DETERMINANTS OF JOB SATISFACTION AMONG COMMERCIAL BANK'S EMPLOYEES: A CASE STUDY OF AFFIN BANK BERHAD

By

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Dissertation Submitted to the

Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia,

in Fulfillment of the Requirement for the Degree of

Master of Science (Banking)

Othman Yeop Abdullah
Graduate School of Business

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Abstract

Employee poor performance often relates to individual satisfaction towards his or her job. In this study, Two-Factor Theory was applied to determine the relationship between job satisfaction among Affin Bank's employees (as dependent variable) with compensation and benefit, work environment, relationship with immediate supervisor and career advancement opportunities (as independent variables). The theory suggests that there are two factors that could satisfy and dissatisfy an employee. The first factor is the motivational factor which could encourage workers to perform their duty and achieves job satisfaction. The second factor is hygiene factor which will dissatisfy employee if it is not sufficient. Survey was conducted randomly among three hundred Affin Bank's employees in various departments and the result indicates that there are significant relationship between the dependent variable and independent variables especially for compensation and benefit and employee relationship with supervisor. Random interview with the employees also reveal that they were not satisfied with the payment structure offered by the Bank. Thus, it is evidence that motivational and hygiene factors have a significant impact to job satisfaction among bank's employees and confirm with the theory proposed by Herzberg.

Keywords: Job Satisfaction, Compensation and Benefit, Work Environment, Relationship with Immediate Supervisor, Career Advancement Opportunities, Affin Bank Berhad, Two-Factor theory.

Abstrak

Prestasi pekerja yang tidak memuaskan selalu dikaitkan dengan kepuasan individu terhadap pekerjaannya. Dalam kajian ini, Teori Dua-Faktor telah digunakan bagi menentukan hubungan di antara kepuasan pekerjaan (sebagai pembolehubah bersandar) dan pampasan dan faedah, persekitaran kerja, hubungan dengan penyelia dan peluang perkembangan kerjaya (sebagai pembolehubah bebas). Teori berkenaan menyatakan bahawa terdapat dua faktor yang boleh memuaskan dan tidak memuaskan pekerja. Faktor pertama adalah faktor motivasi yang boleh menggalakkan pekerja untuk melaksanakan tugas dan mencapai kepuasan bekerja. Faktor kedua ialah faktor hygiene akan menyebabkan kepuasan bekerja tidak tercapai sekiranya tidak mencukupi. Tinjauan telah dilakukan secara rawak terhadap tiga ratus orang pekerja Affin Bank di pelbagai jabatan dan keputusan menunjukkan terdapat hubungan yang penting di antara pembolehubah bersandar dan pembolehubah bebas terutama pampasan dan faedah dan hubungan pekerja dengan penyelia. Temubual secara rawak bersama dengan pekerja Affin Bank juga mendedahkan bahawa mereka tidak berpuas hati dengan struktur gaji yang ditawarkan oleh pihak bank. Maka, ia bukti bahawa faktor motivasi dan hygiene memberi impak yang penting kepada kepuasan bekerja di kalangan pekerja bank dan bertepatan dengan teori yang dikemukakan oleh Herzberg.

Kata kunci: Kepuasan Pekerjaan, Pampasan dan Faedah, Persekitaran Kerja, Hubungan dengan Penyelia, Peluang Perkembangan Kerjaya, Affin Bank Berhad, Teori Dua-Faktor

ACKNOWLEDGEMENT

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LIST OF ABBREVIATIONS

ABB - Affin Bank Berhad

ABBOA - Affin Bank Berhad Officer Association

ABG - Affin Banking Group

AVP - Assistance Vice President

BSN - Bank Simpanan Nasional Commercial Bank

CA - Career Advancement Opportunities

H - Hypothesis

HRCN - Human Resource Council of Canada

JB – Job Satisfaction

KMO - Kaiser-Meyer-Olkin

LTAT – Lembaga Tabung Angkatan Tentera

NUBE - National Union of Bank Employee

PHB - Perwira Habib Bank

PhD - Philosophical Doctorate

RS - Relationship with Immediate Supervisor

SCASU - State Clerical and Administrative Staff Union

SPM - Sijil Penilaian Malaysia

U.S. – United States

VP - Vice President

WE - Work Environment

CHAPTER ONE

INTRODUCTION

1.1   Introduction

This chapter provides an overview of the study with regards to job satisfaction. Apart from that, researcher also explains on the significant of this study which has prompted researcher to conduct survey on Affin Bank's employees. Focus was also being given to banking industry and Affin Bank in particular as the subject matter of this study. The Two-Factor Theory was discussed in this chapter which explain the relationship between the dependent and independent variables.

1.2   Background of Study

Employee's state of mind is integral to an organization which influences productivity and efficiency in the work place. Lack of motivation to work could somehow lead to deficiency in work environment. A spirit of cooperation, commitment and sense of satisfaction within the workplace is crucial to maintain the stability and quality of employees' productivity (Tella, Ayeni, Popoola, 2007). In order to make employees satisfied and committed to their jobs, a robust and effective motivation is crucially needed at the various departments in an organization.

There is no concrete definition for job satisfaction but the most commonly used was a definition by Locke (1976) . He defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Notwithstanding the nature or the characteristic of the job (i.e. salary, working condition), a sense of satisfaction may vary across different types of job. Thus, the intepretation of job satisfaction should consistent

with the level of satisfaction that the employees expected to be in different working areas as they deliver their job. For an instance, a teacher may feel satisfied if his student appreciate or acknowledge the efforts that he has put to teach them without expecting to receive any award or reward.

According to job satisfaction survey done by Society for Human Resource Management in 2012, employees' overall satisfaction with their jobs shows a noticeable fluctuation due to several factors. Changes within the work environment as well as economic, demographic and social trends could contribute to this fluctuation. The survey also reported that employee engagement in the work environment were influenced by five major aspects namely goal of the jobs, relationship with co-workers, organizational goals, skills and abilities at work and relationship with immediate supervisors.

Figure 1 | Overall Employee Job Satisfaction Over the Years

2002 (n = 604)	2004 (n = 604)	2005 (n = 600)	2006 (n = 604)	2007 (n = 604)	2008 (n = 601)	2009 (n = 602)	2010 (n = 605)	2011 (n = 596)	2012 (n = 600)
77%	77%	77%	80%	79%	82%	86%	84%	83%	81%

Note: Figure represents those employees who answered "somewhat satisfied" or "very satisfied."
Source: 2012 Employee Job Satisfaction and Engagement: A Research Report by SHRM
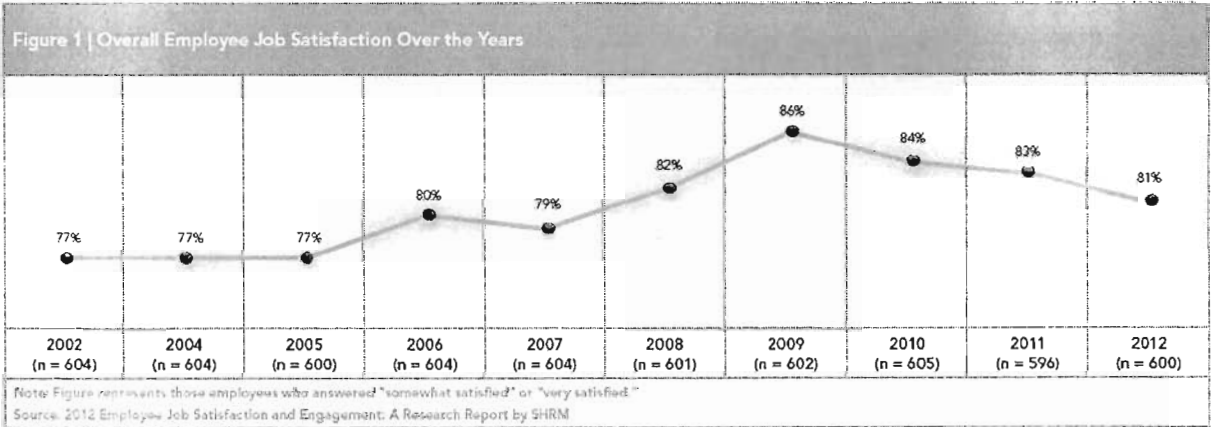
Diagram 1.1: Overall Employee Job Satisfaction over the Years (2002 - 2012). Source from Society for Human Resource Management Survey in 2012.

On the other hand, on the local front, a recent study on employee job satisfaction done by JobStreet.com, a prominent recruitment company in Malaysia in 2013 reveal that 78% of the survey respondents claimed that they were unhappy with their current job. Only 17% out of the 1,145 respondents quoted salary as the main reason that made them not happy at their current job. The respondents felt unhappy with their scope of work. Most of these unhappy

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employees said they felt that they have too much work or that their work is predictable and boring. Another factor was also their poor relationship with their immediate supervisor or boss.

JobStreet.com

What is the main factor influencing your unhappiness?
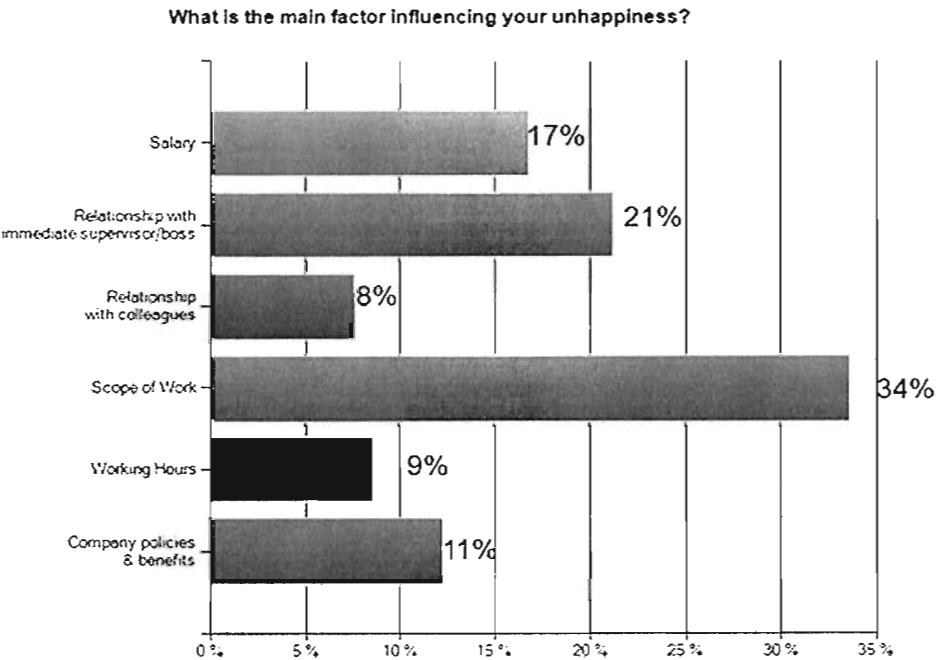
Diagram 1.2: Factor Influence Malaysia Employees' Happiness. Source from Jobstreet.com

On financial industry, as reported by Towers Watson's survey, a leading global professional services company, it shows that turnover rate in the Malaysia's financial services industry has increased significantly from 12.1% in 2012 to 13.3% in 2013. According to the company, the high turnover rate was due to perception of the employees that felt that the Malaysian economy will remain stable despite uncertain global economy. Financial industry is the leading industry which possesses highest turnover and burnout ratio due to vast job opportunities and stressful working condition.

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Financial Services Industry Key HR Insights

Salary Increase (%)

2014	5.6
2013	5.0

Variable Pay (in months)

2014	3.8
2013	3.4

Staff Turnover Rates (%)

2013	13.3
2012	12.1

Top 3 jobs most difficult to retain in 2013:

- Sales & Marketing
- Finance
- Information Technology

Entry Level Salaries

Min	Max
1,600	2,200

Non University

2,500	3,000

University

2,600	3,000

MBA

Note: Data provided in MYR
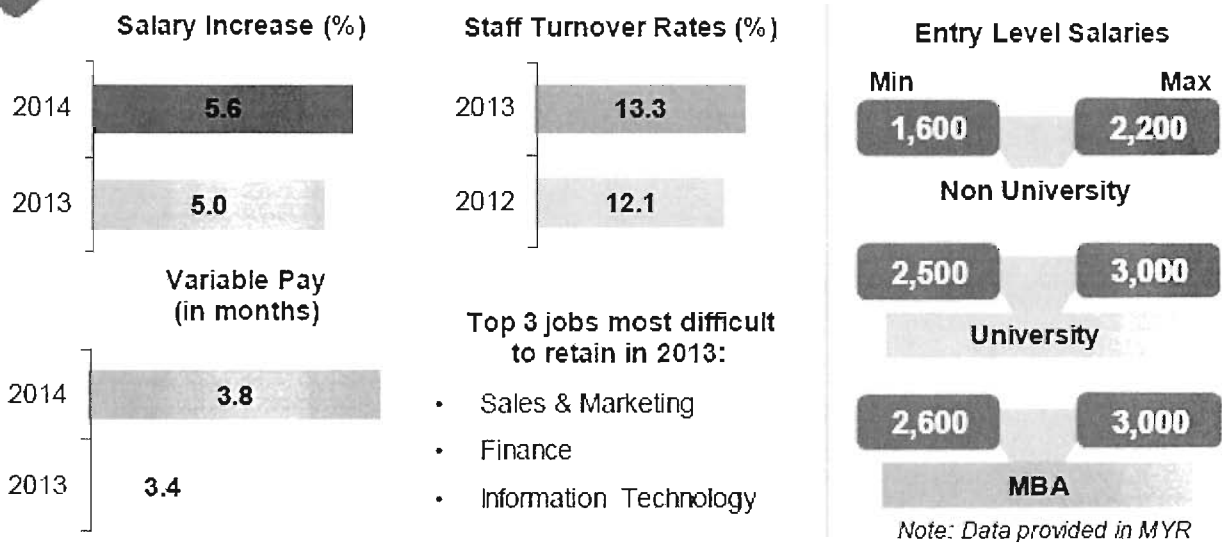
Source: 2013 Financial Services Total Rewards Survey - Malaysia

Diagram 1.3: Financial Service Industry Key Human Resource Insight. Source from 2013 Financial Services Total Rewards Survey-Malaysia

Based on diagram 1.3, it is worth to note that there are three types of jobs in financial industry that are difficult to retain in 2013 namely sales and marketing, finance and information technology. The reason being is due to the vast opportunities for the employees to move around to achieve personal satisfaction and competitive market which the financial players have to deal with which attracts the employees to jump ship. Apart from that, rapid technology evolution has further put significant pressure for the financial institution to cope with the changing economic landscape and to retain their best employees due to lure of attractive offer in the market.

