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**FAMILY-FRIENDLY BENEFITS AND JOB SATISFACTION: A CASE  
STUDY OF WOMEN EMPLOYEES IN SOFTWARE COMPANY, KULIM**

**NOOR SHAKIRAH BINTI ABU HASSAN**



**UNIVERSITI UTARA MALAYSIA**

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**FAMILY-FRIENDLY BENEFITS AND JOB SATISFACTION: A CASE  
STUDY OF WOMEN EMPLOYEES IN SOFTWARE COMPANY, KULIM**

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**UUM**  
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**Thesis Submitted to  
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## ABSTRACT

The purpose of this study is to investigate on the family-friendly benefits such as flexible work arrangements, family care benefits, child care facilities and benefits, and also managerial support towards employees' job performance. A survey of a representative sample of 275 respondents was used in this study. A quantitative method was used in this study by distributing the questionnaires to the respondents. The data from the questionnaires then were analyzed by using Statistical Package for Social Science (SPSS) version 25.0. Descriptive analysis was conducted to ascertain data normality as well as to analyze frequencies of respondents' demographic profile. Multiple regression analyses were performed to test the hypotheses of the study. Based on the results, all of the independent variables have significant relationship with job performance. Finally, there were several recommendations and directions for future research discussed in this study.



## ABSTRAK

*Kajian ini bertujuan untuk mengenalpasti polisi mesra-keluarga seperti penyusunan kerja yang fleksibel, faedah-faedah penjagaan keluarga, kemudahan pusat asuhan kanak-kanak dan faedah-faedahnya, dan juga sokongan daripada penyelia terhadap kepuasan kerja. Kaji selidik yang mewakili sampel seramai 275 responden telah digunakan dalam kajian ini. Kajian ini menggunakan kaedah kuantitatif yang mana soal kaji selidik diedarkan kepada responden. Data-data yang diperoleh daripada soal selidik tersebut dianalisis dengan menggunakan Statistical Package for Social Science (SPSS) versi 25.0. Analisis deskriptif dijalankan untuk memastikan kenormalan data dan juga untuk menganalisis kekerapan profil demografi responden. Analisis regresi berganda digunakan untuk menguji hipotesis kajian ini. Berdasarkan keputusan kajian, keempat-empat pemboleh ubah tidak bersandar mempunyai hubungan yang signifikan dengan kepuasan kerja. Akhir sekali, beberapa cadangan dan arahan untuk kajian masa depan juga dibincangkan dalam kajian ini.*



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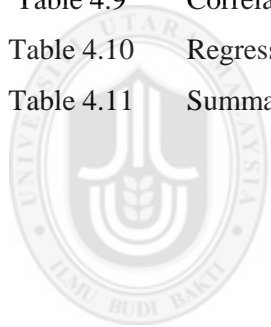
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## CHAPTER 1

### INTRODUCTION

#### 1.0 Introduction

Over centuries, there are a lot of dramatic changes happened in almost every aspects whether in lifestyle, economic, the booming of scientific findings, as well as the workplace. Before the globalization took over where the world is now borderless and people are connecting through the virtual world, commonly “work-family dichotomy” or known as traditional employees were widely shared based on rigid and demanding workplace requirements where the majority of the workforce were men while most wives stayed at home to care for family responsibilities and otherwise support their husbands’ careers (Bruce and Reed 1994; Kanter, 1977). However, the changing process throughout the years has transformed the norm of the traditional support system to the involvement of the “nontraditional” employees (women, the disabled, the elderly, students, and men with family responsibilities). In Malaysia, women start to involve in various economic activities since the pre-colonial days especially in agriculture and marketing alongside men (Omar, 2003).

From time to time, the ambiance of the workforce has changed and nowadays women are participated in various sectors even in the men dominated sector like engineering. After Malaysia’s Independence in 1957, women’s entry in the labor force increased from 30.8% in 1957 to 45.7% in 2005 (Economic Planning Unit, 2006-2010). This shows that the involvement of women in the workforce has become crucial for the economic growth of the country. There are three factors that contributed to the significant increment in

women workforce according to Noor (2001). Firstly, to eradicate and reconstruct Malaysian society from agricultural-based to industrial-based, the government implemented the New Economic Policy in 1969. Secondly, the new policy helps in the rapid economic growth and industrialization thus increasing various types of job opportunities for the women. Lastly, women have been given equal access in educational opportunities which enable them to achieve higher educational attainment thus increased in the number of women employees.

As the time passed, the traditional model of the man as the “breadwinner” and woman as the “homemaker” evolved as both man and woman are employed. The labor force in Malaysia has increased from 1.0 per cent to 14.7 million persons in 2016 compared to 14.6 million persons in the previous year due to the increasing of 96,000 employed persons. The female labor force participation rate (LFPR) rose 0.2 per cent to 54.3 per cent in 2016 with the highest participation came from the female age 25-54 years old (73.4%), followed by the female with the age range from 35-44 (66.8%) and 57.1 per cent from the female age 45-54 years old. It was higher compared to female LFPR at the national level (Department of Statistics Malaysia, 2017). Based on the statistics, it is best to conclude that the female involvement in the workforce in Malaysia will increase in the years to come.

