFICATION IDEA

To get more information from Intel (M) Corporation, Ms Melissa Marianne Anthony Pragasam is interviewed by our group members regarding the organizational behavior issues we have discovered. She is currently work as Human Resource Shared Service Center Payroll and Benefit Manager in Intel (M) Corporation Penang Branch. We conducted this interview by a phone call in the

1. Do the employees' task performances (routine, adaptive and creative) play important role in determining the success of the company and if so, how does the citizenship behavior influence the employees' job performances?

#Refer Appendix 1

Yes, quality employees are important in determining the success of the company where Intel values adaptive task performance by employees. Intel provides an ergonomic work space environment where the employees are encouraged to perform behaviors involved in adaptability such as handling emergency or crisis situations, handling work stress, solving problems creatively, dealing with uncertain and unpredictable work situations and demonstrating cultural adaptability. For instance, the employees are flexible and open minded when dealing with others moreover willingly to adjust behavior or appearance as necessary to comply with or show respect for others' values and customs.

Organizational citizenship behavior such as voice, civic virtue and boosterism are emphasized by Intel where employees are encouraged to react to bad rules or policies by constructively trying to change them as opposed to passively complaining about them in a corporate office standard. Office ergonomics are provided by Intel for employees with complete workplace infrastructure to enhance job performances where employees are able to participate in the company's operation at a deeper-than-normal level by attending voluntary meetings and functions, reading and keeping up with organizational announcements, and keeping abreast of business news that affects the company. Intel ensures that organizational citizenship behavior is instilled among employees where there are no reasons for counterproductive behavior to occur.

2. In order to increase the overall organizational commitment of the employees, what are the styles and behaviors of effective leadership you use as one of the leaders in Intel (M) Corporation?

#Refer Appendix 2

In order to increase employees' overall organizational commitment, my choices of optimal decision-making styles are more towards facilitative and consultative and less of autocratic and delegative. In accordance to Intel's mission which utilizes the power of Moore's Law to bring smart, connected devices to every person on Earth, Leadership and Learning Program is implemented. Employees from the 19 countries of Greater Asia Region (GAR) and 36 countries of Greater Europe Region (GER) are provided with globally consistent, high quality and scalable learning solutions' execution moreover operationalizes new delivery requirements with innovative process efficiencies and flawless collaboration. The Leadership and Learning process examples are Manage Instructor Support Services and Manage Course Offerings. Currently,

there are 22 employees in 3 different geographical areas specifically GER and GAR attending the Leadership and Learning program. Through leaps and bounds, the organizational commitments of employees are built.

Furthermore, Intel leaders emphasize on relation-oriented behavior where employees are valued higher than production. Consideration reflects the extent to which Intel leaders create job relationships characterized by mutual trust, respect for employees' ideas and consideration of employees' feelings. Intel leaders do not take personal connection with employees for granted but pay attention to their needs and feelings. There is even an anonymous reporting system in Intel where the employees are not only able to recognize to efforts of colleagues and supervisors but also comment on the work of colleagues and supervisors. This system ensures that every employee has the freedom of voice to change the unsatisfied working condition without being acknowledged. Intrinsically, this improves the overall organizational commitment of employees. Since Intel has invested much in the improvement of employees, most of them are bond to the company by normative commitment. Affective commitment is shown when Intel employees form emotional attachment towards each other. Therefore, there is less psychological and physical withdrawal of employees when Intel employees are normatively and affectively committed.

3. What are the facilities and services provided by the company to ensure the job satisfaction of employees?

#Refer Appendix 3

Intel offers a wide range of benefits to make the company the place where employees want to do their best work. Intel provides numerous facilities and services such as pay, stock and workplace benefits. For instance, Intel provides a series of food perks such as free drinks, free buns, monthly meal subsidy of RM50 and free fruits. These food incentives make food lover employees feel over the moon. Other than that, pay satisfaction is provided by Intel too. Intel will provide monthly base pay to the employees, bonus programs including 'Factory Excellence Bonus', EPF which Intel contributes 14%, shift allowance and overtime work allowance. Intel employees will feel satisfied financially with numerous allowances that are provided by Intel.

Furthermore, they are also provided amenities in the office. For example, Muslim employees can go to prayer room provided in the office, pregnant employees can rest in mother's room, ATM machines are provided in specific areas of Intel nevertheless pantries are also provided for employees to have a break. Moreover, Intel provides services in the type of stock for employees such as Stock Grants and Stock Purchase Plan (SPP). Transportations such as internal shuttle service and bus service to and fro manufacturing offices, administration offices and hostel are provided to ease the movement of employees. Apart from that, Intel assures annual leave of 10-20 days for the employees. Other leaves such as sick leave, hospitalization and so on for employees and not to mention the annual public holidays of 17 days are guaranteed. Intel shows concern of employees' health and medical services by providing fitness centers, sport facilities, health coverage, dental and optical benefits, mammogram and prostate examination, health screening, maternity gift, mums-tobe parking, disabled parking, preventive healthcare and bereavement aid moreover life Insurance. This will make the employees feel psychologically and physically satisfied with their jobs. In addition, Intel provides many types of financial assistance such as Employee Assistance Fund, Intel Scholarship for employees' children, Extended Education Program (EEP), vehicles interest subsidy program and toll subsidy. All of these are called promotion satisfaction which employees will feel frequent, fair, and based on their ability. All the remunerations are indirectly linked to supervision satisfaction as the employers of Intel are competent, polite and good communicators. The most important thing is employers understand the employees' needs and wants.