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1.3   Problem Statement

Job satisfaction has been investigated in several disciplines such as psychology (Wang and Lee, 2009), sociology (Nanjamari, 2013), economics (Garboua, Montmarquette and Simonnet, 2005), and management sciences (Mehboob, Bhutto, Azhar and Butt, 2009). Even though lots of research has been done with regards to the job satisfaction among employees, little was pertinent to banking industry particularly in Malaysia which focuses on the asset size and market capitalization of a financial institution. This industry provides significant contribution to the labour market since the establishment of financial sector proved vital to the country's economy and development as a whole. Hence, job satisfaction among banks' employee is one of the key factors that influence the performance of banking sector. Job satisfaction varies depending on employees' demography, working organization, level of education, etc.

Banking industry presents new and upcoming challenges to all bank's employees due to the globalisation, regulation, competitive market, etc. The survival of the bank is largely depend on the human workforce as the backbone of the organisation. It cannot be argued that banking industry is the most regulated industry and many factors could contribute to distress among bank employees due to burden of workloads which may arise from the desire to achieve individual performance or to comply with stipulated rules and regulation designed by financial authorities and Bank's management.

There are lots of previous researches focuses on banks in Malaysia. Mansor, Noor and Hassan (2012) investigate the job satisfaction among bankers in the Islamic Financial Institution in Eastern Region of Malaysia. The study explores the antecedents that strengthen the job satisfaction. They suggest after the study that job satisfaction can be predicted by applying

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motivational factors, reward system, supervision/leadership, nurturing of working environment and the competitive climate within the industry. Meanwhile, Yew (2004) identifies the determinants of job satisfaction in a leading bank in Malaysia using Cornell Job Descriptive Index (Cornell JDI). The findings of this study confirm that the five job aspects from Cornell JDI such as salary, promotion opportunities, relationship among co-workers, supervision and the nature of the work have significant relationship with overall job satisfaction.

Nevertheless, there are no specific research which focus on the job satisfaction in the smaller commercial bank such as Affin Bank. The reason being for the selection of ABB as the focus of this study is it long standing presence in the competitive banking environment yet its market capitalization and asset size is the least and second last among other commercial banks in 2012. Thus, this research gives an indication on the level of job satisfaction among ABB employees which will benefit the management of the Bank to take necessary step to mitigate or minimize this issue. This research also useful for other people who wanted to know if there is any significant relationship with the factors that affect job satisfaction among bank's employees. There are four main determinants that were examined in this study such as compensation and benefit, work environment, relationship with supervisor and career advancement opportunities which applied Two-Factor theory that was proposed by Herzberg.

Nowadays, job satisfaction becomes a significant topic to be discussed in major field of studies. This is due to its impact on the socioeconomic as well as society at large. In order to build a competitive country, it cannot be argued that human resource is an important element to propagate well-being of the Malaysia economic. Without adequate talents to develop a sustainable future, the country's growth is at stake. Thus, it is important to examine the

mental state (i.e. job satisfaction) of the employees to better serve the need of the country and society.

A study by AON Hewitt (a human capital consulting and outsourcing firm) titled "APAC Year on Year Attrition Rate (2009-2011) reveals that Malaysia's staff turnover is placed sixth in the Asia-Pacific in 2011 with a 15.9% attrition rate (Goh, 2013). This placed Malaysia behind China (24.4%), Australia (19%), India (18.6%), Hong Kong (16.3%) and Indonesia (16.1%).

1.4   Research Objectives

This research intends to shed some light on the job satisfaction among ABB employees and identify which factor that is most influential to explain the satisfaction among ABB's staff. Thus, the primary purpose or objective of this research is as follows:

i.   to determine the relationship between compensation and benefit of the ABB's employees with job satisfaction.

ii.   to determine the relationship between work environment of the ABB with job satisfaction.

iii.   to determine the relationship between relationship of ABB's employees and immediate supervisor with job satisfaction..

iv.   to determine the relationship between career advancement opportunities with job satisfaction.

1.5   Research Question

Arising from the objectives of the research, there are several questions which the researcher intends to find out as follows:

i.   is there any significant relationship between ABB's employees' compensation and benefit with job satisfaction.

ii.   is there any significant relationship between ABB's work environment with job satisfaction.

iii.   is there any significant relationship between ABB's employees relationship with immediate supervisor with job satisfaction.

iv.   is there any significant relationship between career advancement opportunities within ABB with job satisfaction.

1.6   Significance of the Study

It is such a waste if there is no significant matters that need to be highlighted in the study. A study should consider the important of the subject matter to researcher and society as a whole. Then it will be useful for the researcher to conduct the research to identify the issues that plague employees in financial services industry.

Affin Bank Bank was chose as the subject matter of this study due to its unique involvement in banking industries. ABB has established itself as one of the competitive banks in Malaysia and stood as the smallest commercial bank by market capitalization in 2012. The standing is expected to change due to its robust and dynamic achievement in the industry by capturing market concentration through acquisition of other financial entities as well as competitive financial services and products offered to its customers.

ABB also is the sole commercial bank that possesses a status as government-linked company and its major shareholder is Lembaga Tabung Angkatan Tentera (LTAT). However, the Bank do not receive any direct financial support from government and manage to build its reputation and remain resilient as commercial bank in Malaysia. Apart from that, ABB is a major income contributor among other banking entities in Affin Banking Group (ABG). ABG also consist of Affin Islamic Bank and Affin Investment Bank which serve for different purposes and posessess different customer segmentation.

Beside that, ABG also work as a synergy group whereby certain departments in Affin Bank also provide their services to other banking entities within ABG such as Treasury, Risk Management and Internal Audit. Thus, there are possibilities that job stress could be an issue to the ABB employees since they have to double their effort to achieve work expectation that

are assigned to them. Therefore, it is deemed significant to determine the relationship job satisfaction and factors that lead to satisfaction and dissatisfaction.

1.7   Scope of Study

The scope of the study enables the researcher to narrow down his observation and finding. By defining the scope of study, a better understanding on the determinant of job satisfaction could be concluded. In this research, three elements were selected as the scope of study i.e. Affin Bank Berhad, Affin Bank's employees and job satisfaction.

1.7.1   Affin Bank Berhad

Banking sector in Malaysia is well recognized by other foreign counterparts due to its robustness and comprehensive frameworks that mould this industry presently. After a great comeback from Asian financial crisis in 1997, Malaysia banking industry has shown resilient performance through continuous supports from foreign investors and growing participation of foreign financial institutions which set up their overseas branches in Malaysia.

Global financial crisis for the past several years (Eurozone Crisis, U.S. Partial Shutdown) did not deter Malaysia financial industry to do well. This can be seen through the increasing profit trend over a past decade among financial institutions and active merger and acquisition activities by local banks (eg. acquisition of Eon Bank by Hong Leong Financial Group) as well as in other neighbouring countries such as Indonesia, Thailand, Vietnam and etc (eg. acquisition of Bank Internasional Indonesia by Maybank).

In the case of Affin Bank, there is no exception and excuses for the bank to actively look for opportunities to grow its financial asset and market capitalisation. ABB is a unique bank

because it is a smallest commercial bank by market capitalization in Malaysia. Early this year, it managed to acquire Hwang DBS Investment Bank to be the second largest brokerage by traded value and volume (Loh, 2014). Nevertheless, a tighter financial regulation indeed is one of the major stumbling blocks for ABB to grow. New guidelines will be introduced to keep a healthy and competitive financial market.

A change of regulation means a change in the way things are being done. The workload will increase significantly and the burden may be unbearable to the employees to handle if necessary measures are not taken to ease job dissatisfaction among certain quarters. Certain department like Treasury, Risk Management, and Internal Audit provide the same services to other banking entities within ABG. Thus, the heavy workloads are expected to influence the job satisfaction among Affin Bank's employees.

1.7.2 Affin Bank Employee

The establishment of ABB has come a long way since merger between Perwira Habib Bank (PHB) and BSN Commercial Bank (BSN) in August, 2000. Since then, there are imbalances between these two group of employees in term of compensation and promotion. Some of the former employees of Perwira Habib Bank were promoted to upper rank while former employees of BSN were awarded with salary increment. This had dissatisfied certain quarters.

Nevertheless, past several years saw some changes implemented by the Management due to aggressive demand by National Union of Bank Employee (NUBE) and the establishment of Affin Bank Bhd Officer Association (ABBOA) has further put significant pressure for the management of the Bank to review its policy to be fair and just to all employees.

NUBE is an union that represent all clerical and non-clerical bank employees in Peninsular Malaysia (NUBE, 2012). Before the establishment of NUBE, State Clerical and Administrative Staff Union (SCASU) was the first association which represents bank employees. SCASU represented workers in Penang, Perak, Selangor, Negeri Sembilan and Malacca. The foundation of NUBE was primarily aimed to improve the working condition in the bank since the bank employees were subjected to harsh working conditions by the management in late 1940's and early 1950's. During that period, the bank employees have to work until about 8 p.m. or 9 p.m each single business day.

On the other hand, ABBOA is not represented by NUBE since this group is ranked higher than members of NUBE in terms of compensation and benefit. However this association also concern about their job satisfaction and will voice their issues to the management via official and proper channel – through the union or association's official memorandum. Every year, members of the ABBOA will gather in a meeting to discuss their issues pertaining to job security, employment, benefit and etc. The result of the meeting will be concluded and memorandum of the meeting will be submitted to human resource division for further hearing in the Bank's board meeting.

1.7.3 Two-Factor Theory

There are numerous researches which discuss the validity of the Two-Factor theory developed by Herzberg. He proposed that job satisfaction can be influenced by two main factors which are motivational and hygiene factors. Motivation factors are intrinsic factors which provide a sense of achievement and recognition with individual's satisfaction towards his job. Meanwhile, hygiene factors are extrinsic factors that may decrease the level of job satisfaction as a result of insufficiency like salary, benefit, working condition and job security (Syed,

1990). Thus, this study adopted this theory to determine the determinants of job satisfaction among bank's employees.

Chien (2013) empirically tested the theory by surveying 2,372 chemical fibre employees in 2012. The valid samples of 1,875 respondents that were surveyed show that the degree of overall job satisfaction is found to be more than moderate. Respondents who chose at least one motivator as their job retention options had a significant and better job satisfaction compared to those who chose only hygiene factors as their retention options.

Ghazim Shahzada and Khan (2013) examined the job satisfaction and motivational level of university teachers with regards to Two-Factor theory. A sample of 300 respondents were selected from four sampled universities by allocating the number of respondents proportionally. The finding of the research shows that the university teachers are well satisfied with the motivational and hygiene factors thus confirmed with the theory by Herzberg.

Hong and Waheed (2011) found that hygiene factors were more dominant to motivate sale personnel from women's clothing store to have better job satisfaction as compared to motivational factors. This was explained through the analysis that sale personnel value money as the main factor for job satisfaction when they receive a raise in their salary. They also suggest the notion that the love for money could explain the relationship between salary and job satisfaction.

Yusuf, Kian and Idris (2013) reviewed the Herzberg's Motivation-Hygiene theory and made comparisons with current research finding which applied the theory. The finding on the study

of various countries and industries revealed that it is contrary to the theory where hygiene factor should affecting job satisfaction if deemed insufficient has effected respondents' satisfaction. They suggest that the two factors should be combined as one set of determinants to determine employees' job satisfaction factors thus enhance their job performance.

1.8   Limitation of Study

There are some limitations to this study due to time constraint and small budget for the survey. First of all, the surveys were done randomly and the researcher has no complete control over respondents' view with regards to the job satisfaction. Thus, there are possibilities that some answers may not really represent respondent's view due to their unwillingness to be completely truthful.

Secondly, the surveys were done in Affin Bank's Head Office, Jalan Raja Chulan, Kuala Lumpur and the surveys did not include hundreds of employees at Affin Bank's branches nationwide. There can be no assumptions made that the finding of this survey represents Affin Bank's employees as a whole.

Third, there is no actual parameter to measure the level of satisfaction among Bank's employees since the surveys were based on the subjective idea of what job satisfaction really meant to respondents. The survey is attempted to relate the independent variables with dependent variable and identify the relationship between these two variables. These independent variables were mostly quoted and tested by other researchers in the past.

1.9 Operational Term

In this sub topic, researcher intends to define the meaning of the focus of this study. Since the focus of this study was to investigate the relationship between dependent and independent variable, every variable is given a definition based on notable quotations and researcher's own definition.

As defined by Locke (1976), job satisfaction is a pleasurable or positive emotional condition as a result of appraisal of individual's job or job experiences. Meanwhile, Srivastava (2002) state that job satisfaction is the consequence of diverse attitudes possessed by a worker towards his job. Bakotic and Babic (2013) define job satisfaction as a sense of comfort and positive experience that an employee has related to his job. Kamal and Sengupta (2009) refer job satisfaction as favourableness with which the workers view their job.

On the other hand, compensation and benefit is one of the disciplines in human resource management . Odunlade (2012) states that compensation can be defined into two parts namely cash and fringe compensation. Cash compensation can be further divided into two elements which are basic salary and performance-based salary increment. Fringe compensation refers to employees' benefit programs such as recognition, pension plans, health assistance and others. In this study, compensations and benefits cover all kind of advantage received by employees as they work in the bank. Compensation cab be defined as all of the rewards earned by employees in return of their labour. It consist of matters pertaining to employee's salary, bonuses and staff benefit such as medical, loan, annual leave, and others.This is one of the major contributing factors in employee's job satisfaction since the employee will be rewarded based on their contribution and job responsibility. In addition, benefits play a significant role for employee's retention factor. The function of the bank is afinancial

assistance to the needy and an employee is no different than the customer of the bank. Thus, this will benefit the Bank's staff since they will get the previlage as the employee of the organization.