The increasing number in women workforce especially married women has resulted in the increase of dual-career couples which means the family obligations and job responsibilities co-exist in the lives of employed man and women (Aminah, 2007). Despite these encouraging figures, the fact remains that juggling the job and family, especially in this modern age, can exhaust a woman’s time, patient and sanity. At World

Bank report (2012) showed that the participation of Malaysian women in the labor force was 47.9 per cent or 4.58 million out of the total 9.57 million, considered lowest in the Asean Region. Newly mother tends to quit their job after giving birth because they were not comfortable to leave their child to other people and also the workplace did not provided enough support and facilities for them. In contrast, the other Asean countries recorded high women participation in labor force with Singapore (60%) and Laos (80%).

When the responsibilities arise, the employees are more likely to experience interrole or work-family conflict involving incompatible demands (Aminah and Maznah, 2003). It is not easy to balance work responsibilities and family responsibilities so the employees always ended with conflict and dilemma in giving priority to both career and family (Jamadin, Mohamad, Syarkawi et.al, 2015). Even though the participation of both men and women in the workforce help in economic mobility and often gender equity (Risman and Johnson-Sumerford, 1998; Schwartz, 1994a) however the dual-earner couples faced a plethora of challenges in managing work and home responsibilities (Coontz, 2013). They were also now facing the conflicts between rigid work demands and personal or family needs and responsibilities (Hudson Institute 1990). As mentioned before, the arising of dual-earner couples challenge the traditional gender stereotyping of man as “breadwinner” and woman as “homemaker” because women nowadays are more likely to be contributing economically while men are contributing emotionally (Harrington, VanDeusen, and Humberd, 2011).

However, women as usual experienced more conflicts because of the role they perform (Carnicer, Martinez, Perez, and Vela, 2004; Poelmans, 2001) whether at the workplace or back at home and until today, family commitments are a big obstacle for women’s



career development (Cross, 2010; Emslie and Hunt, 2009; Grady and McCarthy, 2008). Besides that, working women face a lot of conflicts compared to men resulting from their continuing role as primary caretakers for their home, children, and/or elderly parents (Higgins, Duxbury, and Irving, 1992). According to a survey conducted by McKinsey and Company in 2012, many women employees decide to quit their jobs to focus on child care partly due to a lack of family-friendly benefits at work and the double burden in the workplace and at home (M. S. Kim, 2013; McKinsey and Company, 2012).

The demographic sea change of the workforce has forced the workplace to adapt to the situations where the employees demand a workplace that has a better or adequate support for them. That is why the family-friendly benefits are highlighted so that the workplace and the employees can have the benefits simultaneously. In light of these workforce trends, some organizations offer formal benefits to help employees manage work and family. These discretionary benefits go beyond legal mandates (Swody and Powell, 2007), and they share the goal of supporting employees' family demands. Many large firms offer one or more work–family benefits, including flexible spending accounts for dependent care (46%), elder care resource and referral (39%), child care resource and referral (35%), and on-site child care (9%), (Galinsky, Bond, and Sakai, 2008).

Benefits categorized as work–family programs include both work–family “support” initiatives that provide resources for dependent care and “flexibility” initiatives offering alternative work arrangements such as telecommuting and flextime. This is an important distinction because flexibility benefits can be used to manage various non-work and

personal concerns, whereas family support benefits are useful only to those with current or future dependents. Because inconsistent findings may be a function of different policy types, in the current study we focus solely on work–family support benefits (i.e., policies that provide some form of dependent care support), as flexibility policies have been summarized in past meta-analyses (Baltes, Briggs, Huff, Wright, and Neuman, 1999; Gajendran and Harrison, 2007). These policies essentially allow workers to meet their family commitments, along with their work responsibilities (Cheng and Chee, 2008). Besides that, these policies enable the employees to balance the demands of paid work and personal life (Subramaniam and Selvaratnam, 2010).

Since the researchers are mostly focused this issues in the West and less in non-West, therefore this gap in the literature should be addressed as the number of multinational corporations hired employees in various part of the world is expanding day after day. In conclusion, it is fit to examine how the family-friendly policies help the employees to meet their tasks everyday whether in the workplace or with the family. It is best to say that family-friendly policies have a bigger impact on the employees' job satisfaction. With the good policies, the employees can enjoy their working life and their responsibilities towards their family.