4. How do you overcome the stress from your work in order to avoid strain? As a manager, please share your undesirable working experiences and how does the company address this particular situation.

#Refer Appendix 4 and Appendix 5

Usually, I will evaluate how stressful is an event by addressing them either hindrance or challenge in work. Although sometimes I do face role conflict by conflicting expectations from others, role overload when there are a number of demanding roles that I need to uphold moreover time pressure and work responsibility as level of responsibility increases when importance of obligations in the job are higher, but as a manager, I cope with stress from work by strategizing the problems faced, self-motivating and changing priorities. For instance, I will think about different ways to accomplish the work more efficiently when I am confronted with an increase in time pressure. I think I am more used to cognitive method and problem –focused ways to cope with stress. However, Intel has ranked top 50 in the world for work- life effectiveness where the employees are empowered with alternate start time, flexi-time, business mobile line reimbursement, broadband reimbursement for home connection, telecommute, part time employment, family access and prolonged leave of absence. Therefore, I do not face any non-work hindrance such as work family conflict and financial uncertainty.

As a payroll and benefit manager of Intel Malaysia Human Resource Shared Service Centre, the undesirable experiences that I am currently facing would be the drastic job hopping of Gen-Y workers where their turnover rate is high despite Intel had pampered the Gen-Y newbies with various facilitative and consultative programs such as arrangement of buddies and 3 months on job training. These are caused by the Gen-Y nature of anxious to be promoted in pay increment although Intel has provided the best services for them. Managing job separation program to downsize the employees during economic recession is heart wrenching for me as leaving decisions are hard to decide. Therefore, Intel provides postdownsize consulting session for the involved employees to address this problem.

5. What inspires you to stay passionate and contribute to the company for years despite facing challenges to achieve successful milestone?

#Refer Appendix 6

As previously mentioned, Intel treats their employees as family members where I feel affective commitment to stay and contribute for 11 years. Intel engages workforce to promote healthy lifestyles nonetheless motivate internal self -confidence among employees where high levels of valence, instrumentality, and expectancy are the motivational variables for task performance.

Furthermore, Intel provides spontaneous recognition where anyone may recognize others efforts through point accumulation of anonymous reporting system either personally or departmentally. The fun part is where each employee has a goody drawer for informal appreciation and everyone feels free to show appreciation by giving out small gifts. Intel employees create meaningful work where they have goals and targets to achieve. Keep the Business Running (KTBR) performance entices all the employees to perform exceptionally in their tasks, LEED certified by the US Green Building Council are vital to ensure the sustainability efforts practiced in the workplace, Intel's facilities and environmental systems are also ISO14001 certified moreover awarded the Kementerian Tenaga, Teknologi Hijau dan Air – Kettha Industry Award 2013 Excellence in Energy Efficiency Management (Industry) category.

Besides, both Intel Penang and Kulim were awarded the Green Office Certification by the Penang Green Council in 2013. Another remarkable milestone would be the achievement of Intel Kulim placed Top 3 in the Anugerah Cemerlang Keselamatan dan Kesihatan Pekerjaan Kebangsaan Tahun 2014 by Jabatan Keselamatan dan Kesihatan Pekerjaan Negeri Kedah. These achievements provide the direction, intensity and persistence of efforts moreover proven that Intel employees are psychologically empowered and they have self-determination, competence and impact on their job.

6. How does the company solve the problems such as trust, justice and ethics that faced by employees in their work?

#Refer Appendix 7 and Appendix 8

Moral awareness, moral judgment, moral intent and ethical behavior such as IT sustainability strategies are emphasized by Intel. Intel focused on reducing our own consumption of IT- related and office energy. For instance, PC Refresh allows our employees to use new energy efficient computers, our offices use green printing and iFax to minimize paper and tone usage. This shows that we recognize moral issues that exist from time to time.

Moreover, our long-term strategy focuses on innovative solutions to optimize the energy efficiency of our service, storage and network. Precisely, reducing and recycling waste is one of the main ethical behaviors that we have been focused. Generally, Intel is leading the local Malaysian industry in recycling, more than 95% of construction wastes are recycled and more than 93.6% are solid waste recycling waste. This figure prove that we are take moral judgment and moral intent seriously.

Currently, we are carrying on some programs such as recycle situations, drive-in recycle centers, food waste composting and reusable dishware and utensils in cafeterias. These programs have definitely brought many benefits to society and environment. In order to instill this ethical behavior in our employees, we recognize an Environmental Excellence Award to inspire them. The award consists of programs that carried out by employees such as farm to fork program, carpool program, inter-campus and home shuttle services, nursing mother program and room moreover sports and recreational amenities. When authorities are morally aware, sophisticated moral judgment and possess strong moral intent, they will automatically practice ethical actions and behaviors.

Besides, Intel also builds trustworthiness such as ability, benevolence and integrity among employees to develop an emotional bond. Trusting the authority will develop a sense of obligation because employees feel more confident and are more normative committed. For example, when negative events occur, Intel employees who trust us are willing to accept the vulnerability with continued employment, remaining confident in their belief that the company situation will eventually improve. Hence, building trust among employees is very crucial to ensure the company business runs smoothly.

7. Based on each decision made by the company, it may alternately leave a big impact to the employees regardless of their level of position. As a manager, how do you design each decision?