For the purpose of this research, work environment includes physical environment (i.e. facilities, office equipment), psychological environment (boredom, fatigue) and social environment (i.e. relationship with colleagues, team work). Jain and Kaur (2014) state that work environment involves all aspects which associated with the action and reaction on the body and mind of an employee. They describe work environment as the environment in which people are working in which include but not limited to physical environment, fundamental of the work, extensive business features and business background. According to U.S. Office of Personnel Management, work environment can be defined as qualities and characteristics of the experience of working in an agency. Good working environment helps a lot to nurture good attitude among employees. Past researches revealed that with a better working condition, the productivity of the employees surge pretty well. For past several years, the employers had given extra attention to the workplace by providing facilities such as gymnasium and library for the use of employees. On the other hand, the introduction of Occupational Safety and Health Act 1994 has further increase the awareness among employees with regards to safety at workplace.

Delano and Shah (2010) define supervision as professional relationship that cater for support, education, quality monitoring and provide a safe forum to reflect on professional practice. Relationship with supervisor can be defined as a connection between supervisors with his or her subordinate. A bad relationship with supervisor often influences the intention of employees to quit their job. It is important for the supervisors to acknowledge the present of

their subordinates to assist them on day-to-day work assignment. No matter how small is the contribution of the subordinate; they deserve an equal amount of respect for the contribution that they have made to the organisation.

Last but not least, career advancement is defined as the activities that promote job growth or expansion of roles or responsibilities. It is one of the human capital retention strategies to strengthen the performance and productivity of an organization. However, for a small organization, it is not an easy decision for the organization to keep its best employee due to limited budget and stiff competition from other players of the industry which can match or even offer better benefits to the outstanding employees.

1.10   Organization of the Dissertation

Organization of this dissertation is vital to ensure the flow of this study is properly guide the researcher and others who view this research paper to understand the purpose of this study. Chapter 1 is divided into several parts namely an abstract, introduction, background, problem statement, research objectives and questions, significant of study, scope of study and limitation of this research. This chapter addresses the issues that were intended to be highlighted which are deemed significantly researchable by the researcher. The researcher explained in detail with regard to the background and the subject matter that is the focus of this research to enable the objective of this study to be achieved. In addition, the researcher highlighted the scope of this study that had been narrowed down to meet the purpose of research.

Meanwhile, chapter 2 which is literature review provides brief overview of previous researches pertaining to job satisfaction. This chapter serve as guides for the researcher to

prepare his research methodology as well as enable him to highlight certain issues that were not discovered or covered from past researches from. Every variable is discussed in this chapter by referring to the past researches. Source of literatures were collected from conventional and digital publication such as journal, books, newspaper excerpt,e-book,e-journal,etc.

Chapter 3 discusses about methodology or research design applied to identify factors that influence job satisfaction. Research methodology requires researcher to identify the appropriate technique to identify the issue and factors that influence job satisfaction. Besides that, this chapter defines the measurement used for each variable, target population, sampling technique, sampling size and sampling element. Apart from that, the measurements were constructed to ensure that the variables were measured correctly.

After data were gathered from the survey, the result of the survey were analysed to ensure the validity and reliability of the data. This was discussed in Chapter 4 together with hypothesis testing and analysis on respondents' demographic profile distribution. Last but not least, chapter 5 discussed about the finding on several tests such as measure of central tendencies, reliability test, validity test (to name a few), recommendation for future study as well as conclusion for this research.

CHAPTER TWO

LITERATURE REVIEW

2.1   Introduction

This chapter represents brief explanation about previous researches pertaining to job satisfaction. The quotes were cited from reliable sources which range from conventional publication such as newspaper excerpts, journal and books to digital publication such as e-book, e-journal, etc. This process (i.e. literature review) is crucial which serve as guides for the researcher to prepare his research methodology as well as enable him to highlight certain issues that were not discovered or covered from past researches.

2.1.1   Job Satisfaction

Job satisfaction often relates to employees happiness towards their work. Happiness can be seen through his commitment to the job and sense of accountability on ensuring the completion of the job in the best possible manner. A study done by Oswald (1997) suggests that happiness is high among those on high income. He also found out that happiness is apparently U-shaped in age (i.e. minimizing around the 30s). This indicates that job satisfaction can be measured by how happy the employee is when it comes to the question relating to their work and the relationship with the individual characteristics. The job satisfaction tends to be higher for the people after the age of 30 due to the stability of the job and the ability of the employee that manage to find the right job which will last longer until their retirement age.

Christen, Iyer and Soberman (2005) also found out in their study that job satisfaction of manager is positive and highly significant with his job performance. This indicates that

employee who is satisfied with his work tend to be happy due to the increasing productivity as a result of positive feeling. A happy employee knows how to overcome every challenge in his daily work and may channel his positive attitude to improve the efficiency and performance of his organisation.

European Foundation for the Improvement of Living and Working Conditions, Eurofound (2007) reveal a coexistence of high level of job satisfaction in the research which applied data from ISPP of 1997 and Spanish SQLW 2000. The use of these data is to explore the differences between countries using job-quality related variables and to study the asscociation between certain objective measures of quality of the job and work satisfaction. Eurofound also address the mechanism to overcome dissatisfaction among employees. First, the workers who is not happy with their job tend to leave and look for better opportunities. As a result, it will increase their satisfaction towards their job. Second, the employees may need to adapt in their work environment to achieve the satisfaction if the opportunities do not suit their expectation.

A study by Khan, Nawaz and Hamid (2011) on 200 medical personnel in autonomous medical institution in Punjabi found that facets of job such as pay, promotion, working condition and relationship with supervisor is more siginificant to job satisfaction as compared to work performance among doctors, nurses, account and administrative staffs. Golshan, Kaswuri, Aghashahi, Amin and Ismail (2011) examine the relationship between Two-Factor Theory and job satisfaction on Gen-Y employees of the Malaysian Administrative and Diplomatic Officer. The study reveals that employees' motivation are significantly related to their intrinsic job satisfaction. However, hygiene factors do not significantly have positive

relationship with job satisfaction. This study also support the criticism of Herzberg's theory by Locke (1976).

2.1.2 Compensation and Benefit

Generally, salary is the primary purpose of having a job for an individual. This is deemed as a motivation for human survival. Tella, Ayeni, & Popoola (2007) stressed that in order to effectively use salary as a motivation to worker, employer must considers four major components of a salary structures which are job rate, payment, personal or special allowances, and fringe benefits. The structures may vary according to the employees' job profile.

Compeansation elements such as fixed pay, flexible pay and benefit has positive relatiosnhip with job satisfaction and can be a factor of motivation for employees to satisfy with their job. Thus, it will increase the level of job satisfaction among employees (Ghazanfar, Chuanmin, Khan and Bashir, 2012). Yaseen (2013) reveal on her survey in civil hospitals around Punjab's cities like Rawalpindi, Lahore, Multan, Bahawalpur and Faisalabad that compensations have direct impact on doctors' satisfaction level and suggest that local authority should implement proper performance management system that will tackle the performance of government servants in hospitals.

Meanwhile, Clark & Oswald (1995) concluded in their finding using 5,000 data on British workers that the workers' reported satisfaction levels are shown to be inversely related to their comparison wage rates. In addition, by assuming income constant for every worker, satisfaction levels are shown to be strongly declining in the level of education. This suggests that level of satisfaction tends to be declined if a great talent is not properly awarded with appropriate salary. It is a disadvantage to the small organization if they cannot hold onto their

best employees. Furthermore, Serrano & Vieira (2005) through their research on job satisfaction between low- and higher-paid workers within the European Union reveal that low paid workers report a lower level of job satisfaction when compared with their higher paid counterparts. It supports the idea that low-wage employment primarily comprises of low quality job.

An exploratory study by Yamoah (2014) on 50 respondents who work at Expresso Telecom Group, Ghana found that there is no positive relationship between compensation and employees' job satisfaction. Nevertheless, some elements of compensation such as career development and job security prove to be the major contributing factors in employees' satisfaction towards his job. On the other hand, a self-administered survey by Danish and Usman (2010) on 220 respondents from various types of organization assert that several elements of compensation such as reward and recognition have great impact on motivation of the employees. The statistical analysis conducted also show that different dimensions of work motivation and satisfaction are significantly correlated.

2.1.3 Work Environment

Conducive working environment ensure the productivity and efficiency in the organization. Breau and Rheaume (2013) assert that work environment has effect on nurse and patient outcome. This includes nurses' job satisfaction and their intention to leave and quality of care delivered by nurses to patients. They suggest that hospital management should foster collaborative relationship between doctors and nurses and ensure staffing and adequate resources since the shortage of staff in hospital will lead to dissatisfaction.

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Work environment contribute significant factor to employees' job satisfaction. One of the highly rated issues is job security. If employees feel that their job is no longer secured, job dissatisfaction may arise as the probability of turnover intention will affect the productivity of an organisation. Gazioglu and Tansel (2002) found that a job security leads to highly significant, higher satisfaction levels for all measures of satisfacion considered.

A study done by DeStefano, Clark, Gavin & Potter (2013) revealed that behavioral health workers may experience less job stress thus satisfied with their work if they experiences a greater sense of involvement in the workplace and greater freedom and innovation on how to approach their job assignment. This provide a clear indication that employees will show a high level of satisfaction if the work environment suit their expectation and enable them to have a say about their work in term of autonomy to make decision, work planning and so forth.

Khan, Ramzan & Butt (2013) suggest that of all the major job satisfaction areas, satisfaction with the nature of the work itself which includes job challenge, autonomy, variety, and scope best predicts overall job satisfaction. It shows that work environment plays a significant role that affect workers' satisfaction towards their job. Perceived work environment and perceived job satisfaction is found to be positively correlated with each other. Job competency which is one of work environment's dimensions is highly perceived other than job autonomy, status, collegial relationship and job commitment that influence job satisfaction among secondary school teacher in Seremban (Fernandez, 1998).

Bates (2006) reveals that apart from technical environment in the workplace, many employees express their dissatisfaction with the element of organizational environment such as policies

and procedures in the organization, monotonous and reactive work, shared values and financial rewards. The research also found that communication plays a major role which cause dissatisfaction among employees and the only element that is related to human environment. Employees are not clearly informed on the company's strategic intent and they have to adapt to changes within the organization. This is also supported by previous research by Ehlers (2003) which emphasized that there are significant and positive relationships between job satisfaction and communication satisfaction with co-workers, supervisors and upper management.

2.1.4   Relationship with Immediate Supervisor

Relationship with immediate supervisor is very important for an organization since the work assignment will be transferred to employees via supervisor or manager. If the communication between these two parties (i.e. supervisor and subordinates) turns bad, the likelihood for the job to be completed within the timeline is in doubt. Gregory (2011) asserts that employers who care exclusively about company revenues normally deemed unethical by their employees. Thus, it will raise the turnover rate once the perception spread over and the company start to lose its precious's asset i.e. dedicated employees.

Ehlers (2003) found out in her study that there are significant and positive relationships between job satisfaction and communication satisfaction with co-workers, supervisors and upper management. Communication is an important element that defines the relationship between employee and supervisor since work assignment are assigned by supervisor to employee. Apart from that, this will determine the continuity of employee-supervisor relationship in a long-term and successfulness of the organisation. This is also supported by result of correlation analysis from a research by Mat Rani (2005) on 110 respondents from

various job levels in automotive industry. The study reveals that there is a relationship between supervisory communication and employee job satisfaction.

On the other hand, immediate supervisor may help employees feel valued by recognizing their talent and help them understand their contribution to the organization (Dale Carnegie Training, 2012). It shows that the immediate supervisor care about the presence of their subordinate in the workplace and the employees feel important in the organization. It also helps ease the burden of the workload since there is mutual understanding between these two parties to deliver their job according to the timeline.

2.1.5 Career Advancement Opportunities

Career advancement opportunities are vital for the development of an organization. Employees should be given the chance to prove themselves that they are capable to hold extra job responsibilities if they deserve it. Mwanje (2010) reveal in her study on Bank of Uganda that some elements in the organization such as favouritism, inflexible organizational structure, irrelevant training and poor policies and procedures on promotion have dampened the chance of the employees to progress. Apart from that, lack of career path and growth also reported to be constraint to career advancement.

Failure to provide employees with opportunities to grow within the company would results in employee frustration. Barriers within the company may prevent some employees from reaching their full potential (Branham, 2005). Such barriers may include favouritism of certain employees or company policies requiring hiring from outside the company. As a result, internal conflict may dampen the performance of the company due to the unwillingness of the employees to work together and take the job responsibilities.

An empirical study by Baffour and Achemfuor (2013) on hundred South African school teachers confirms that lack of opportunities for promotion tend to frustrate the employee and lead to job dissatisfaction. It is well-supported by qualitative interview which suggest that the school teacher are frustrated with the lack of career path and equal opportunity. This apparently make it possible for less experience and less qualified teacher to be promoted due to the absent of career advancement opportunities since there is no clear cut of promotion procedures and policies.

On the other hand, training would further help employees to be satisfied with their job. Training will enhance skills of the employees, give them a chance for job refreshment as well as help them to analyse their work rate at the same time. In addition, training give an added value to their contribution in the organization. Gazioglu and Tansel (2002) found that with respect to training opportunities, they observe that training opportunities lead to higher levels of job satisfaction as compared to no training. Employees training lead workers to be motivated and increase their discretionary behaviour as well as satisfaction towards career advancement (Latif, Jan and Shaheen, 2010). As a result, it will enhance the employees' skill and increase their job satisfaction.

2.2   Summary

Literature review is one of the important elements in research paper. By analyzing previous study, a researcher is able to get ideas to prepare his research as well as identify any loophole which can be resolved or further enhanced with thorough investigation and analysis.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1   Introduction

In order to obtain finding of the research, research methodology or framework should be properly planned and followed. It is a process to identify suitable procedures to conduct a research that may achieve the objective or purpose of this study. A similar topic of study may have different approaches by different researchers due to diverse demographic background.