### **1.1 Problem Statement**

Hillary Clinton once said, “Women are the world’s most underused resource.” It is a true statement to visualize the situation of workforce in Malaysia. Based on the data provided by the Department of Statistic Malaysia (2017), the participation of women in workforce is 54.3 per cent in 2016. It is quite low compared to the other countries like Singapore

(66%), Thailand (70%) and Australia (71%). This scenario brings concern towards Government on how to increase the participation of women workforce and at the same time provides all the needed necessities in the workplace. As mentioned above, the highest participation of female employees come from the age range 25-54 years old (DOSM, 2017). However, as these employees getting married and start the families, their participation decline quickly. Based on the study conducted by ACCA-TalentCorp (2013), there are three factors that cause the women to leave their job such as to raise a family, lacking of work-life balance and to take care a family member.

This situation happened when the employees have multiple roles and most likely to face interrole or work-family conflict involving compatible demands (Aminah and Maznah, 2003). This is especially experienced by the dual-earner couples. As eloquently stated by Boles, Howard and Donofrio (2001), the dual-earner couples keep increasing for over 25 years thus this condition brings the increasing in the work-family conflict. The conflicts usually affected more on women because of the amount of roles they perform (Carnicer, Martinez, Perez, and Vela, 2004; Poelmans, 2001). Bianchi et al. (2006), stated that in dual-earner couples, women tend to have slightly higher workloads or similar to men after the examinations of total workloads (family work and market work) has been carried out.

Similarly, when women become mothers, they reduced their time in paid work, in contrast to new fathers who worked longer hours at a paid job (Sanchez and Thomson, 1997). Bianchi et al. (2006) mentioned that married women's career attainments generally do not result in greater marital stability or earnings, especially when they are mothers. Most women reduce their employment hours when they have children and only

about a third of women with very young children work full time, year round. As mentioned by Greenstein (1995), the multiple responsibilities such as house works and child care contributed to marital stress and conflict because the women in dual-earner couples still held the major responsibilities at home. Bianchi et al. (2006) also mentioned that the responsibility for tending the home and caring for children still rests predominantly on women's shoulders, and that the expectations for investing lots of time in children are high, it is not surprising that wives tend to make more sacrifices in their careers for family life than husbands do.

This is further prove that the same situation also happened in Malaysia where women are likely reluctant to return back to work. This is because most of the companies in Malaysia are lacking in providing benefits that give advantage to the employees especially women (ACCA-TalentCorp, 2013). The study by PricewaterhouseCoopers (PwC) Malaysia commissioned by Talent Corp Malaysia Berhad in their report on Diversity in the Workplace survey, 2013 showed that a majority of the corporations in Malaysia did not practice family-friendly benefits. This statement is supported by Subramaniam and Selvaratnam (2010) who found that only 16 per cent of companies in the Klang Valley truly adapted family-friendly benefits. This in turn demotivates women who exit the labor force due to the challenges faced by them. Less conducive working environment due to lack of family-friendly benefits and inflexible working practices will keep women out from the job market (Daily News, 2015).

From the survey conducted by ACCA-TalentCorp (2013), 86 per cent of the respondents said the companies should offer flexible work arrangements including part-time work in order to retain the women employees. This is because only 30 percent of employers have

flexible work arrangements. Another two measures that the respondents want the companies to reconsider are the facilities that support women and family, which include childcare centre (69%), and competitive wages and other financial benefits that would likely keep the women in employment (40%). In Malaysia, only seven percent of employers have child care support facility employees based on the findings of the survey by ACCA-TalentCorp (2013). Although employers in the public sector are most supportive in addressing the issue of childcare support facilities, it seems that they need to put in more effort to implement flexible work arrangements. Private sector companies also fall short when it comes to providing childcare and maternal support facilities for working mothers.

Besides that, family friendly benefits could cover the option of leaving the office for a few hours to attend to family matters like taking unwell elders to the doctor, or a family emergency. The time taken off could in turn be later replaced by working at non-standard times or part-time. These benefits may also include the various forms of leave, e.g. extensions to statutory maternity leave, paternity leave, leave for caring of sick family members, and the ability to change from full to part-time hours or to work from home or at home for at least part of the normal working hours. Supervisory support occurs when supervisors (1) feel that handling family issues is a legitimate part of their role (2) have knowledge about company benefits that apply to family issues, (3) apply flexibility when family problems arise, and (4) handle subordinates' family problems fairly (Boushey 2005).

These measures are the examples of family-friendly benefits that can be implemented and pondered by the employers to make sure the employees are excited to come to work.

However, these benefits must be tallied to the type of the organizations, the percentage of female employees and the tightness of the labor market (Aminah and Maznah, 2007). Moreover, as the numbers of female employees increase day by day then this implementation of benefits (Poelmans et al., 2003) is a good start for a better workplace. It has been argued that work–family benefits help attract and retain human capital and improve employee attitudes (Kossek and Friede, 2006). Despite this, research has not consistently found a positive relationship between work–family benefits and employee attitudes (Kelly et al., 2008). Some studies have found that work–family benefits relate to higher intentions to stay (Thompson and Prottas, 2006) and lower work–family conflict (Thompson, Beauvais, and Lyness, 1999).