#Refer Appendix 9

As a manager, I would consider the consequences of decisions before they are made. Instead of identifying the problem based on previous experiences, I would determine appropriate criteria, generate list of available alternatives, evaluate the

alternatives against criteria, choose the solution that maximizes value then implement appropriate solution. I would prefer a rational-decision making model that maximizes outcomes by examining all available alternatives in order to avoid faulty decisions due to stereotyping, bias and framing.

8. Intel is one of the established companies in Malaysia, therefore, what are the initiatives used by the company to recruit employees from diverse characteristics and background to form the good image of Intel?

#Refer Appendix 10

Intel accepts employees from diverse demographic where there are no age, race and gender discriminations. Mostly, the age of employees ranged from 25 to 45 and there is no retirement age. As long as you can contribute to Intel, you are part of the family. The values, attitudes and personality of employees are emphasized during interview selection to ensure that they are open-minded and positive enough to melt in the diverse workforce. Ultimately, Intel would not recruit family members that can't adapt to diversity because Intel values the diversity problem-solving approach that provides a larger pool of knowledge and perspectives from others to carry out work. For instance, Intel employs engineers to supervise administration and fixed asset departments other than manufacturing sites. Apart from that, goal interdependence is focused where employees have not only a shared vision of Intel's goal but also align their individual goals with Intel's vision – If it is smart and connected, it is best with Intel.

9. Does the company open any channel for the staff to voice out their views, dissatisfaction, restraints and opinion against the company? How does the company respond to the matter?

#Refer Appendix 11

Yes, Intel does open channels for the staff to voice out their views, dissatisfaction, restraints and opinion through communication. Information richness is implemented in Intel which the amount and depth of information is transmitted in messages from employees to employers. For instance, Intel employees are allowed to use face-to-face channels to voice out any feedback from certain events in order to verify and ensure that their messages are received and interpreted correctly by others. Besides, Intel also allows employees to use personal written notes to voice out their dissatisfaction. Furthermore, Intel managers always give support to employees when they are facing problems. Manager feedback tools are implemented by Intel which managers will personally give advice to employees who are facing some difficulty or have done some mistakes. Indirectly, the employees develop general competencies related to teamwork activities. Other than that, the team states that Intel focuses on cohesion and mental models. For example, Intel instills a strong trust relationship among employees by fostering a high level of motivation and commitment to the others and intrinsically promotes a higher level of team performance. Moreover, Intel also emphasizes mental models where employees share their understanding of one another's capabilities therefore they know who to go for assistance in face of problems. Hence, they can carry out the task more efficiently by sharing the understanding and skills with each other.

10. Can you describe the structure and culture of Human Resource Shared Service Centre?

#Refer Appendix 12 and Appendix 13

Generally, Intel has an organic structure. There is a low degree of work specialization where employees are empowered to take a broad view of tasks, think

more broadly of responsibilities lie although there might be a specified chain of command, make own decisions appropriately as knowledge and expertise are decentralized, convey lateral communication where information and advice are focus compared to orders. Therefore, Human Resource Shared Service Centre has a flexible and constructive structure. Intel emphasizes equality where egalitarian culture is practiced within the organization. Egalitarian culture allows employees regardless of rank and age to have equality in programs such as Career Growth and Development, Extended Education Programs, Employee Health and Wellness Programs moreover Diverse and Inclusive Workplace.

APPLICATION IDEA

What are the factors that affect employees job satisfaction in Intel (M) Corporation? An employee's overall satisfaction with his job is the result of a combination of factors -- and financial compensation is only one of them. Management's role in enhancing employees' job satisfaction is to make sure the work environment is positive; morale is high and employees have the resources they need to accomplish the tasks they have been assigned. In 2014, the human resource director in Intel (M) Corporation reported data from an on-going project. The data below are the data on the relative importance of 10 longstanding factors that research identifies as significant in influencing Intel (M) Corporation employee's job satisfaction. These factors are listed in the table below, which contrasts the ranking of these factors in 2014 (from a sample of 268 managers in Intel (M) Corporation):

Factor	2014
Compensation/Salary	1
Supervisor Support	2
Good work-life balance	3
Job security	4
Opportunity for Advancement	5
Workload and Stress	6
Respect from Co-Workers	7
Financial Rewards	8
Intel Company values	9
Recognition	10

Based on the data above, compensation or salary is in the first factor that affects Intel

(M) Corporation employee's job satisfaction. Compensation can be defined as the monetary benefit given to the employees by the company for their services given to the company. Voydanoff (1980)⁷ have revealed that monetary compensation is one of the most major vivid variables for job satisfaction. Coming to the relation between job satisfaction and salary/compensation, it is found by previous researcher said that "Salary was found to be the key aspect for the drive and job satisfaction of salaried 10 employees of the automobile industry". The survey assessed the various characteristics of job and the way the employees ranked them as motivators and satisfiers. The results revealed that increasing salary for performance was ranked as the number one job element for motivation and compensation was ranked as the number one job element for job satisfaction.

7

<https://www.researchgate.net/publication/230409290> Perceived Job Characteristics and Job Satisfaction Among Men and Women

Supervisor support in Intel (M) Corporation organization plays a crucial factor towards job satisfaction as well as employee retention. Supervisor support is defined as the extent to which leaders care about their employees' welfare and value their contributions. A leader with high supervisor support is one that makes employees feel appreciated, heard and cared about. Researchers like Buckingham & Coffman (1999)⁸ have found that the talented employee may join an organisation for many reasons, but how long that employee stays and how productive he/she is while there is determined by the relationship with the immediate supervisor. It was exposed that management & friendly staff relationships contribute to the level of job satisfaction. The results showed that the leadership styles that involve human interaction and encourage participative decision-making are related positively to the skills and essential information gaining.