3.2   Theoretical Framework

The dependence variable which is the primary interest of this research is Affin Bank's employees' job satisfaction. The dependence variable is influenced by four independent variables i.e. compensation and benefit, work environment, employees' relationship with immediate supervisor and career advancement opportunities.

In order to sustain the continuity of life, one could do nothing other than work for his own survival. Thus, a job could provide opportunity to an individual to grow and live as human being by way of earning salary to fulfil his needs and wants. The more efficient an employee could be the more reward could be earned. However, the work efficiency is frequently connected to employee's job satisfaction. The satisfaction can be influenced by several intrinsic and extrinsic factors.

An employee will be motivated with good compensation and benefit. Someone with adequate special skills tends to be choosy and always looks for a better pay which suit his or her qualification especially for young talent or fresh graduate. In current economic state, the

pursuit of wealth is considered an element of happiness and will unanimously contribute to employees' satisfaction to work.

Work environment is crucial when potential employees seek new job opportunities. The employees need to feel comfortable and safe whenever they are trying to do their job. The sense of comfort will ensure that the work is done in the best possible manner and are able to achieve the objective of the organization. As a result, the employees feel satisfied with their work as they manage to fulfil the job requirement as well as rip the benefit of job completion i.e. stress-free and self-satisfaction.

Another factor that primarily contributes to the employees' job satisfaction is their relationship with their immediate supervisor. Job assignment will regularly be transmitted to the employees via their immediate supervisor together with the dateline for the completion of the job. Needless to say that these subordinates tend to feel dissatisfied if the dateline is unreasonable given the workload bear by the employees is unjustifiable. Furthermore, things get worst when the immediate supervisor may not clearly explain the objective of the assignment and tend to mislead his or her subordinate with unnecessary workload.

Last but not least, it is important for the employees to be given a chance for career advancement. Any organization should not practice favouritism in rewarding their outstanding employees who have performed well and deserve a promotion. Internal dispute may arise if an organization does not curb favouritism and this will disrupt the growth of the organization. It will not take a long time before the organization slump into bigger crisis. In addition, the management of the organization should analyse their policies carefully when hiring people

from outside as this may impact other workers who should be given the opportunities to hold bigger role and job responsibility if he or she is deemed qualified.

As a conclusion, compensation and benefit, relationship with supervisor, work environment and career advancement opportunities significantly affect job satisfaction among employees and lead to their happiness or despair in the workplace. The theoretical framework for Affin Bank employees' job satisfaction is summarized in diagram 2.1 as follows:
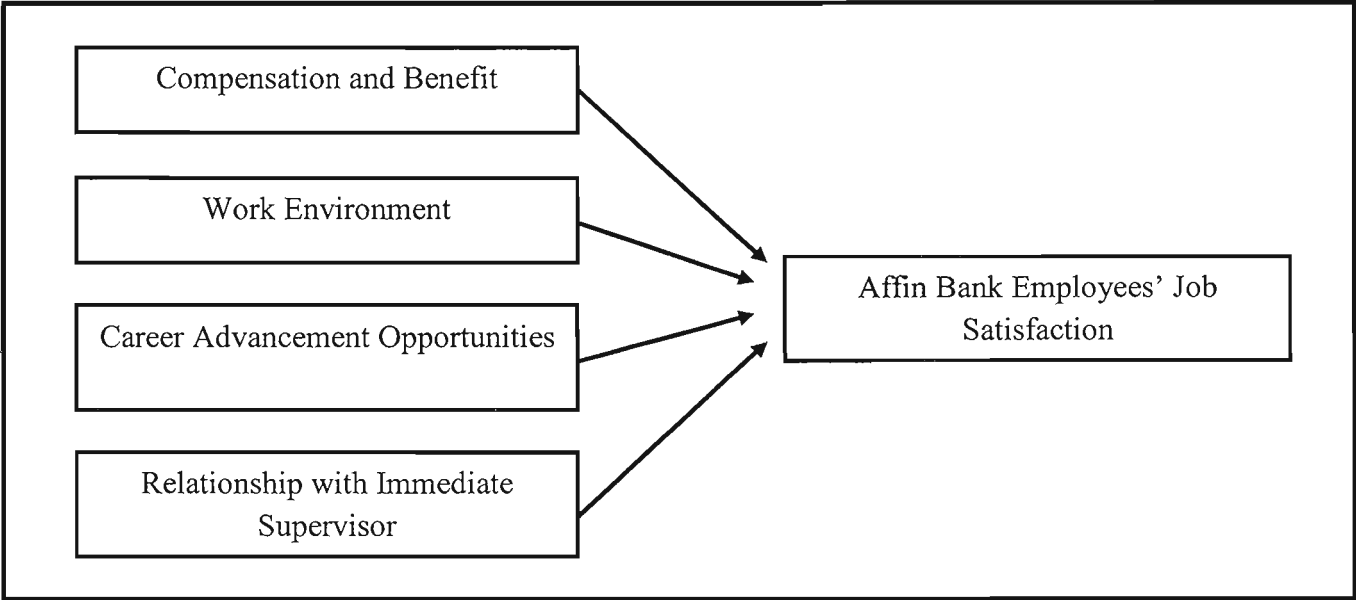
Diagram 2.1: The theoretical framework.

3.2   Hypotheses

In order to test the variables that have been identified as the factors that affect job satisfaction among Affin Bank's employees, the relationship between the variables should be established through logical reasoning in theoretical framework (Sekaran & Bougie, 2013). Arising from the theoretical framework above, several hypotheses on job satisfaction were established as follows:

Tella, Ayeni, & Popoola (2007) stress that in order to effectively use salary as a motivation to worker, employer must considers four major components of a salary structures which are job rate, payment, personal or special allowances, and fringe benefits.

H1: There is a significant relationship between job satisfaction and compensation and benefit to the employees.

A research done by Khan, Ramzan & Butt (2013) suggests that of all the major job satisfaction areas, satisfaction with the nature of the work itself which includes job challenge, autonomy, variety, and scope best predicts overall job satisfaction.

H2: There is a significant relationship between job satisfaction and work environment.

Gregory (2002) asserts that there is relationship between job satisfaction and relationship with immediate supervisor.

H3: There is a significant relationship between job satisfaction and relationship with immediate supervisor.

Branham (2005) states that failure to provide employees with opportunities to grow within the company would results in employee frustration. Barriers within the company may prevent some employees from reaching their full potential.

H4: There is a significant relationship between job satisfaction and career advancement opportunities.

3.3 Research Design

A research design should be considered before a research can be done to investigate the interest of this study. The survey research design was used in the study. Survey is easily standardize to suit the objective of the study as there are elements of control which allow the researcher to formulate the questionnaires which will not go beyond the focus of study. Thirty personally administered questionnaires were adapted from Paul E. Spector (1997) questionnaires and deployed in the survey which are divided into dependent and independent variables.

Apart from that, eight personal characteristic questions were asked to assist the researcher to identify and classify different employees' background and establish the relationship between their characteristics and the level of job satisfaction.

3.4 Population & Sampling

3.4.1 Population

The target population for this research is Affin Bank's employees. As at January 2014, there are 2,141 permanent and contract-basis of Affin Bank's employees in Malaysia. However, this study intends to focus on the staffs who work at head office in Menara Affin, Kuala Lumpur. This group accounts for approximately 2/3 (i.e. 1,427 staffs) of Affin Bank's total number of staff. The researcher outlines several reasons for the selection of the target population as follows:

1) Since all staffs have permanent workstation in head office, they are easily reachable for interview and discussion whenever there is a need to clarify their opinion on the survey.

2) Head office is the strategic venue for transmission of new and up-to-date information and news. All staffs will be kept informed on any issues with regard to the employees' concern.

3) The number of staff in head office is sufficient to represent the level of job satisfaction for the majority number of Affin Bank's staff for researcher to gather adequate information and achieve the goal of this study.

Based on Sekaran & Bougie (2013), given the population size is approximately 1,400 employees; the ideal sample size is 300 employees out of the total number of population.

3.4.2 Sampling Design

There are two (2) major types of sampling design namely, probability and non-probability sampling (Sekaran & Bougie, 2013). In this study, the researcher adopted non-probability random sampling design since the elements of study do not have a known or predetermined chance of being selected as subject matter.

The advantages of the random sampling design are quick, easy and less expensive. Thus, it will suit the need for data collection and measurement. Besides, other statistical data from previous researches and other reliable sources were used for the purpose of studying the job satisfaction and for comparison purpose.

3.4.3 Sampling Technique

The sampling technique that was used in this research is random sampling. Random sampling was done by choosing the member of the population based on the ease of access but is highly expose to inaccuracy. The researcher also may not pick other members which may influence

the sampling and may give a different result. However, this technique had cut some cost that normally requires large amount of money if the researcher wants to adopt other techniques which is more accurate and non-bias.

Three hundred questionnaires were distributed randomly to various departments based on the ease of access. Since this survey was quite a sensitive topic to be discussed in the workplace, the researcher had approached some of the respondents to gauge their interest in completing this survey and to obtain their feedback with regard to the subject matter of this study i.e. job satisfaction. The informal interview with the respondents also was done to ensure that the researcher gain as much information as possible which was crucial to determine the relationship between the dependent and dependent variables.

3.4.4 Sampling Size

It is almost impossible to gather data for all people in the population within short span of time. In order to do the survey, a sampling size has been determined to ensure that appropriate number of sample were considered to achieve the objective of the study. According to Sekaran and Bougie (2013), given the population size is approximately 1,400 employees, sample size of 300 employees is considered to be representative of majority of the staffs in Menara Affin. Thus, the survey was distributed to the employees in various departments by hand and e-mail.

3.4.5 Sampling Element

The sampling element in this research is employees of Affin Bank. These employees work on permanent basis and work for 9 hours on daily basis excluding weekend. Since there are

various departments in the Bank, the samples were divided into three different departmental groups namely business, operation and management.

Business departments consist of people who initiate the business for the Bank such as Treasury, Business Banking and Consumer Banking. This group is responsible to generate income for the bank as well as manage the relationship between the Bank and the customer as they are the front liners who involve directly with the customers.

Operation department consist of the people who give support to the front office such as Consumer Loan Processing, Treasury Support, Loan Documentation and others. This group will ensure smooth and efficient process in the Bank. Generally this group consists of the highest number of staff compare to other departmental group since they are the backbone of the Bank's operation.

The management departments consist of people who cater for Bank's different needs other than business such as Legal & Secretarial, Risk Management, Audit, Human Resource and others. This group also provides significant contribution to the Bank since their roles are integral to the continuity of banking business.

3.5   Measurement of Variables/ Instruments

In order to test the hypotheses of the dependent and independent variables, these variables need to be given a measurement to enable the researcher to establish the relationship of job satisfaction. A primary data from questionnaires distributed served as quantitative and qualitative data that were analyzed to prove the relationship between variables. The questionnaires are divided into two parts which are part A – demographic profile and part B –

dependent and independent variables. In addition, the questionnaires were prepared in two different languages which are English and Bahasa Malaysia to enable the respondents from different backgrounds to understand the questionnaires.

3.5.1 Demographic Profile

The measurements that were used in Part A were nominal and ratio scales. According to Sekaran & Bougie (2013), nominal scale is always used to obtain personal data while ratio scale are always used in business research when exact numbers on objective factors are called upon. There are eight questions in Part A namely gender, age, marital status, level of education, job designation or rank, basic salary, period of service in the organization and department in which respondents are trusted to perform their duty on daily basis.

3.5.1.1 Gender

Question 1 asked respondents about their gender. This is a primary element that will influence the result of the survey since male and female have different interpretation with regards to the job satisfaction. The nominal scale was used to obtain the information pertaining to the respondents' gender.

3.5.1.2 Age

Question 2 requires respondents to state their age. Age represents the duration of employees' life. The longer the age of the employee, the richer the work experience of the employee. The minimum age for the permanent staff recorded was 20 years old and researcher limit the number of age to 60 years old due to the extension of the retirement age from 55 years old that was announced by Government of Malaysia in September 2013. The ratio scale was used to obtain the information pertaining to the respondents' age.

3.5.1.3 Marital Status

Question 3 is marital status. In this survey, researcher had classified four different types of marital status i.e. single, married, divorced and widowed. Some find marriage is the most wonderful things in their life, but still there are others who regret it. Employees who are married may find it stressful to balance their personal life and work since they have to prioritize their responsibilities at the workplace and home. The nominal scale was used to obtain the information pertaining to the respondents' marital status.

3.5.1.4 Level of Education

Question 4 is about employees' level of education. Education will determine the capacity and capability of an employee in completing his or her job. For a higher level of job scope, it requires critical thinking that rarely possessed without adequate skills and knowledge. The nominal scale was used to obtain the information pertaining to the respondent's level of education. The minimum level of education for Affin Bank's employee is Sijil Pelajaran Malaysia or equivalent and the highest level of education is Master's Degree and PhD. The nominal scale was used to obtain the information pertaining to the respondent's level of education.

3.5.1.5 Job Designation

Question 5 is about employees' job designation or rank in the organization. Different job rank indicates different level of responsibilities that the respondents are holding up. Thus, job satisfaction may vary since every employee is assigned with different role and responsibilities. The nominal scale was used to obtain the information pertaining to the respondent's job designation. The lowest level of job rank for Affin Bank's employee is Messenger (i.e. administrative staff) and the highest level is Vice President and above. The

nominal scale was used to obtain the information pertaining to the respondents' job designation.

3.5.1.6 Basic Salary

Question 6 requires respondents to state their basic salary that is earned in a month. This is one of the crucial information that needs to be obtained in order to investigate the relationship between job satisfaction and compensation and benefit. A significant rising in the cost of living in recent years may have trigger employees' intention to switch or move to other places that offer better salary package. The ratio scale was used to obtain the information pertaining to the respondent's basic salary.