Explanations for these inconsistent findings may lie in how work–family benefits are studied. First, some studies examine perceptions of policy availability, others explore policy use, and some examine both. Availability and use are unique constructs and may relate to employee attitudes differently. Second, measures of availability and use often differ across studies. For example, some studies focus on availability or use of one policy, whereas others examine a bundle of benefits (Kelly et al., 2008). This is an important distinction because more benefits may lead to better or different outcomes (Arthur, 2003; Casper and Buffardi, 2004). Third, it is not clear how work–family benefits relate to employee work attitudes because most research examines outcomes without considering possible mediators. However, work–family policy availability may enhance work attitudes through greater family supportive organizational perceptions, whereas policy use may relate to attitudes through reductions in work-to-family conflict (Beauregard and Henry, 2009; Glass and Finley, 2002). Finally, qualitative differences

between benefits are often ignored, despite the fact that there are distinct types of work–family benefits (Glass and Finley, 2002; Kossek and Friede, 2006).

The increasing number of work–family benefits raises concerns as to their effectiveness. Proponents of family-friendly benefits claim that these benefits improve productivity by reducing absenteeism and help organizations attract more competent workers. Opponents, however, argue that organizational costs will rise as family-friendly benefits increase, and these benefits are disadvantageous to workers without children (Clifton and Shepard, 2004). Other empirical research has observed that family-friendly benefits have contributed to reducing employee withdrawal and has increased organization commitment (Halpern, 2005). Clifton and Shepard (2004) found that family-friendly benefits have positive effects on organizational performance, absenteeism, and productivity.

Coinciding with the statement, former Malaysian Prime Minister, YAB Dato' Sri Mohd Najib Tun Haji Abdul Razak has announced some initiatives for the women employees during National Budget 2018 presentation on October 27, 2017. Besides that, 2018 is also declared as the Women Empowerment Year. The initiatives given for the women are such as 30 per cent participation as board of directors in public companies as well as statutory bodies. Next is the increasing of maternity leave for private sector from 60 days to 90 days and 300 to 360 days of total maternity leave for public sector with 90 days maximum leave per year. Lastly, the government suggested tax exemption for the first year of their salary after a two-year hiatus to encourage women to return to the work force (Ministry of Finance Malaysia, 2015).

Besides that, other initiatives that are good for dual-career couples are include in the budget are public sector need to provide childcare centre in their main offices in line with their aim to achieve better work-life balance and also allowing their pregnant employees in their fifth-months onwards to leave the office one hour earlier. The husbands also are allowed to leave one hour earlier to accompany their wives with the condition the couple are working within the same location (Ministry of Finance Malaysia, 2015). To make the companies more family-friendly, public sectors give flexible benefits to increase disposable income by substituting annual and medical leaves for cash, improved flexible working arrangements by compressed work week and part-time working hours and also introduced new working hour from 9.00 a.m. to 6.00 p.m. for further flexibility (Ministry of Finance Malaysia, 2015).

This study seeks to examine the implementation of family-friendly benefits in the organizations in Malaysia whether it will bring satisfactions to the employees or vice versa.

## **1.2 Research Questions**

1. What is the relationship between flexible work arrangements and employees' job satisfaction?
2. What is the relationship between family care benefits and employees' job satisfaction?
3. What is the relationship between child care facilities and benefits with employees' job satisfaction?



4. What is the relationship between managerial support and employees' job satisfaction?

### **1.3 Research Objectives**

This study is carried out to solve the problems mentioned above. In conjunctions, it aims to achieve the following objectives;

1. To identify the relationship between flexible work arrangements and employees' job satisfaction.
2. To identify the relationship between family care benefits and employees' job satisfaction.
3. To identify the relationship between child care facilities and benefits with employees' job satisfaction.
4. To identify the relationship between managerial support and employees' job satisfaction.

### **1.4 Scope and Limitations of Study**

#### **1.4.1 Scope of Study**

Since there are a lot of family-friendly benefits that can be implemented and considered by the employers and organization, therefore this study focuses on three benefits in the workplace such as flexibility work arrangement, family-care benefits, child care facilities and benefits and also managerial support. These benefits then are identified to see the relationship towards the employees' job

satisfaction. The sample for this study is the women employees working at software company in Kulim, Kedah.

#### **1.4.2 Limitations of Study**

There are some limitations while doing this study such as this study focuses only on the employees of software company in Kedah. So, this does not comprise the opinions of the other employees from other companies that practiced these benefits in Malaysia since they may have different opinions regarding the benefits. This is because different companies may practice different benefits based on their work environment. Besides that, the method used for this study was distributing quantitative and questionnaire.

### **1.5 Definitions of Key Terms**

#### **1.5.1 Family-Friendly Benefits**

Family-friendly benefits are benefits provided to minimize the impact of work on family life and they include a variety of leave for maternity and paternity, sickness, emergencies and compassionate reasons, career breaks and extended leave, flexi-time, part-time work and restored days off (Hartin, 1994).