In Intel (M) Corporation, good work-life balance is ranked in the third place. A healthy work environment lies on three aspects: the ethics and value foundation upon which the organisation rests; the policies that take those principles and convert them into day to day actions and the corporeal environment in which people work. So, all three together attracts employees to work for a longer time in an organisation. Arnold & Feldman (1996)⁹, promoted some factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources as part of working conditions. The worker would rather desire working conditions that will result in greater physical comfort and convenience. This is because of poor working conditions; many employees feel dissatisfied. The working conditions include office space, equipment, comfortable chairs, air conditioning, tools etc. When working environment is good for an employee, then his/her productivity level automatically goes up. Positive and good work life balance is directly related to employee retention and employees feel they are heard and valued. Intel has ranked top 50 in the world for work-life effectiveness.

The fourth factor is job security in Intel (M) Corporation. Job security is the chance that a person or an employee will keep his or her job; a person with the job would have a little possibility of becoming unemployed if his/her job has an elevated level of job security. Rosenblatt and Ruvio (1996)¹⁰ found in his popular literature that job security tends to perform better with an employee who is satisfied with his job than the one who is not satisfied with the job. This finding is also supported by researchers like Denton (2005)¹¹ said that if the employees are satisfied and content with the job security they will automatically be devoted to and reliable to their organizations.

Lastly, recognition in Intel has a least impact towards job satisfaction in which it is ranked at the 10th place. The availability of rewards and pay raises in the current climate is having an impact here. Nonetheless they both remain powerful tools for motivation.

8 [https://www.academia.edu/7647216/Buckingham and Coffman -
First Break All the Rules - Review](https://www.academia.edu/7647216/Buckingham_and_Coffman_-_First_Break_All_the_Rules_-_Review)

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10 <https://psycnet.apa.org/record/1996-01981-006>

11 [https://www.scirp.org/\(S\(351jmbntvnsit1aadkposzje\)\)/reference/ReferencesPapers.aspx?ReferenceID=1587321](https://www.scirp.org/(S(351jmbntvnsit1aadkposzje))/reference/ReferencesPapers.aspx?ReferenceID=1587321)

CONCLUSION AND RECOMMENDATION

Back to all the models that we discovered in this report, it shows that the employees in Intel (M) Corporation are committed to work with the organization and that's related to their high job and task performances. The opportunities for advancement in Intel (M) Corporation has made the employees more satisfied with their current job when they see a path available to move up the ranks in the company and be given more responsibility and along with it higher compensation. Many companies encourage employees to acquire more advanced skills that will lead to the chance of promotion. Companies often pay the cost of tuition for employees taking university courses, for example, during an employee's annual performance review, Intel (M) Corporation supervisor should map out a path showing her what she needs to accomplish and what new skills she needs to develop in order to be on a track to advancement within the organization.

Although the workload and stress level is high among employees in Intel (M) Corporation. Dealing with a workload that is far too heavy and deadlines that are impossible to reach can cause job satisfaction to erode for even the most dedicated employee. Falling short of deadlines results in conflict between employees and supervisors and raises the stress level of the workplace. Therefore, the supervisors play the role to eliminate all the stressors existed in the work environment and this will indirectly be creating a warm environment for the employees to work.

Undeniably, financial rewards are a part which can affect Intel (M) Corporation employee's job satisfaction. Job satisfaction is impacted by an employee's views about the fairness of Intel (M) Corporation wage scale as well as the current compensation receiving. Intel

(M) Corporation need to have a mechanism in place to evaluate employee performance and provide salary increases to top performers. Opportunities to earn special incentives, such as bonuses, extra paid time off or vacations, also bring excitement and higher job satisfaction to the workplace. Intel (M) Corporation values are the identity that uphold by every employee in Intel (M) Corporation. Employees are more satisfied and are less likely to quit when their personal values are consistent with the organization's values, and when they have positive attitudes about work environment. Values are desired ways of behaving or desired end-states. When an employee's values collide with organizational values, employee may have interpersonal value conflicts, or the individual organizational value conflicts that may affect job satisfaction, turnover, and potentially performance. Attitudes, on the other hand, are defined as a learned predisposition to respond in a consistently favourable or unfavourable manner with respect to a given object.