3.5.1.7 Period in Service

Question 7 requires respondent to assert their period of service in the Bank. An employee who stays loyal to a company for quite a long time may find it impossible for them to move to other places due to the stability of the work, good job prospect or salary. This can also be influenced by the factor of age that limit the possibility of the employee to move and benefit that is provided by the Bank which retain the employee. The nominal scale was used to obtain the information pertaining to the respondents' period of service.

3.5.1.8 Department

Question 8 requires respondents to state their place of work or department in the Bank. Every department in the Bank serves for a different purpose operationally. Since Affin Bank is a small bank by market capitalization, lots of employees need to possess multi-tasking skills to complete various work assignment at one time due to the limited number of employee in each

department or work group and short dateline. The nominal scale was used to obtain the information pertaining to the respondents' department.

Part A / *Bahagian A*

Kindly indicate your personal details by circling the appropriate answer. All of your personal information will be kept confidential.

Sila nyatakan maklumat peribadi anda dengan membulatkan jawapan yang berkenaan. Segala maklumat peribadi anda akan dirahsiakan.

1) Gender/ *Jantina* : a) Male / *Lelaki*

   b) Female / *Perempuan*

2) Age / *Umur*: a) 20 - 30 years old/ *tahun*

   b) 31 - 40 years old/ *tahun*

   c) 41 - 50 years old/ *tahun*

   d) 51 - 60 years old/ *tahun*

3) Marital Status / *Taraf Perkahwinan* : a) Single / *Bujang*

   b) Married / *Berkahwin*

   c) Divorced / *Berpisah*

   d) Widowed / *Janda;Duda*

4) Education / *Pendidikan:* a) SPM & Equivalent / *SPM & Setaraf*

                                      b) Diploma

                                      c) Bachelor's Degree / *Sarjana Muda*

                                      d) Master's Degree,PhD / *Sarjana, PhD*

5) Designation / *Jawatan* : a) Administrative Staff / *Kakitangan Pentadbiran*

                                      b) Officer / *Pegawai*

                                      c) Executive / *Eksekutif*

                                      d) Assistance Vice President / *Penolong Naib Presiden*

                                      e) Vice President & Above / *Naib Presiden & Ke Atas*

6) Basic Salary / *Gaji Asas*: a) Less than RM1,500 / *Kurang dari RM1,500*

                                      b) RM1,501 - RM2,500

                                      c) RM2,501 - RM3,500

                                      d) RM3,501 - RM5,000

                                      e) > RM5,001

7) Period of Service / *Tempoh Perkhidmatan:* a)1- 5 years / *tahun*

                                      b) 6-10 years / *tahun*

                                      c) > 11 years / *tahun*

8) Department/ *Jabatan:*

     ....

(Kindly state / *Sila nyatakan*)

3.5.2 Variables

Meanwhile, part B consists of 30 questions of variables measured. These questions were adopted and adapted from Job Satisfaction survey done by Paul E. Spector and were specifically constructed for Affin Bank's employees by considering Affin Bank's work environment and structure. The Two-Factor theory was applied in this survey to obtain the relationship between variables. Job satisfaction and career advancement opportunities were chose as motivational factors while compensation and benefit, work environment and relationship with supervisor were chose as hygiene factors. Each variable consist of 6 questions that are related to job satisfaction. The measurement that was used in the questionnaire is interval scale. In the pre-pilot test, the variables are being measured by 6-point Likert scale. Upon some feedback received from the respondents who said that the answer choices are too much from them to choose from, the scale was reduced to 5-point. The scale range from strongly disagree (1), disagree (2), neither disagree nor agree (3), agree (4) and strongly agree (5).

Strongly Disagree / *Sangat tidak setuju*	Disagree / *Tidak setuju*	Neither Disagree Nor Agree / *Tidak pasti*	Agree / *Setuju*	Strongly Agree / *Sangat setuju*
1	2	3	4	5

3.5.2.1 Job Satisfaction

The first variable is job satisfaction. This section asks respondents about their overall job satisfaction on a day-to-day basis, how they feel about their job assignment and the burden of workload. Apart from that, the respondents were asked whether they have the freedom to speak of their opinion and able to apply their knowledge at work. This is the preliminary indicator towards job satisfaction as respondents were asked direct statements which represent their own feeling and feedback.

No.	Question
JS1	I like doing the things I do at work *Saya suka melakukan kerja saya.*
JS2	I feel a sense of pride in doing my job *Saya rasa bangga melakukan kerja saya.*
JS3	I can apply my knowledge and free to voice my opinion at work *Saya boleh menggunakan ilmu saya dan bebas menyatakan pendapat saya semasa di tempat kerja.*
JS4	I sometimes feel my job is meaningless *Kadangkala saya rasa kerja saya tidak bermakna.*
JS5	I am not satisfied with my job *Saya tidak puas hati dengan kerja saya.*
JS6	I have too much to do at work *Kerja saya terlampau banyak.*

3.5.2.2 Compensation and Benefit

The next section asks about respondents' reaction on the compensation and benefit provided by their employers. Respondents were asked whether they are paid fairly equal with the amount of work that is assigned to them. In addition, respondents were asked whether they have equal chances in the organization for salary increment and whether they deserve to get any other benefit that was not provided by the organization.

No.	Question
CB1	I feel I am being paid a fair amount for the work I do *Saya rasa saya dibayar gaji yang setimpal dengan kerja saya.*
CB2	The benefit package we have is equitable *Faedah yang kami terima adalah sama rata.*
CB3	I feel satisfied with my chances for salary increases *Saya puas hati dengan peluang kenaikan gaji.*
CB4	I am not satisfied with the benefits I receive *Saya tidak puas hati dengan faedah yang saya terima.*

CB5	There are few rewards for those who work here
	Sedikit penghargaan yang diterima bila bekerja di sini.
CB6	There are benefits we do not have which we should have
	Terdapat faedah yang sepatutnya kami terima.

3.5.2.3 Work Environment

The third section requires respondents to rate the influence of work environment towards their job satisfaction. There are several elements that represent work environment as influencing factor on job satisfaction. In the survey, researcher chose to highlight communication, colleagues, rules and procedures, safety, and competencies of other colleagues while working on assignment. All of the elements are closely related to individual job satisfaction.

No.	Question
WE1	Communications seem good within this organization.
	Komunikasi agak baik di syarikat ini.
WE2	I like the people I work with.
	Saya suka bekerja dengan rakan sekerja.
WE3	Safe work environment really help me to do my job.
	Persekitaran kerja yang selamat membantu saya melaksanakan kerja dengan baik.
WE4	Many of our rules and procedures make doing a good job difficult.
	Banyak peraturan sukarkan kerja dibuat dengan baik..
WE5	I find I have to work harder at my job because of the incompetence of people I work with.
	Saya rasa kerja bertambah sukar disebabkan ketidakcekapan pekerja lain.
WE6	There is too much bickering and fighting at work.
	Terlalu banyak pertelingkahan di tempat kerja..

3.5.2.4 Relationship with Immediate Supervisor

The fourth section centers upon relationship between employee and immediate supervisor. The statements in the questionnaires attempt to relate employees' opinion and feeling with regard to their relationship with supervisor, work assignments delegated by supervisor, reasonable dateline for every task and the treatment received from supervisor as compared to other employees.

No.	Question
RS1	I like to work with my supervisor. *Saya suka bekerja dengan pengurus saya.*
RS2	Work assignments are very well explained by my supervisor *Tugasan kerja diterangkan dengan sangat baik oleh pengurus saya.*
RS3	My supervisor gives reasonable dateline for me to complete my work assignment. *Pengurus saya memberikan masa yang patut untuk saya menyelesaikan tugasan kerja.*
RS4	My supervisor shows too little interest in the feelings of his subordinates *Pengurus saya kurang memikirkan perasaan pekerja bawahan..*
RS5	My supervisor tends to assign unnecessary task that is not within my job scope. *Pengurus saya cenderung untuk memberikan tugasan yang bukan dalamskop kerja saya.*
RS6	My supervisor is unfair to me. *Pengurus tidak adil dengan saya.*

3.5.2.5 Career Advancement Opportunities

The last section underlines career advancement opportunities as independent variable towards job satisfaction. The statements from the questionnaires try to dig deep into employees' perception with their chances for job promotion, the effort that they have done to get the opportunity to be promoted, sufficiency of training provided by the employer to develop their

talent which enable them to progress during the employment, the policy of the organization to acquire people from outside of the company and the process of job promotion.

No.	Question
CA1	I am satisfied with my chances for promotion *Saya puas hati dengan peluang kenaikan pangkat.*
CA2	I always perform at my level best which may open the chances of being promoted. *Saya selalu melakukan kerja dengan sebaik mungkin untuk berpeluang menerima kenaikan pangkat.*
CA3	The training provided is sufficient for my career progression. *Latihan yang diberikan adalah cukup untuk perkembangan kerjaya saya.*
CA4	There is really too little chance for promotion on my job. *Amat tipis peluang untuk kenaikan pangkat.*
CA5	This organization's policies to hire outside people always cut short my chances to get promoted. *Polisi syarikat yang melantik pekerja dari luar selalu merencatkan peluang kenaikan pangkat saya.*
CA6	The process of job promotion is unfair *Proses kenaikan pangkat adalah tidak adil.*

3.6 Pilot Test

Before actual data were analyzed, a pilot test was conducted on thirty Affin Bank's employees who were randomly selected from different departmental groups. They were required to answer a set of thirty questionnaires. The questionnaires were distributed by e-mail and hand (face-to-face meeting). This test was designed to gauge their interest and willingness to complete the survey as well as to ensure that respondents understand the objective and structure of the questionnaires. Apart from that, the pilot test enables researcher to test the reliability and validity of the measurement used.

3.7 Techniques of Data Analysis

3.7.1 Reliability Analysis

Reliability analysis was conducted by using IBM SPSS Statistic Version 20. In order to test the reliability of data, all variables were tested with reliability function in SPSS i.e. by determining Cronbach's Alpha. According to Sekaran & Bougie (2013), the data were deemed significant if the Cronbach's Alpha is closer to 1. The result indicated that there are relationships between dependent and independent variables since the average of the results show that the Cronbach's Alpha is more than 0.60. Reverse coding is needed to ensure that the data are reliable since the questions involve positive and negative statements. The results of the reliability test based on the pilot test of 30 respondents are as follows:

Table 3.1: Summary of Reliability Statistics – Pilot Test

Construct	Cronbach's Alpha	Number of Items
Job Satisfaction	.684	6
Compensation & Benefit	.661	6
Work Environment	.620	6
Relationship with Immediate Supervisor	.735	6
Career Advancement Opportunities	.707	6

Source: Survey on 30 respondents

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3.7.2 Validity Analysis

Phelan & Wren (2006) assert that reliability alone does not sufficient to prove the goodness of data. They suggest the data should also be valid in order to arrive to the conclusion of the research outcome. There are several types of validity test that can be used to test the goodness of the measures. However, the researcher adopted factor analysis which is a multivariate technique that confirms the dimensions of the concept that have been operationally defined as well as indicating which of the items are most appropriate for each dimension. To be précised, researcher has adopted Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's test of sphericity.

Table 3.2: KMO and Bartlett's Test (Pilot Test)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.805
Bartlett's Test of Sphericity	Approx. Chi-Square	81.924
	df	10
	Sig.	.000

Based on Table 3.3, the KMO test's result concludes that the degree of common variance among the variables measured is meritorious. The KMO index ranges from 0 to 1, with 0.50 considered suitable for factor analysis (Tabachnick & Fidell, 2007). The higher the value of the result (between 0.5 and 1.0) the more appropriate the factor analysis is. On the other hand, Bartlett's test is suitable since the the significant of the variable is less than .05 (i.e. $p<.05$). This is well-supported by Tabachnick & Fidell (2007). Both tests (i.e. KMO and Bartlett) were conducted in pilot test on 30 respondents among different departmental groups.

3.7.3 Descriptive Statistics: Frequencies Distribution

In order to get a feel for the data, researcher had performed analysis by using descriptive statistics. Descriptive statistics include frequencies, measures of central tendency and dispersion. According to Sekaran & Bougie (2013), frequencies refer to the number of various

subcategories of a certain phenomenon occur, from which the percentage and the cumulative percentage of their occurrence can be easily calculated. In a simple term, frequencies can be defined as how often the phenomenon or events occur and it is calculated using percentage or single number. The frequencies of the correspondents' demographic profiles were obtained to establish the relationship with the variables measured. Frequencies can also be visualized using histogram, bar chart or pie chart.

3.7.4 Descriptive Statistics: Measure of Central Tendencies and Dispersion

There are three types of measure of central tendencies i.e. mean, median and mode. In this study, researcher focused on mean as the measure of central tendency. According to Sekaran & Bougie (2013), the mean (i.e. average) is a measure of central tendency that represent general overview of the data without unnecessarily inundating one with each of the observation in a data set.

On the other hand, measures of dispersion were used by researcher to find out about the variability that exists in the data collected from the survey. In this study, standard deviation were calculated since the questionnaires use scaled data as the measurement of the variables. Apart from that, Skewness and Kurtosis tests were also conducted to identify the shape of the distribution. A typical statistics inference requires that a distribution be normal or nearly normal. Brown (2012) states that a normal distribution has skewness and excess kurtosis of zero (0). Thus, if data distribution is close to those values then it is probably close to normal distribution. Bulmer (1979) suggest the rule of thumb for skewness as follows:

- If skewness is less than −1 or more than +1, the distribution is highly skewed.
- If skewness is between −1 and −0.5 or between +0.5 and +1, the distribution is moderately skewed.

- If skewness is between −0.5 and +0.5, the distribution is approximately symmetric.

On the other hand, kurtosis is the measurement of the height and sharpness of the peak relative to the rest of the data (Brown, 2012). The higher values of kurtosis represent the higher or sharper peak of distribution. Balanda and MacGillivray (1988) assert that the movement of probability mass from the shoulders of a distribution into its center and tails is associated with increasing kurtosis.