#### **1.5.2 Job Satisfaction**

The term job satisfaction refers to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Amstrong, 2006).

### **1.5.3 Flexible Work Arrangements**

According to Lambert, Marler, and Gueutal (2008), flexible work arrangements is defined as employers provided benefits that permit employees some level of control when and where they work outside of the standard workday.

### **1.5.4 Family Care Benefits/Work-Family Benefits**

Work–family benefits are a form of accommodation and enhancement benefit; that is, they are a benefit designed to “promote effective coping skills and educational opportunities for employees and, sometimes, family members” (Martocchio, 2003, p. 340).

### **1.5.5 Supervisor Support/Managerial Support**

An inclusive term that combines the instrumental task oriented behaviors of directing and evaluating performance activities, and relationship-oriented actions of valuing contributions, caring about employees’ wellbeing and interests, and extending to employees’ beliefs regarding the organization (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, and Rhoades, 2002).

## **1.6 Organization of the Thesis**

This study is arranged into five chapters. The first chapter is introduction. This chapter basically discusses the whole research theme. It is comprises of six elements which are background of the study, problem statement, research questions, research objectives, scope and limitations of the study and definition of key terms.

The second chapter is about the summary of previous studies and relevant secondary resources regarding the topic. This chapter discusses mainly about dependent variable and independent variables.

The third chapter in this study is methodology. This chapter discusses on the method applied in this study. There are several points that should be covered such as research framework, hypotheses, research design, operational definition, instrumentation and data collection (sampling, data collection procedures, technique of data analysis).

The fourth chapter discusses about the results of the findings. This chapter explains the questionnaire return rate, reliability analysis on questionnaire items, frequency measurement on respondents demographic data, correlation analysis, and multiple regression analysis. The results from data analysis are also presented into tables for improved comprehension.

Lastly, the study concluded in chapter five which further discussions from the overall thesis. This chapter also provides limitations of the study, recommendations, and suggestions for future research. The thesis ends with conclusion of the study.

## CHAPTER 2

### LITERATURE REVIEW

#### 2.0 Introduction

This chapter explains on the previous and relevant literature regarding the study from various sources. The literature review discussed on all the information that is needed in the study. The literature review on the family-friendly benefits such as flexible working arrangement, family care benefits, child care facilities and benefits and also managerial support and job satisfaction were discussed in depth in this chapter.

#### 2.1 Job Satisfaction (JS)

Despite the vast usage in the scientific research, as well as everyday life, there is still no definite meaning of what job satisfaction is. Besides that, there is also no general agreement when it comes to job satisfaction. Before a definition of job satisfaction is given, there are several things that need to be considered such as the nature and the important of work as a universal human activity (Aziri, 2011).

The definition of job satisfaction varies among the scholars. The definitions evolved from year to year based on the research that the scholars studied. Mullins (2005) stated that job satisfaction is a complex and multifaceted concept which can mean different things to different people. Job satisfaction usually linked with motivation, but the nature of this relationship is not clear. Mullins also stated that satisfaction is not the same as motivation because job satisfaction is more of an attitude, an internal state. It could be associated with a personal feeling of achievement, either quantitative or qualitative.

According to Aziri (2008), job satisfaction represents a feeling that appears as a result of the perception that the job enables the material and psychological needs. It is comes to the extent to which people like or dislike their job. That is why in certain situation job satisfaction and job dissatisfaction appeared. In the meantime, George et al., (2008) indicated that job satisfaction is the collection of feeling and beliefs that people have about their current job. Since feelings and emotions are involved, the level of job satisfaction may affect significantly on their personal, social and work lives, and as much, additionally impact on their conduct at work (Sempene, Rieger, and Roodt, 2002). This definition coincides with George et al., (2008), when he said people also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay.

Job satisfaction may not only focus on the people but also the organizations. Job satisfaction is considered as one of the main factors when it comes to efficiency and effectiveness of organizations. Aziri (2011) mentioned that the new managerial paradigm insists that employees should be treated and considered as primarily human beings that have their own wants, needs and personal desires. He also mentioned that this is a good indicator to show the importance of job satisfaction in contemporary companies. From the analyzing job satisfaction it can be said that a satisfied employee is a happy employee and a happy employee is a successful employee. Therefore, this statement is supported by Lim (2008) that mentioned job satisfaction also affected the organization because of the role the employees play whether he/she satisfied with the job or not. Because if the employees did not pleased with their work then they will not be

faithful with the organization and dissatisfaction with work may occur thus resulting in high staff turnover.