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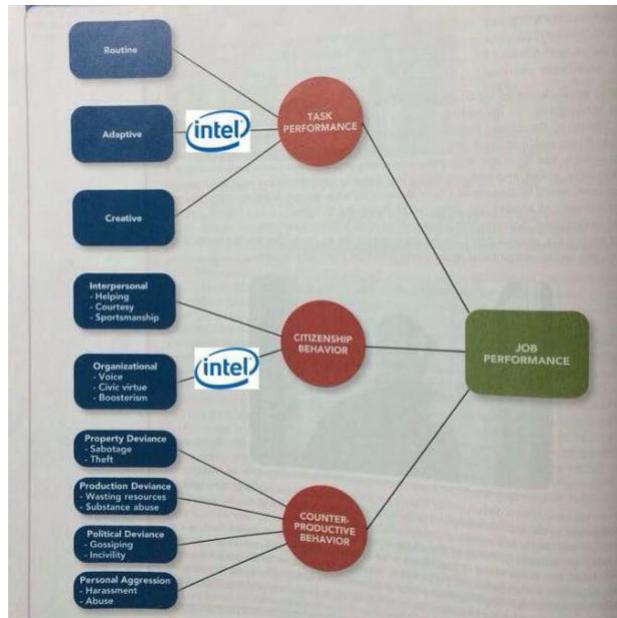
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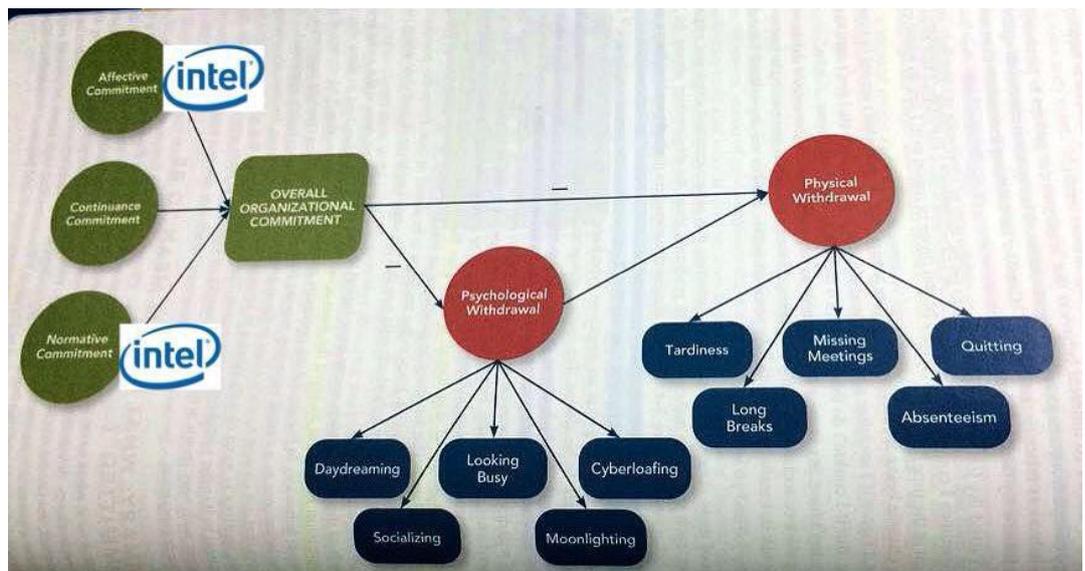
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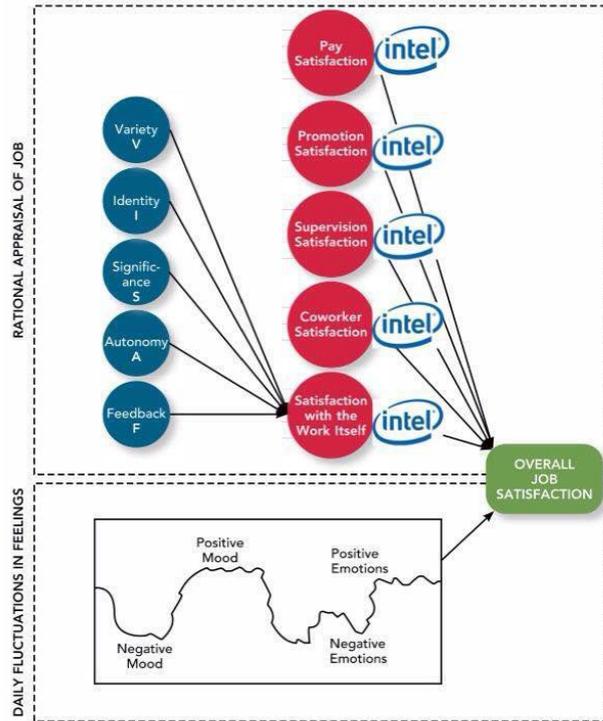
APPENDIXES