3.7.5 Hypotheses Testing: Pearson Correlation Coefficient

In order to test the hypothesis of this study, Pearson Correlation Coefficient analysis was conducted to find out the strength of linear relationship between two different variables (i.e. dependent and independent variables). It is usually denoted by 'r'. Evan (1976) suggest that the value of r that is below 0.40 is weak while r that is larger than 0.80 to be strong. The variables are deemed positively correlated if the significant level is less than 0.05 (i.e. $p < 0.05$). Pearson Correlation Coefficient was used to test the hypotheses that were inferred in research methodology.

Table 3.3: Pearson Correlation Coefficient (Pilot Test)

		Job Satisfaction
Compensation and Benefit (CB)	Pearson Correlation	.835*
	Sig. (2-tailed)	.000
	N	30
Work Environment (WE)	Pearson Correlation	.777*
	Sig. (2-tailed)	.000
	N	30

Relationship with Immediate Supervisor (RS)	Pearson Correlation	.594*
	Sig. (2-tailed)	.001
	N	30
Career Advancement Opportunities (CA)	Pearson Correlation	.569*
	Sig. (2-tailed)	.001
	N	30

*Correlation is significant at 0.01 (2-tailed)

As shown in Table 3.4, Pearson Correlation test on 30 respondents indicate that all independent variables are positively correlated with dependent variable (i.e. job satisfaction). Compensation and benefit has the strongest correlation with the dependent variable since the Pearson Correlation, r is 0.835 and significant level is .000. Work environment is ranked second with .000 of significant level and r of .777 followed by relationship with immediate supervisor (i.e. p = .001 and r = .594) and career advancement opportunities (i.e. p = .001 and r = .569). Thus, based on the correlation analysis, all hypotheses inferred can be accepted since the significant level is less than 0.01 and independent variables are positively correlated with dependent variable (i.e. job satisfaction). .

3.8 Summary

Research methodology requires researcher to give considerable attention to approach of this study before any subject need to be analyzed. Every variable need to have specific measurement to ensure the results obtained are justifiable and useful for researcher to make any conclusion of the finding. Hypotheses were established to address the objectives of this study and to show the significance between dependent and independent variables.

CHAPTER FOUR

DATA ANALYSIS AND FINDING

4.1   Introduction

It is important to note that measurements that being used are good in term of reliability and validity of the research analysis. In order to test the measurement of the survey, a reliability and validity tests have been conducted to examine the goodness of the measurement. Sekaran & Bougie (2013) define reliability as a test of how consistently a measuring instrument measures whatever concept it is measuring while validity is a test of how well an instrument that is developed measures the particular concept it is intended to measure.

4.2   Reliability Analysis

Reliability analysis was conducted on 300 respondents. The result in Table 4.1 indicates that there are significant relationships between dependent and independent variables since the average of the results show that the Cronbach's Alpha is more than 0.60 after reverse coding was done to the actual data. The results of the reliability test based on the response from 300 respondents are as follows:

Table 4.1: Summary of Reliability Statistics

Construct	Cronbach's Alpha	Number of Items
Job Satisfaction	.759	6
Compensation & Benefit	.683	6
Work Environment	.688	6
Relationship with	.801	6

Immediate Supervisor

Career Advancement Opportunities	.729	6

Source: Survey on 300 respondents

4.3   Validity Analysis

Table 4.2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.696
Bartlett's Test of Sphericity	Approx. Chi-Square	387.331
	df	10
	Sig.	.000

Based on Table 4.2, as characterized by Kaiser-Meyer-Olkin, the degree of common variance among the variables measured for 300 respondents is mediocre and at acceptable level. This is well-supported by Tabachnick & Fidell, (2007) who consider KMO > 0.5 as suitable for factor analysis. The higher the value of the result (between 0.5 and 1.0) the more appropriate the factor analysis is. On the other hand, Bartlett's test is suitable since the significant of the variable is less than .05 (i.e. p<.05).

4.4   Descriptive Statistics: Frequency Distributions for Demographic Profile

Table 4.3: Statistic of Total Respondents on Demographic Profile.

		Gender	Age	Marital Status	Level of Education	Job Designation	Department	Basic Salary	Period of Employment
N	Valid	300	300	300	300	300	300	300	300
	Missing	3	3	3	3	3	3	3	3

Analysis on frequency distribution of data collected was conducted through descriptive statistic to obtain demographic profile of all respondents. As shown in Table 4.3, there are three (3) missing observation for every item. Upon inspection of the missing data, there is no question left unanswered by respondents as they have answered either all or vast majority of the questions. Thus, no individual information is thrown out. Missing data was ignored during subsequent analyses. The analyses of frequencies distribution are as follows:

Gender

Table 4.4: Respondents' Gender Tabulation.

Gender	Number of Respondents	Percentage (%)
Male	147	49
Female	153	51
Total	300	100

Chart 4.1: Gender
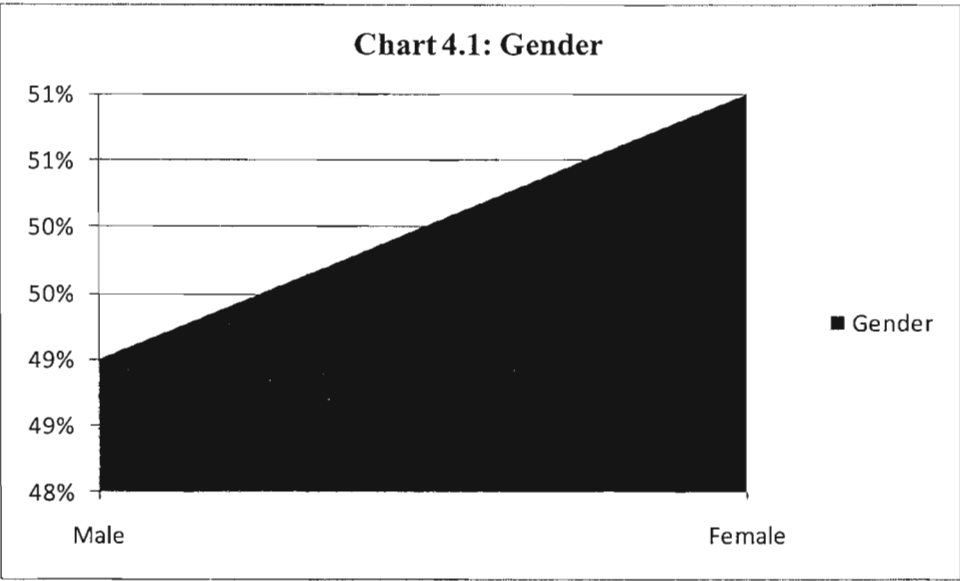
As shown in Table 4.4, majority of respondents are female which contribute 51% (i.e. 153 employees) of the total respondents compare to male which is 49% (i.e. 147 employees). This indicates that Affin Bank's female employees are the highest participants who answered the questionnaires or survey.

Age

Table 4.5: Respondents' Age Tabulation.

Age	Number of Respondents	Percentage (%)
20-30 years	117	39.0
31-40 years	108	36.0
41-50 years	63	21.0
51-60 years	12	4.0
Total	300	100

Chart 4.2: Age

As shown in Table 4.5, majority of respondents' age are between 20-30 years which contribute 39% (i.e. 117 employees) of the total respondents, 36% belongs to age group of 31 to 40 years, 21% belongs to 41 to 50 years and the rest of 4% are 51-60 years respectively. This indicates that majority of Affin Bank's employees are young or fresh graduates.

Marital Status

Table 4.6: Respondents' Marital Status Tabulation.

Marital Status	Number of Respondents	Percentage (%)
Single	144	48.0
Married	148	49.3
Divorced	5	1.7
Widowed	3	1.0
Total	300	100

Chart 4.3: Marital Status
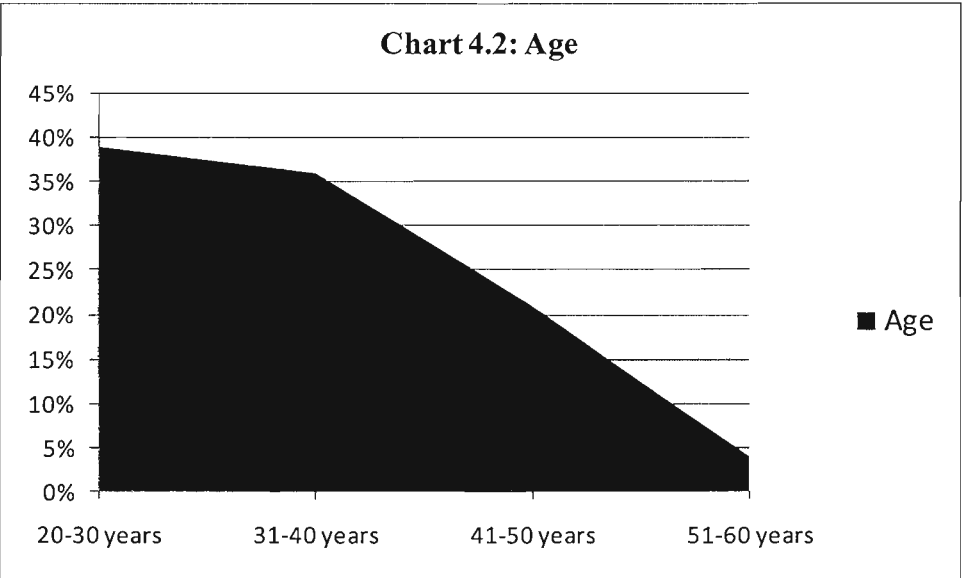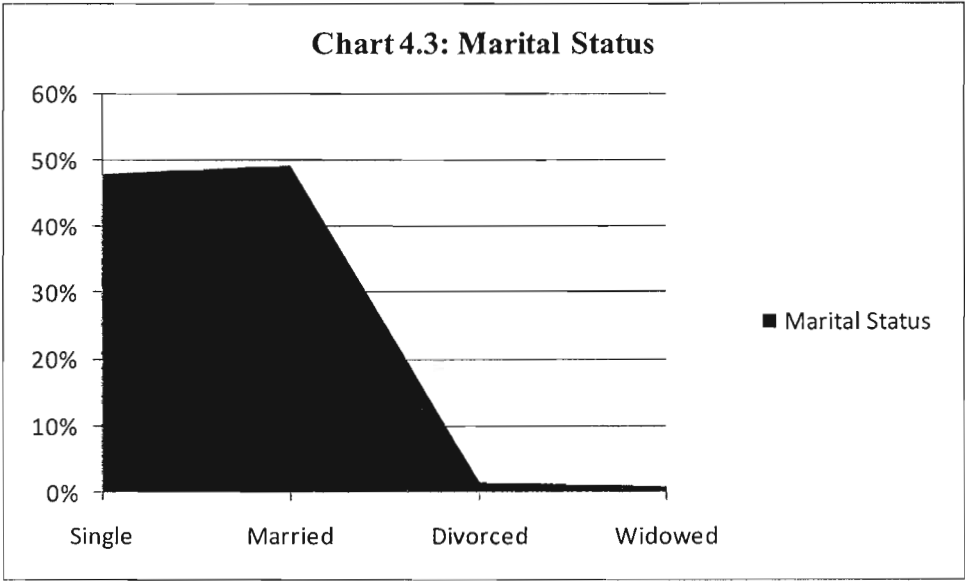
As shown in Table 4.5, majority of respondents are married which contribute 49.3% (i.e. 148 employees) of the total respondents, 48% are single, 1.7% are divorcees and the remaining 1% are widowers.

Level of Education

Table 4.7: Respondents' Level of Education Tabulation.

Marital Status	Number of Respondents	Percentage (%)
SPM & Equivalent	57	19.0
Diploma	101	33.7
Bachelor's Degree	121	40.3
Master's Degree/PhD	21	7.0
Total	300	100

Chart 4.4: Level of Education
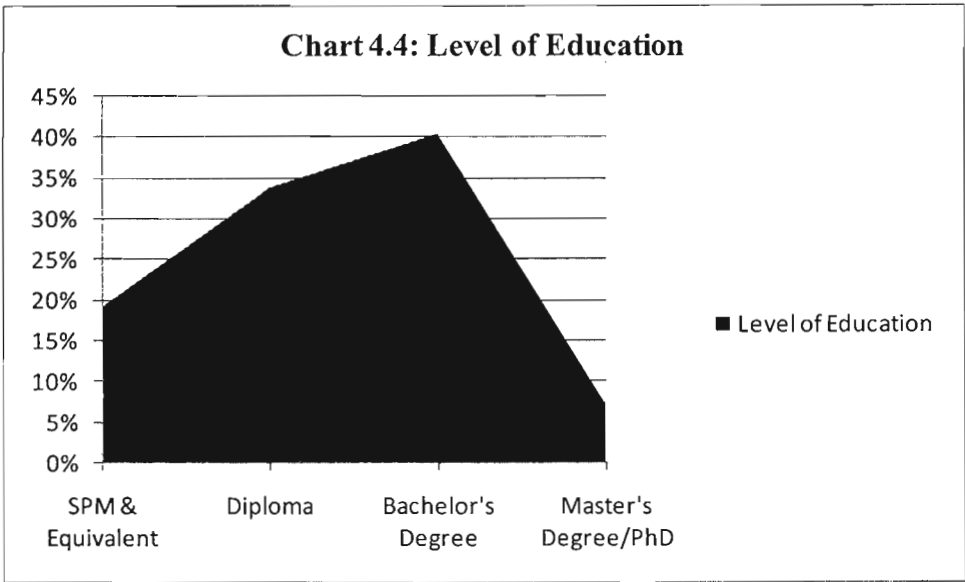
As shown in Table 4.7, majority of respondents are graduated with bachelor's degree which contribute 40.3% (i.e. 121 employees) of the total respondents, 33.7% are diploma holders, 19% are SPM qualified and the rest of 7% are Master's degree holders. Banking is one of the most competitive industries in Malaysia which requires it players (bank's employees) to be equipped with sufficient knowledge up to the degree of their job function. Without necessary qualification, it will limit the employees' roles and function in a bank. Thus, employers should ensure the continuity of learning curve of its employees.

Job Designation

Table 4.8: Respondents' Job Designation Tabulation.