According to Hanif and Kamal (2009), when the employees are happy, they tend to be friendlier and concentrating which can entices the client while the employees who are not content with the job will make the client sad. The inspiration for work relies heavily upon the connections of three things which are expectation, instrumentality and valence. The expectation is an individual's belief that working hard will bring about a sustaining level of job performance. Instrumentality is a worker's belief that effective performance will be trailed by prizes. Valence is the esteem an individual holds as for results (rewards). This statement is supported by Kaliski (2007) that stated job satisfaction is a worker's sense and of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Then it is further implies that job satisfaction includes enthusiasm and happiness with one's work. Therefore, job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment.

Job satisfaction is a significant component in a job condition and has been related to enhance performance as well as improved commitment to the organization (Gebremichael and Rao Prasada, 2013). Workers satisfaction still become a major problem for academicians and scholars because of the high intensities of nonattendance and staff turnover. This situation has affected various organizations. According to Orute, Mutua, Musiega and Masinde (2012), the lack of attentions given by the organizations

on workers satisfaction is due to letdown to recognizing the noteworthy chance that lies in front of them.

## **2.2 Factors Influencing Job Satisfaction**

A few studies have demonstrated that there are different factors for job satisfaction. For example, work stability, development, and advancement, promotion opportunities, and working conditions, acknowledgement of performance, payment reward, position, and status, decision-making opportunity. As indicated by Lawrence (2005), the following ten influences for job satisfaction are the type of work, job safety, organization, advancement, co-worker, salary, supervision, hours, benefits, and working condition.

The success of an organization relies upon a few factors, for example, job satisfaction of the employees. Genuinely, every feature of job satisfaction (work, associate, pay, supervision and promotion) bolsters the employees need and ought to be enhanced by the companies (Gebremichael and Raoprasada, 2013). Job satisfaction is impacted by many factors, for example, the working conditions; work itself, supervision, policy and organization, development, pay, interpersonal connections, acknowledgement, and strengthening (Castillo and Cano, 2004) job satisfaction is sentiments of an individual which come decidedly when examination originates from individual's job (Locke, 1976).

Job satisfaction is a perceived level to which the vital work qualities are satisfied by one's work (Locke, 1976). Hoe an individual considers his/her employment can be said as job satisfaction (Spector, 1997). Some characterized job satisfaction as far as enjoying the job (Ellickson and Longsdon, 2002). Level of satisfaction will be low when the approaches made by administration are in strive with desires of the worker (Rothbard et



al., 2005). Relating to the above studies on the influence of job satisfaction, it's clear that various factors are significantly attached with the satisfaction of every individual self-need. In saying this, it is hoped that the factors influencing job satisfaction as claimed in literature will be tested and measured under job satisfaction measurement with use of employees' response to justify the claim.

In this study, there are four factors that determine the job satisfaction among women employees in software company in Kulim. There are flexible work arrangements, family care benefits, child care facilities and benefits and also managerial support.

### **2.2.1 Flexible Working Arrangement**

Flexible work arrangements are defined as “employer provided benefits that permit employees some level of control over when and where they work outside of the standard workday” (Lambert, Marler, and Gueutal, 2008, p. 107). Flexible work arrangements are alternative scheduling of work from the traditional working schedule that can help employees better manage their work-life balance. More workers are seeking flexibility and work-life balance when deciding to take a new job (and staying in one).

There are some of the benefits of providing flexible work arrangements; increased ability to attract, recruit and retain employees, increased employee engagement, job satisfaction, and morale, enhanced productivity and profitability, reduced absenteeism and sick days, reduced turnover costs and business costs, increased innovation and creativity, lowered health care costs and reduced employers' carbon footprint and reduced air pollution. It's clear that workplace

flexibility is an effective business strategy for a changing workforce (Deveau-gibbs, 2003). These are some of the following options for flexible work arrangements to implement; flex time / flexible hours, telework / telecommuting, compressed workweeks, job sharing, part-time / reduced work hours, phased retirement, leaves and sabbaticals and also shift work.

Flexible working programs are those that give employees the flexibility needed to better balance work and life, such as flextime, compressed workweek, and telecommuting. Under flextime, employees have the latitude to determine when they begin and end their workday, while still working a standard 8-hr day. But, there is at least one requirement: Employees utilizing this arrangement are typically required to be present during common core blocks of time (e.g., 10:00 to 11:00 and 1:00 to 2:00) to ensure full participation in certain activities, like department meetings (Wadsworth et al., 2010).

Many organizations have begun to offer flexible work arrangements to help employees balance work and family demands (Galinsky, Bond, and Sakai, 2008). In the present study, we focused on two types of flexible work arrangements: flextime schedules (i.e., employees can select work hours given certain restrictions by the organization) and compressed workweek schedules (i.e., employees often work more hours per day but fewer days per week; Lambert et al., 2008). According to the 2008 Employee Benefits Survey by the Society for Human Resource Management (2008), 59% of human resources professionals reported that their organizations offer employees flextime, and 37% reported that their organizations offer a compressed workweek.