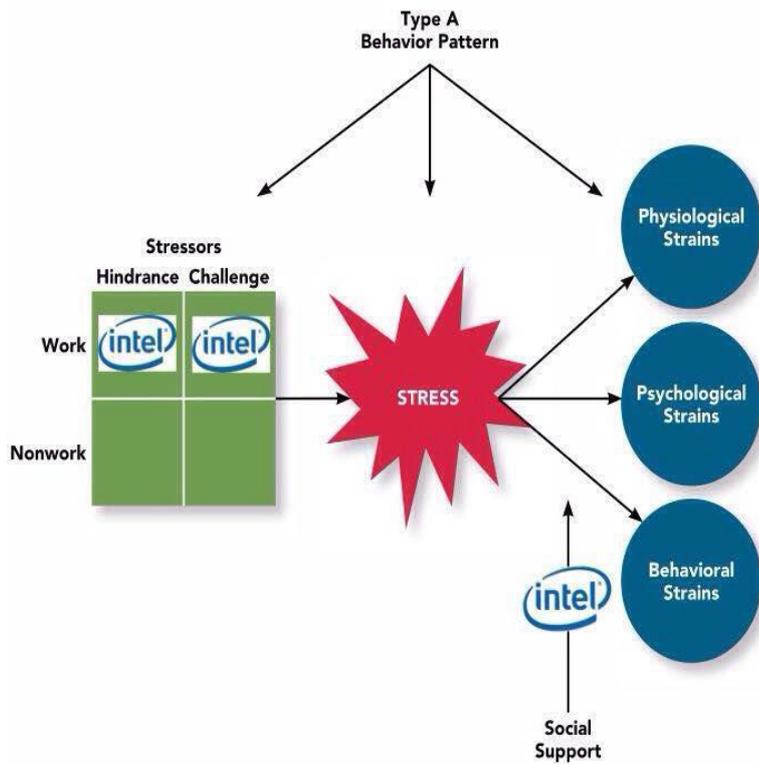
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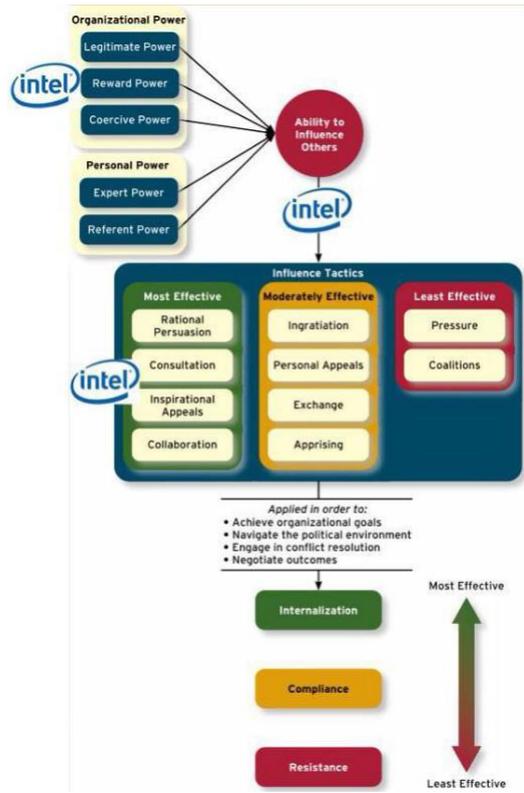
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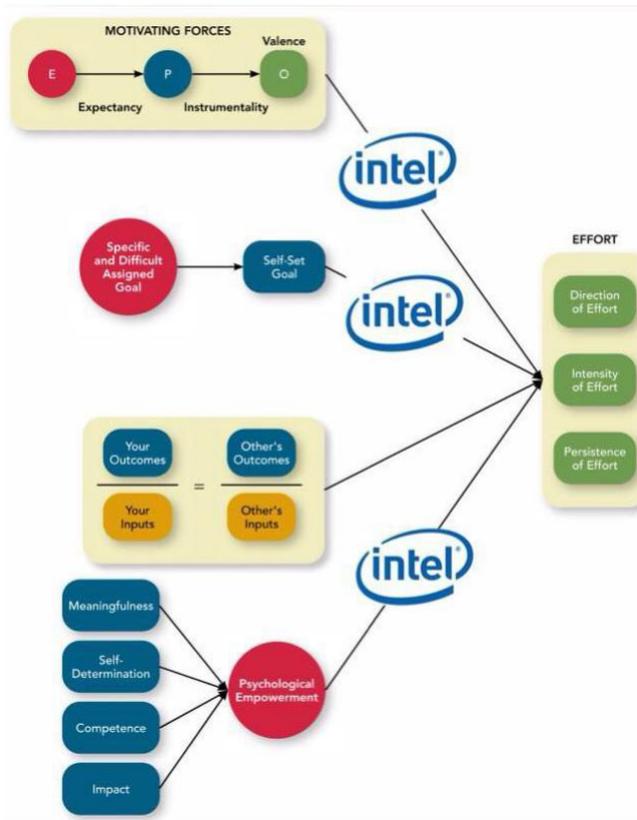
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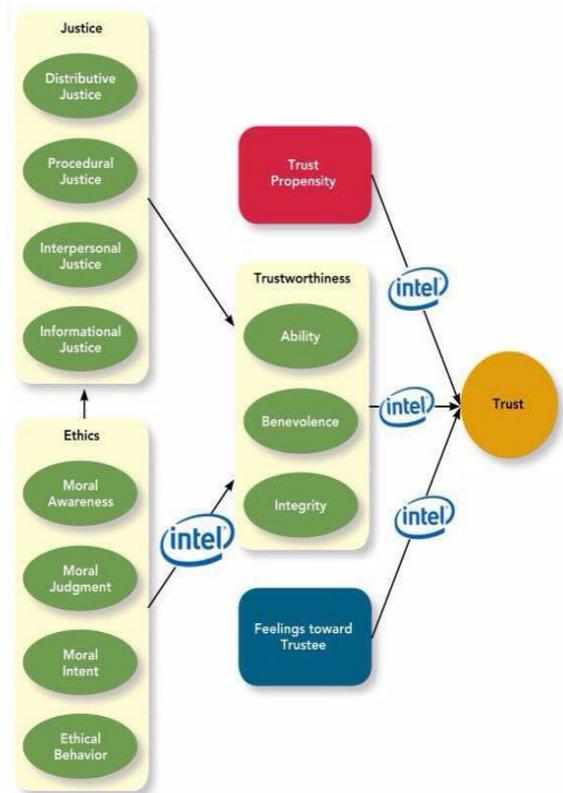
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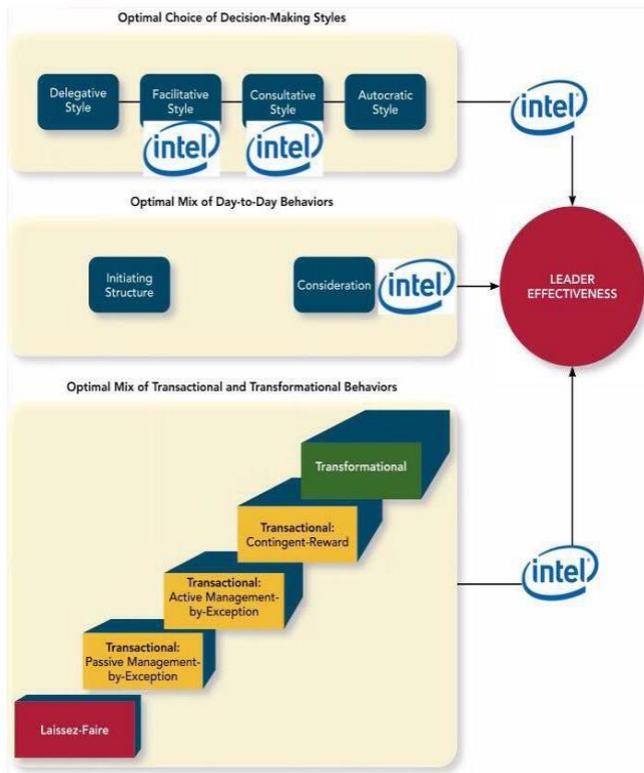
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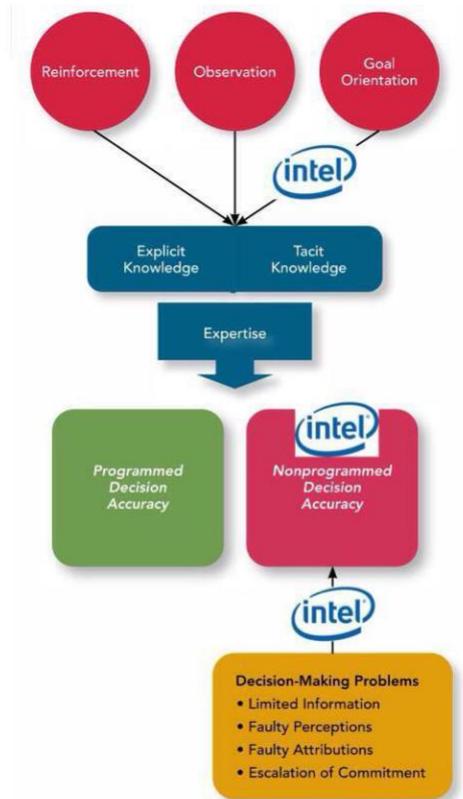
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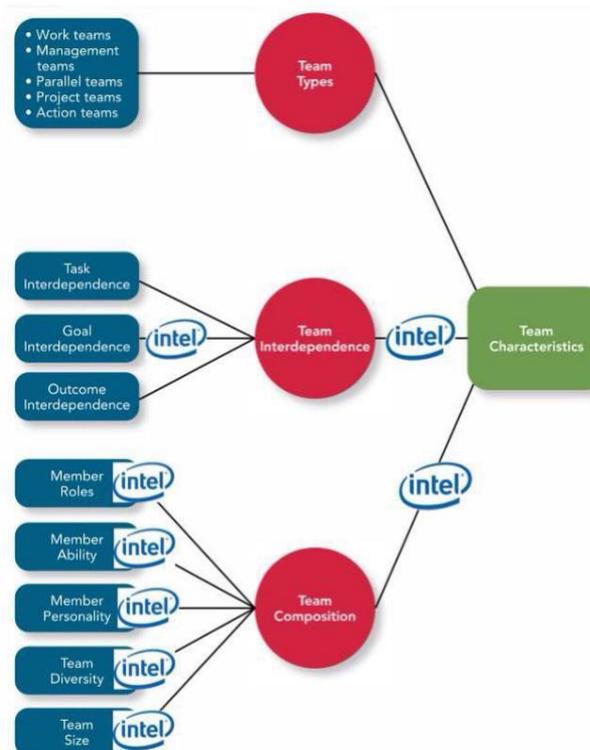
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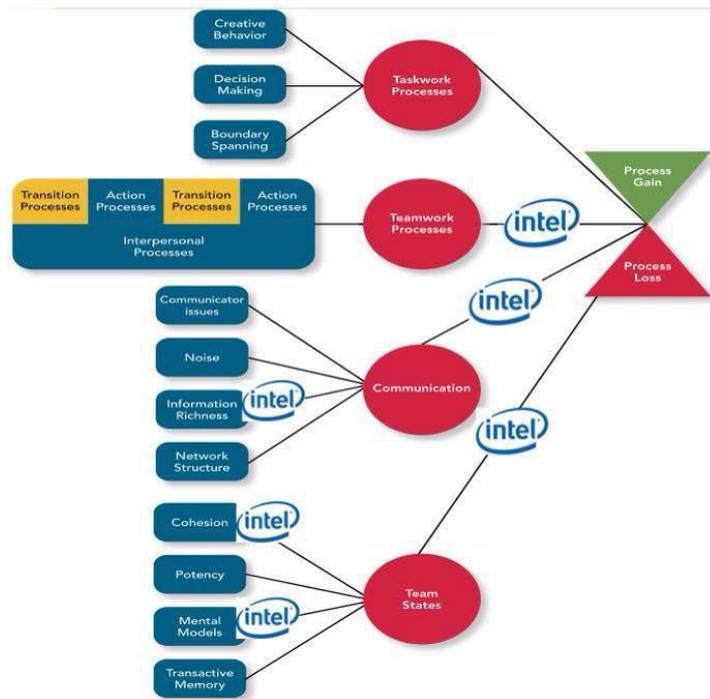
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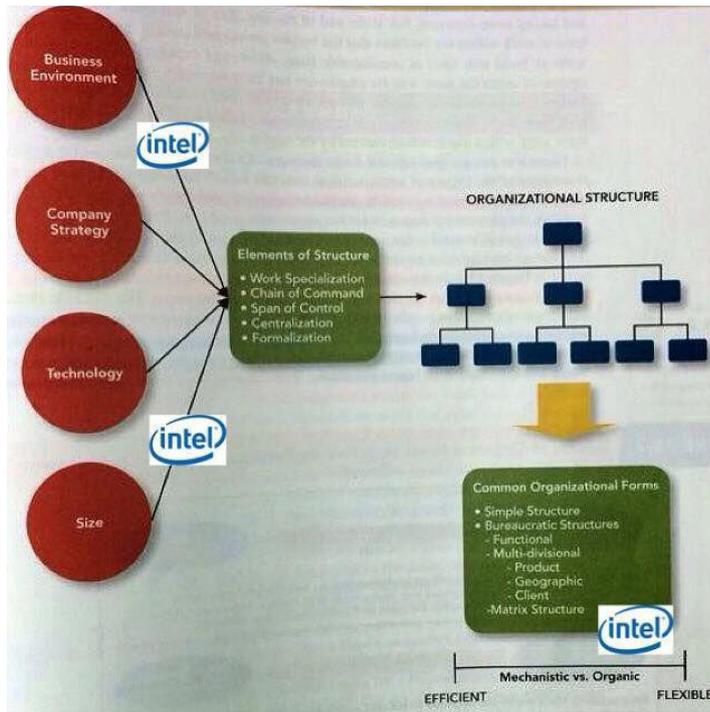
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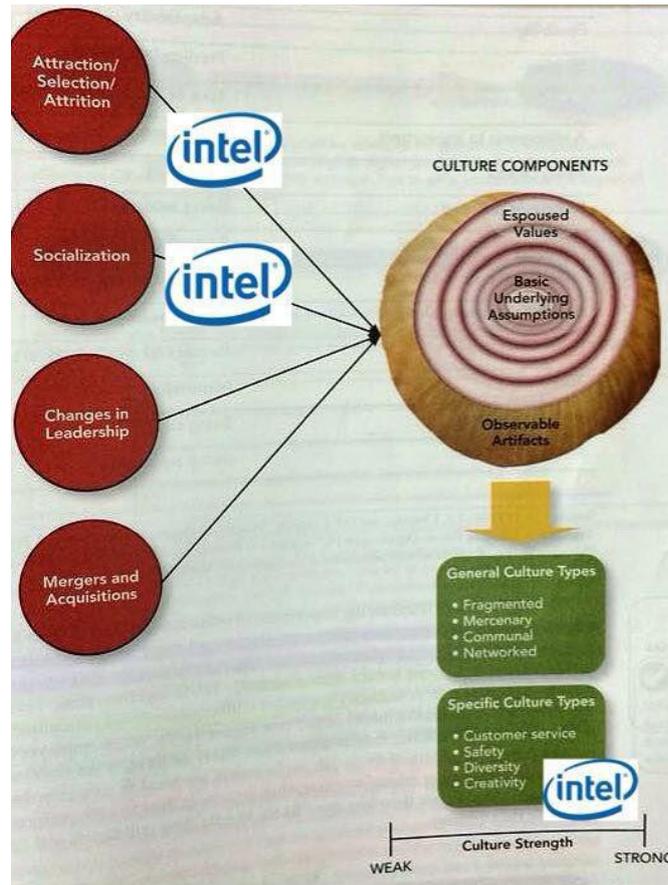
Appendix 10



Appendix 11



Appendix 12



Appendix 13

Appendix 14

List of Interview Questions

1. Do the employees' task performances (routine, adaptive and creative) play important role in determining the success of the company and if so, how does the citizenship behavior influence the employees' job performances?
2. In order to increase the overall organizational commitment of the employees, what are the styles and behaviors of effective leadership you use as one of the leaders in Intel (M) Corporation?
3. What are the facilities and services provided by the company to ensure the job satisfaction of employees?
4. How do you overcome the stress from your work in order to avoid strain? As a manager, please share your undesirable working experiences and how does the company address this particular situation.
5. What inspires you to stay passionate and contribute to the company for years despite facing challenges to achieve successful milestone?
6. How does the company solve the problems such as trust, justice and ethics that faced by employees in their work?

7. Based on each decision made by the company, it may alternately leave a big impact to the employees regardless of their level of position. As a manager, how do you design each decision?
8. Intel is one of the established companies in Malaysia, therefore, what are the initiatives used by the company to recruit employees from diverse characteristics and background to form the good image of Intel?
9. Does the company open any channel for the staff to voice out their views, dissatisfaction, restraints and opinion against the company? How does the company respond to the matter?
10. Can you describe the structure and culture of Human Resource Shared Service Centre?