Job Designation	Number of Respondents	Percentage (%)
Administrative Staff	79	26.3
Officer	68	22.7
Executive	98	32.7
AVP	43	14.3
VP & Above	12	4.0
Total	300	100

Chart 4.5: Job Designation
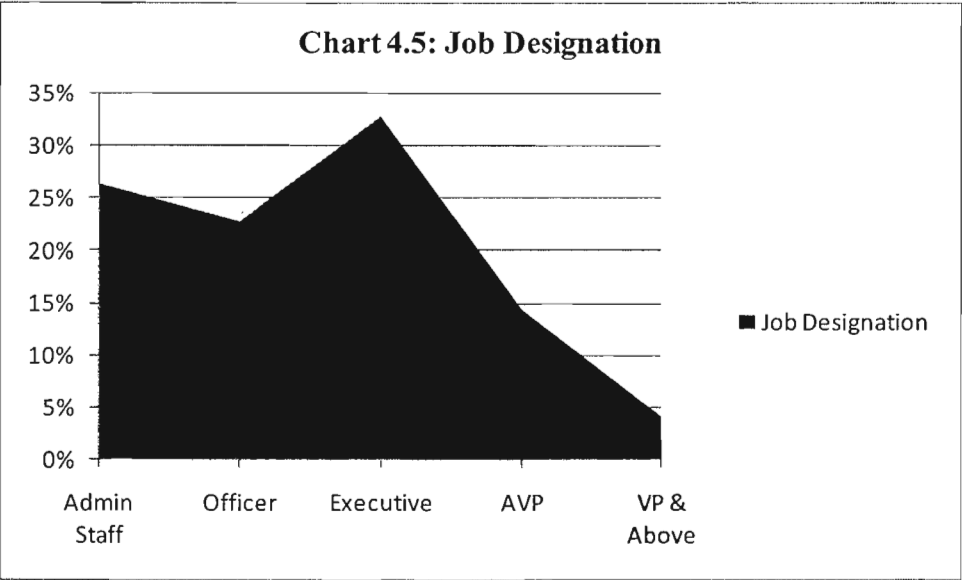
As shown in Table 4.8, majority of respondents are executive level by job designation which contribute 32.7% (i.e. 98 employees) of the total respondents, 26.3% are administrative staff (i.e. include messengers, department secretaries), 22.7% are officer, 14.3% are assistant vice presidents (AVPs) and the remaining 4% are vice presidents (VPs) and above.

Department

Table 4.9: Respondents' Department Tabulation.

Job Designation	Number of Respondents	Percentage (%)
Business	123	41.0
Operation	110	36.7
Management	67	22.3
Total	300	100

Chart 4.6: Department
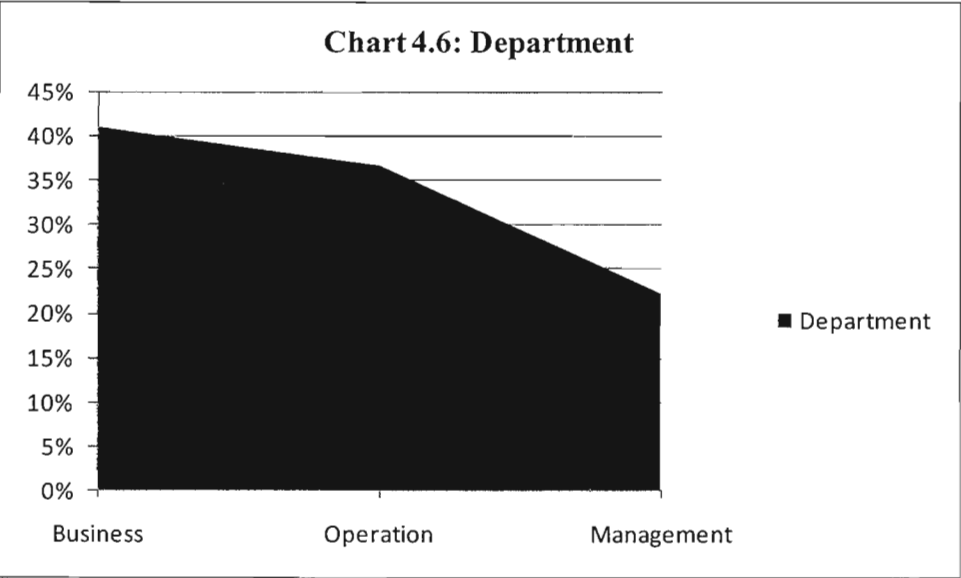
As shown in Table 4.9, majority of respondents work in business department (i.e. include but not limited to treasury, business banking, retail banking, trade finance) which contribute 41% (i.e. 123 employees) of the total respondents, 22.3% work in operation department (i.e. include but not limited to finance, branch operation) and the remaining 22.3% work in management department (i.e. include but not limited to asset management, risk management, legal & secretarial).

Basic Salary

Table 4.10: Respondents' Basic Salary Tabulation.

Basic Salary	Number of Respondents	Percentage (%)
Less than RM1,500	16	5.3
> RM1,501 to RM2,500	86	28.7
> RM2,501 to RM3,500	129	43.0
> RM3,501 to RM5,000	48	16.0
> RM5,001	21	7.0
Total	300	100
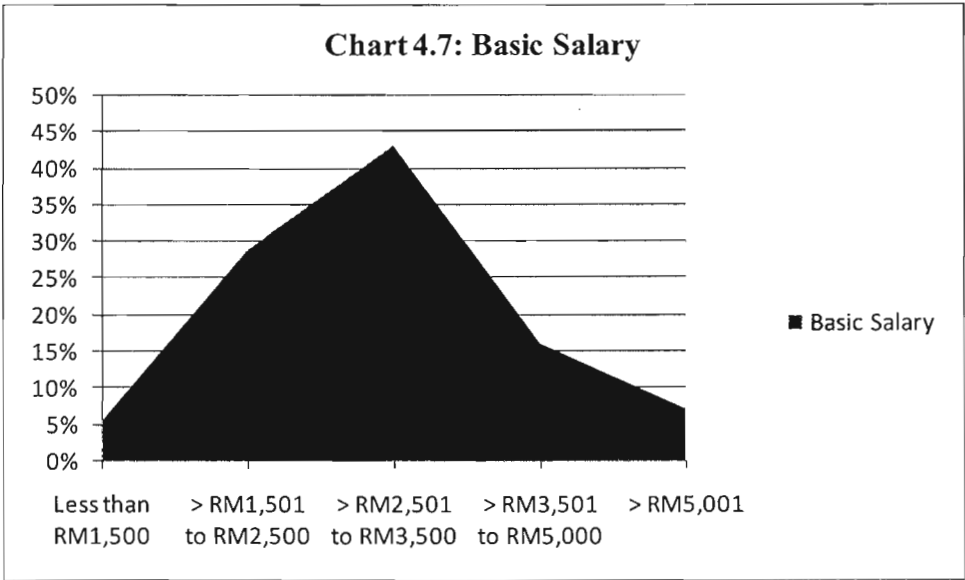
As shown in Table 4.10, majority of respondents earn between >RM2,500 to RM3,500 per month which contribute 43% (i.e. 129 employees) of the total respondents, 28.7% of respondents earn between >RM1,501 to RM2,500, 16% of respondents earn between >RM3,5001 to RM5,000, 7% of respondents earn more than RM5,000 and the rest of 5.3% of respondents earn less than RM1,500 of basic salary.

Period of Employment

Table 4.11: Respondents' Period of Employment Tabulation.

Period of Employment	Number of Respondents	Percentage (%)
1 to 5 years	147	49.0
6 to 10 years	105	35.0
More than 11 years	48	16.0
Total	300	100

Chart 4.8: Period of Employment
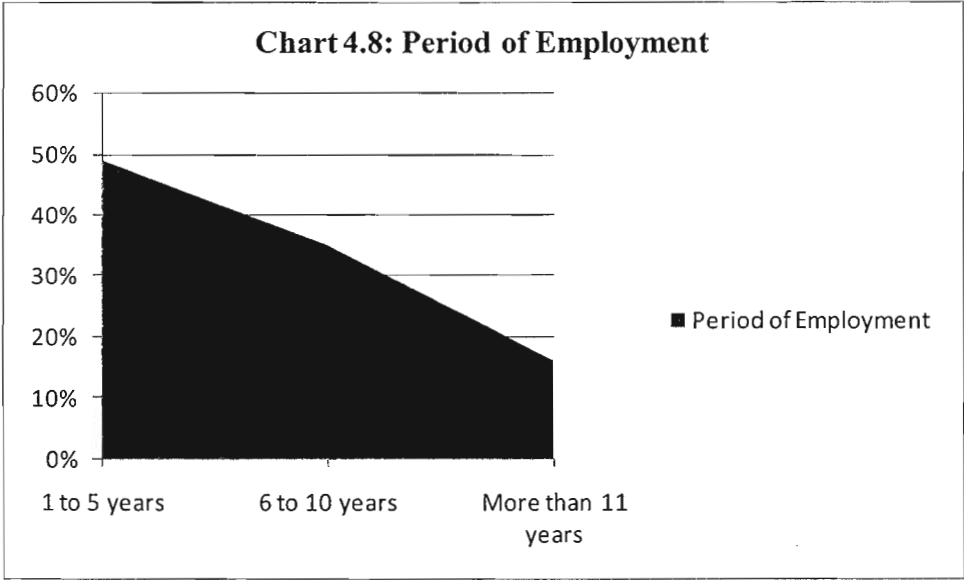
As shown in Table 4.11, majority of respondents have work between 1 to 5 years in Affin Bank which contribute 49% (i.e. 147 employees) of the total respondents, 35% of respondents have work for 6 to 10 years, and the rest of 16% of respondents being loyal to the Bank have work for more than 11 years.

4.5   Descriptive Statistic: Measures of Central Tendencies

Table 4.12: Descriptive Statistics for Job Satisfaction

Items	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
I like doing the things I do at work (JS1)	300	3.80	1.112	-.904	.141	.199	.281
I feel a sense of pride in doing my (JS2)	300	3.67	1.137	-.893	.141	.127	.281
I can apply my knowledge and free to voice my opinion at work (JS3)	300	3.55	.933	-.433	.141	-.127	.281
I sometimes feel my job is meaningless (JS4)	300	3.37	1.222	-.291	.141	-1.014	.281
I am not satisfied with my job (JS5)	300	3.58	1.161	-.417	.141	-.859	.281
I have too much to do at work (JS6)	300	3.28	1.116	-.396	.141	-.722	.281
Total	300	3.5428	.75189	-.455	.141	.077	.281

As shown in Table 4.12, the highest mean is 3.80 (JS1) and the lowest mean is 3.28 (JS6). For standard deviation, the highest is 1.222 (JS4) and the lowest is 0.933 (JS3) respectively. All of the questions are negatively skewed and have negative kurtosis except for JS1 and JS2.

Table 4.13: Descriptive Statistics for Compensation and Benefit.

Items	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
I feel I am being paid a fair amount for the work I do (CB1)	300	2.73	1.252	.145	.141	-1.104	.281
The benefit package we have is equitable (CB2)	300	2.96	1.080	-.235	.141	-.754	.281
I feel satisfied with my chances for salary increases (CB3)	300	2.80	1.215	-.012	.141	-1.156	.281
I am not satisfied with the benefits I receive (CB4)	300	3.19	.975	-.171	.141	-.746	.281
There are few rewards for those who work here (CB5)	300	3.06	1.115	.195	.141	-.789	.281
There are benefits we do not have which we should have (CB6)	300	2.24	.907	.407	.141	-.202	.281
Total	300	2.8306	.68229	.097	.141	-.506	.281

As shown in Table 4.13, the highest mean is 3.19 (CB4) and the lowest mean is 2.24 (CB6).

For standard deviation, the highest is 1.252 (CB1) and the lowest is .907 (CB6) respectively.

All of the questions are negatively skewed except CB1, CB5, CB6 and have negative kurtosis.

Table 4.14: Descriptive Statistics for Work Environment.

Items	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Communications seem good within this organization (WE1)	300	3.43	.991	-.698	.141	.028	.281
I like the people I work with (WE2)	300	3.81	.824	-1.002	.141	1.892	.281
Safe work environment really help me to do my job (WE3)	300	4.07	.666	-.759	.141	2.035	.281
Many of our rules and procedures make doing a good job difficult (WE4)	300	2.81	1.175	.257	.141	-.849	.281
I find I have to work harder at my job because of the incompetence of people I work with (WE5)	300	3.08	1.181	-.064	.141	-.812	.281
There is too much bickering and fighting at work (WE6)	300	3.41	1.206	-.239	.141	-.788	.281
Total	300	3.4333	.64196	-.112	.141	-.086	.281

As shown in Table 4.14, the highest mean is 4.07 (WE3) and the lowest mean is 2.81 (WE4).

For standard deviation, the highest is 1.206 (WE6) and the lowest is .666 (WE3) respectively.

All of the questions are positively skewed except WE4 and have positive kurtosis except

WE4, WE5 and WE6.

Table 4.15: Descriptive Statistics for Relationship with Immediate Supervisor.

Items	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
I like to work with my supervisor (RS1)	300	3.40	.953	-.541	.141	-.207	.281
Work assignments are very well explained by my supervisor (RS2)	300	3.34	.984	-.428	.141	-.509	.281
My supervisor gives reasonable dateline for me to complete my work assignment (RS3)	300	3.47	.986	-.729	.141	.180	.281
My supervisor shows too little interest in the feelings of his subordinates (RS4)	300	2.99	1.063	.047	.141	-.717	.281
My supervisor tends to assign unnecessary task that is not within my job scope (RS5)	300	2.99	1.115	-.148	.141	-.842	.281
My supervisor is unfair to me (RS6)	300	3.41	1.052	-.559	.141	-.136	.281
Total	300	3.2661	.72733	-.373	.141	-.439	.281

As shown in Table 4.15, the highest mean is 3.47 (RS1) and the lowest mean is 2.99 (RS4 & RS5). For standard deviation, the highest is 1.115 (RS5) and the lowest is .953 (RS1) respectively. All of the questions are negatively skewed except RS4 and have negative kurtosis except RS3.