The rationale for focusing on these two types of flexible work arrangements stems from research in the work–family conflict literature that suggests that flextime may be more effective than flexplace (i.e., flexibility in the location where work is completed) in preventing both work interfering with family and family interfering with work (Byron, 2005; Mesmer-Magnus and Viswesvaran, 2006; Shockley and Allen, 2007), and this may also apply to enrichment. Thus, we focused on the two types of flexible work arrangements that pertain to time flexibility (i.e., flextime and compressed workweek) rather than location flexibility to better isolate what specific types of flexible work arrangements influence the positive side of the work–family interface.

Research has also shown that flexible work arrangements may influence the work–family interface. Helping employees with work–life balance was the impetus for the creation of flexible work arrangements (Lee, MacDermid, and Buck, 2002). In particular, studies have shown that perceived schedule flexibility is negatively related to work–family conflict (Anderson, Coffey, and Byerly, 2002; Kossek, Lautsch, and Eaton, 2006), but less is known about how flexible work arrangements may influence enrichment (for an exception, see Wayne et al., 2006).

#### 2.2.1.1 Relationship between flexible work arrangements and job satisfaction

Research has revealed that flexible work arrangements are associated with a variety of important organizational attitudes and outcomes. For example, a meta-analysis of 31 studies by Baltes, Briggs, Huff, Wright, and Neuman (1999) found

that flexible and compressed workweek schedules were related to productivity and performance, job satisfaction, absenteeism, and satisfaction with work schedules.

Previous studies have shown that flexible working arrangement availability is positively related to job satisfaction (Allen, 2001; McNall, Masuda, and Nicklin, 2010), although most of these studies have been conducted in individualistic countries. The positive reaction of employees to flexible working arrangement is likely attributable to employee perceptions that their organizations value and have concern for them (McNall et al., 2010).

### **2.2.2 Family Care benefits**

The implications of employee benefit decisions are among the most relevant for remaining competitive in the labor market. From a total compensation perspective, indirect compensation or benefits plays a significant factor in the attraction and retention of employees. This is particularly true for costly benefits such as health insurance and pension plans, the provision of which is an increasingly important issue to both employers and employees. Executives have long been concerned about the costs of providing competitive employee benefits (Conference Board, 2007).

Typically, benefit costs comprise about one-third of an organization's total labor costs and such costs have steadily increased (Hewitt, 2002). As such, benefit decisions often have a significant effect on a company's bottom line. For example, the decision to promise current employees health benefits or certain types of

pension plans following their retirement has long-term financial implications. The general managerial focus and concern regarding benefits such as health care is reflected in statements by CEOs such as Bill Ford who said: “Clearly, it's our biggest issue we have, bar none. The health care issue is one that I find intractable” (Wilson, 2003).

During the 20th century, employers increased the economic security of employees by providing, in exchange for labor, benefits in addition to direct compensation. Apart from direct compensation, benefits encompass all other inducements and services provided by an employer to employees (BLS, 2005). Like other HRM benefits, employer-sponsored benefits have been shaped by social, cultural, and legislative forces (Kaufman, 2004).

The benefits responsibilities employers shoulder today are increasingly portrayed as a burden given the competitive pressures brought about by the globalization of product and service markets, demographic shifts in the workforce (e.g., the baby boomer generation nearing retirement being followed by a much smaller base of employees to potentially fund retirement benefits), health care inflation rates that outpace inflation and growth, and uncertain immigration benefits. Such strain has led to discussion of shifting responsibility for major benefits such as retirement savings and health care from employers to employees as well as to the government (Dulebohn, Molloy, Pichler and Murray).

Employees in more flexible plans were found to have higher perceptions of procedural justice than those in more traditional benefit plans (Cole and Flint,

2004; 2005). Flexible plans were involved in allocating employer contribution amounts by choosing benefits and coverage levels, and therefore employees were able to have control over benefit outcomes such as life insurance, long-term disability, health insurance, dental insurance, and pensions (Fatt, 2010).

A change in terminology emerged as these benefits began to be called “health benefits” rather than “sickness insurance” (Hewitt, 2005). This terminology reflected a shift in the employers' responsibility from providing protection from financial ruin due to catastrophic health care expenses (i.e., “sickness insurance”) to providing insulation from the costs of maintaining and enhancing the health and welfare of employees.

The second shift was that employers provided health benefits not only to the employee, but also the employee's dependents (e.g., spouse, children under age 21). With this change, benefit analysts examined not only the number of employees covered and the number of “lives” covered (employees and their dependents). This norm of providing coverage to employees and their eligible dependents increased the average number of lives covered by a factor of 2.8 and health care costs by a factor of 3.2 (Henderson, 2002).

During the 1990s, health care inflation rates far outpaced general inflation rates, with companies enduring double-digit inflation and spiraling costs for many consecutive years (Aon, 2007). Employers reacted to cost increases by significantly increasing employee contributions, shifting costs of accessed care through increased co-payments, decreasing or eliminating health care coverage in

retirement, and in some cases, requiring employees to pay significant portions of the cost of their dependents' coverage (Chernew, Cutler, and Keenan, 2005).