Table 4.16: Descriptive Statistics for Career Advancement Opportunities.

Items	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
I am satisfied with my chances for promotion (CA1)	300	2.69	1.166	.020	.141	-1.012	.281
I always perform at my level best which may open the chances of being promoted (CA2)	300	3.90	.941	-1.106	.141	1.550	.281
The training provided is sufficient for my career progression (CA3)	300	3.19	1.010	-.278	.141	-.348	.281
There is really too little chance for promotion on my job (CA4)	300	2.50	1.117	.428	.141	-.356	.281
This organization's policies to hire outside people always cut short my chances to get promoted (CA5)	300	2.57	1.088	.299	.141	-.497	.281
The process of job promotion is unfair (CA6)	300	2.83	1.110	.089	.141	-.625	.281
Total	300	2.9461	.70035	.571	.141	.174	.281

As shown in Table 4.16, the highest mean is 3.90 (CA2) and the lowest mean is 2.50 (CA4).

For standard deviation, the highest is 1.166 (CA1) and the lowest is .941 (CA2) respectively.

All of the questions are positively skewed except for CA3 and have negative kurtosis except

CA2.

4.6   Hypotheses Testing: Pearson Correlation Coefficient

Table 4.17: Pearson Correlation Coefficient

		Job Satisfaction
Compensation and Benefit (CB)	Pearson Correlation	.268**
	Sig. (2-tailed)	.000
	N	300
Work Environment (WE)	Pearson Correlation	.346**
	Sig. (2-tailed)	.000
	N	300
Relationship with Immediate Supervisor (RS)	Pearson Correlation	.460**
	Sig. (2-tailed)	.000
	N	300
Career Advancement Opportunities (CA)	Pearson Correlation	.410**
	Sig. (2-tailed)	.000
	N	300

**Correlation is significant at 0.01 (2-tailed)

As shown in Table 4.17, Pearson Correlation test on 300 respondents indicate that all independent variables are positively correlated with dependent variable (i.e. job satisfaction) since the dependent variables have significant level, p of less than 0.01 and r is positive. Relationship with immediate supervisor has the strongest correlation with the dependent variable since the significant level is .000 and r is .460 while career advancement ranked second with r = .410 and p = .000. Work environment come at the third place which has a significant level of .000 and r of .346. Compensation and benefit is the least in term of correlation with job satisfaction since the correlation level is at .268 but still significant at

level of .000. Thus, based on the correlation analysis, all hypotheses inferred were accepted since the significant level is less than 0.01 and correlation coefficient is positive between the variables.

4.7 Summary

Data analysis provides a pivotal contribution to a business research. By examining the number in every measurement used in analyses, a conclusion on the study could be established which prove or deny the hypotheses that were inferred in the research design as discussed in chapter 3. Finding on these analyses were further discussed in chapter 5 where conclusion and recommendation for future study were addressed to enhance the finding of this study.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter serves as discussions on the outcome of the analysis on the data that have being analysed in chapter 4. Findings on the result of analysis were explained to find out the reason behind job satisfaction level among Affin Bank's employees. Apart from that, limitation of this study was also discussed in order to highlight any deficiencies in the research design. In addition, it enables other future researchers to address the issues that may not being covered by researcher due to some limitation that were discussed in this chapter. On the other hand, researcher also provided some recommendation for future study that can be further examined due to the significance of the issue(s).

5.2 Finding

5.2.1 Finding on Demographic Profiles

The descriptive statistics for employees' personal characteristics that were analysed in chapter 4 (i.e. Table 4.4 to 4.11) revealed that majority of the respondents are female who contribute 51% of the total survey collected while only 49% of the respondents are male. Age group of 20 to 30 years old represents the highest participants for the survey which contribute 39% of total respondents. Employees who are married contribute the highest participation in this survey that represents 49.3% of total respondents according to data collected for marital status of employee. In the scope of level of education, bachelor's degree holder is the majority of the respondents who contribute 40.3% of total employees participated in the survey.

Employees in executive level dominate the highest respondents in this study which contribute to 32.7% of total participants. On the other hand, employees from business departments provide the highest contribution in the survey which amount to 41% from total respondents. In the income's aspect, employees who earn a monthly salary between RM2,501 to RM3,500 is the majority group that contribute to the highest number of respondents. Out of 300 respondents, 49% possess 1 to 5 years working experience in Affin Bank, 35% work for 6 to 10 years in the Bank and the remaining 16% of the respondents who stay loyal with the Bank possess more than 11 years of working experience in banking industry.

5.2.2 Finding on Measure of Central Tendencies

Descriptive statistics on Table 4.12 to 4.16 describe the mean, standard deviation and variance. The mean, standard deviation and variance is more than +1. Thus, the data is considered reliable and good. On the other hand, in average, the analysis on skewness shows that there are significant relationships between dependent variable and independent variables since the skewness of the distribution are between −1 and −0.5 or between +0.5 and +1. The distribution is deemed moderately skewed as suggested by Bulmer (1979).

5.2.3 Finding on Reliability Test

The result of reliability analysis conducted on 300 respondents indicates that there are significant relationships between dependent and independent variables since the average of the results show that the Cronbach's Alpha is more than 0.60 after reverse coding was done on the actual data from the survey. Relationship with Immediate Supervisor possess the highest value for Cronbach's Alpha (.801), follows by Job Satisfaction (.759), Career Advancement Opportunities (.729), Work Environment (0.688) and Compensation and

Benefit (.683). Thus, there are relationships between the variables that are tested as hypothesized.

5.2.4 Finding on Validity Test

The KMO Test on 300 respondents shows that the KMO of sampling adequacy is 0.696. According to Kaiser, Meyer, and Olkin, the degree of common variance among the variables measured is mediocre (i.e. 0.60 to 0.70). Tabachnick and Fidell, (2007) consider KMO of more than 0.5 as suitable for factor analysis. The higher the value of the result (between 0.5 and 1.0) the more appropriate the factor analysis is. Since the significant of the variable is less than 0.05 (i.e. $p < 0.05$), Bartlett's test is deemed suitable as confirmed by Tabachnick and Fidell, (2007).

5.2.5 Finding on Inferential Pearson Correlation Coefficients

Pearson Correlation Coefficient test on 300 respondents show that dependent variable (i.e. job satisfaction) are positively correlated with all independent variables since the variables have significant level of less than 0.01. Compensation and benefit, work environment, relationship with immediate supervisor and career advancement opportunities have strong correlation against the dependent variable with the significant level is at 0.00. All hypotheses inferred were accepted since the significant level is less than 0.01.

5.3   Discussions of Major Findings/ Hypotheses Research

H1: There is a significant relationship between compensation and benefit of the ABB's employees with job satisfaction.

Based on data analysis in Chapter 4: Data Analysis and Finding, researcher concludes that compensation and benefit has positive correlation with job satisfaction since significant level, p is less than 0.01. This is supported by study conducted by Tella, Ayeni and Popoola (2007) which stress that salary can be effectively use as a motivation to employees, low paid workers report a lower level of job satisfaction when compared with their higher paid counterparts (Serrano and Vieira, 2005) and by assuming income constant for every worker, satisfaction levels are shown to be strongly declining in the level of education, a study using 5,000 data on British workers revealed. (Clark and Oswald ,1995).

H2: There is a significant relationship between work environment and job satisfaction.

The significant relationship between job satisfaction and work environment is concluded since the significance level, p is less than 0.01. This result was also supported by other research finding by Khan, Ramzan and Butt (2013) which suggests that of all the major job satisfaction areas, satisfaction with the nature of the work itself which includes job challenge, autonomy, variety, and scope best predicts overall job satisfaction. In addition, Gazioglu and Tansel (2002) found that a job security in the work environment leads to highly significant, higher satisfaction levels for all measures of satisfaction considered.

H3: There is a significant relationship between relationship with immediate supervisor and job satisfaction.

The significant relationship between job satisfaction and relationship with immediate supervisor is concluded since the significance level, p is less than 0.01. In addition, this hypothesis is supported by Gregory (2012) who asserts that there is relationship between job satisfaction and relationship with immediate supervisor. Ehlers (2003) also testifies that through her study that there are significant and positive relationships between job satisfaction and communication satisfaction with co-workers, supervisors and upper management. Communication is an important element that defines the relationship between employee and supervisor since work assignment are assigned by supervisor to employee.

H4: There is a significant relationship between career advancement opportunities and job satisfaction.

The significant relationship between job satisfaction and relationship with immediate supervisor is concluded since the significance level, p is less than 0.01. Branham (2005) states that failure to provide employees with opportunities to grow within the company would results in employee frustration. Barriers within the company may prevent some employees from reaching their full potential. . In addition, training may help accelerate the opportunities for career advancement since employee who possesses additional skills and expertise is considered to be valuable to the organisation. Gazioglu and Tansel (2002) found that with respect to training

opportunities, they observe that training opportunities lead to higher levels of job satisfaction as compared to no training.

5.4   Limitation of Study

The study was conducted on 300 employees of Affin Bank who work permanently in the Bank's main office in Jalan Raja Chulan. Due to time constraint and small budget for the survey, there were some limitation on this study. First of all, the surveys were done on 300 out of 1,427 employees who work in Affin Bank's head office. The surveys did not include hundreds of employees at Affin Bank's branches nationwide. There can be no assumptions made that the finding of this survey represents Affin Bank's employees as a whole.

Secondly, the surveys were randomly distributed to the employees based on the ease of distribution and the researcher has no complete control over respondents' view with regards to the job satisfaction. Thus, there are possibilities that some answers may not really represent respondent's view due to their unwillingness to be completely truthful. Apart from that, due to limitation of time, researcher could not explain in detail the relationship and significant of the research to the respondents and perhaps respondents could not get a clearer picture of the intention of this study as a whole thus lessening their willingness to be honest in answering the questionnaires. However, researcher approached some of the respondents to obtain their review on the surveys and some of them show a mutual understanding in comprehending the questions and acknowledged the objective of the survey.

Thirdly, this study focuses on direct relationship between dependent and independent variables and there is no actual parameter to measure the level of satisfaction among Bank's employees since the surveys were based on the subjective idea of what job satisfaction really

meant to respondents. The survey is attempted to relate the independent variables with dependent variable and identify the relationship between these two variables. Hence, there are other mediating factors that were not tested in this study which could affect the validity and reliability of this study.

Last but not least, the questionnaires were adopted and self-administered according to the nature of Affin Bank's work environment based on researcher's point of view. Thus, there are other factors that may affect the reliability of the study such as personality of respondents who have different views with regards to job satisfaction and comprehensiveness of the questions that may not be well-understood by some respondents.

5.5   Theoretical and Practical Contribution of the Study

This study revealed the finding on job satisfaction level among Affin Bank's employees. As discussed in the beginning of this research paper, banking industry is one of industries that contribute to high turnover ratios given the instability in current economic condition. This essentially has prompted researcher to examine the determinants that affect job satisfaction level among bank's employees particularly in urban area where stiff competition and high cost of living become apparent in influencing the high turnover ratio among bankers.

Therefore, this study will provide useful indication to the related parties to take necessary actions to ensure that job satisfaction among bank's employees especially in Affin Bank are given considerable attention since they are the backbone of the organisation as well as banking industry. In order to increase productivity and efficiency in the workplace, the Bank's Management should acknowledge as well as rectify issues pertaining to their employees'

concern. For example, based on random interview with some of the respondents, researcher was made to understand that some of them were not satisfied with the treatment received from their immediate supervisors or bosses. As a result, the productivity in the organisation will decline and employee may look for other job. The employer or management of the Bank may lose their precious talent if this matter does not given close and careful attention. In addition, employer also may have to fork out extra money to recruit and train new employee and lots of time are needed to ensure the continuity of the banking businesses.

Another important indicator for job satisfaction that was observed in this study is career advancement opportunities. Banking industry provides lots of opportunities especially for fresh graduates to develop since there are different areas in banking business for individual's talent development. Employers need to ensure that employees have a good career progression by providing necessary training and support to ensure the continuity of employees' learning curve. Banking industry is not stagnant and it will evolve from time to time with rapid advancement of technologies and borderless networking. Thus, competition is expected to be very stiff and challenging for next generation of bankers.

As proposed by Herzberg in Two-Factor Theory, motivational and hygiene factors should complement each other which could explain job satisfaction level among employees. Motivational factors such as job promotion, bonuses, or public recognition should be paired together with the hygiene factor such as benefit or work environment which is not necessarily motivating but would bring forth dissatisfaction among employee if it is not sufficient. Thus, employees will be highly satisfied if there is combination of these two factors that correlate with one other.

5.6 Recommendation for Future Study

Based on finding in data analyses, researcher would like to recommend that future study should be comprehensive for all employees which take into account the presence of employees at the branches nationwide in the study. The study should also cover other employees within Affin Banking group which include Affin Islamic and Affin Investment Bank since they are working together as a banking entity under one banking group to achieve mutual objective that maximize the value of shareholders.

Apart from that, future study should give considerable and deeper attention to other mediating factors that contribute to the job satisfaction level among bank's employees. For an instance, gender comparison. Gender of employees in the workplace may give different result to researcher since gender inequality is among the widely discussed topics in corporate environment in term of leadership and opportunities for career advancement. Thus, by focusing on gender as one of the independent variable, a larger effect could be seen in job satisfaction level of employees who work in banking industry.

5.7 Conclusion

This study gives researcher and other interested parties useful guide to determine the factors or determinants that affect job satisfaction among bank's employees. Thus, for the sake of banking industries, a thorough analysis and research should be undertaken to examine the mental state of bank's employees of all bank in Malaysia. Due to the diversified culture and working environments, job satisfaction among banks' employees may vary in different financial institutions.

Since high and significant turnover rate among bank's employees become apparent, it is suggested that all parties including financial institutions, monetary authorities, human resource department could play their role in mitigating this issue. If necessary measures are not taken, the stability of financial and labour market is in jeopardy as 'staff pinching' will be critical issue to the financial institution going forward.

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