Work–family benefits are designed to address the conflicting demands between work and family. Despite the relative newness of work–family benefits, work–family benefits have come to represent a potentially important source of variability between organizations in terms of discretionary benefits—and thus a source of potential value in terms of attracting and retaining a talented workforce. However, the prevalence of work–family benefits is surprisingly low.

For instance, representative estimates indicate that only 2% of workers have access to employer-sponsored childcare, and only 5% of workers have access to flexible work schedules (BLS, 2000). Several reasons have been offered for the lack of benefits: (a) not all organizations are “family-friendly,” (b) only certain types of employees working for certain types of organizations have access to these benefits and programs, and (c) even when employees have access to work–family benefits, they may not utilize them due to fears about negative repercussions (perceived or actual) for their long term career trajectory.

Women continue to participate in the labor force in increasing numbers, dual-earner parents are increasingly common, and the number of baby boomers for whom elder care is a concern is growing (Kossek and Pichler, 2006). Given these trends and issues, policymakers have attempted to enact legislation to facilitate the labor force participation of an increasingly diverse population. These benefits are generally piecemeal and are far from comprehensive (Kelly, 2006). Therefore,

some employers have chosen voluntarily to develop and offer work–family benefits in order to support the work–family balance of their employees. Employer adoption of specific provisions has been responsive to the limitations of public policy related to each type of benefit (Kelly, 2006).

#### 2.2.2.1 Relationship between family care benefits and job satisfaction

Sahibzada, Hammer, Neal and Kuang (2005) found that the availability of work–family benefits and a supportive work–family culture interactively determined employee job satisfaction such that the former was generally important when the latter was low and vice versa. While these results should not be interpreted to indicate that formal supports are unimportant, they do stress the importance of interactive effects of formal and informal work–family supports for employee outcomes.

Employees were more satisfied when they felt they were rewarded fairly for the work they have done by making sure rewards were for genuine contributions to the organization and consistent with the reward benefits (Fatt,2010). The reward included a variety of benefits and perquisites other than monetary gains. Employees with higher job satisfaction was important as they believed that the organization would be tremendous future in the long run and care about the quality of their work; hence they were more committed to the organization, have higher retention rates and tend to have higher productivity (Ishigaki, 2004).



### **2.2.3 Child Care Facilities and Benefits**

The last two decades have witnessed a tremendous increase in employer-supported family-friendly practices in response to changing workforce demographics and altered family norms (Frone, 2003). Among the multitude of family supportive initiatives offered by organizations, the provision of on-site childcare is one that has gained popularity in recent times (Shellenback, 2004). Today, more than 20% of large employers (those with more than 100 employees) offer on-site (or near-site) childcare services (Galinsky, Bond, Sakai, Kim, and Guintoli, 2008). Moreover, several multinational corporations, such as Abbot Laboratories, IBM, and Proctor and Gamble, have reportedly invested millions of dollars in on-site childcare facilities with the goal of remaining competitive in their respective business environments (Kiger, 2004).

Indeed, employers have viewed on-site childcare as a strategic tool to attract and retain a talented workforce, rather than as an altruistic intervention aiding the balance of work and family roles. Work–family initiatives (e.g., flextime, childcare assistance) and other forms of organizational support have been repeatedly demonstrated to predict job satisfaction (Kelly et al., 2008). Employers increasingly supplement public provisions by offering additional ‘workplace work–family arrangements’, which is the focus of this study, such as enhanced leave arrangements, extra childcare support or flexible work arrangements (cf. den Dulk 2001; Poelmans, Chinchilla and Cardona 2003; Appelbaum, Bailey, Berg and Kalleberg 2005).

When on-site childcare users place their children under the control of their organization, which happens to have an unsupportive family culture, they are likely to experience (a) fear of negative career repercussions and (b) pressure to prioritize work over family, when using the employer supported childcare service (Lapierre et al., 2008). In line with the organizational support theory, these on-site childcare users would have a lowered sense of obligation to “care for” their organization in return and would also develop unfavorable affective reactions toward the organization, which in turn lower their job satisfaction and work engagement.

Publicly funded child care and leave arrangements are examples of benefits that facilitate the dual-earner family. Conflict theory is helpful to understand why this is the case. It stresses that time and energy are limited resources and that family life can interfere with work and work with family life. For example, time that mothers spend at home cannot be invested at work and vice versa. A time based conflict thus occurs whentime pressure in one role makes it difficult to fulfill expectations from the other domain (Greenhaus and Beutell, 1985; Van Daalen et al., 2006). The implication for this research is that if mothers need to invest less time in housework and child care, they will have more hours available to work.

This is where publicly funded child care comes in. It decreases the amount of time mothers need for care duties and therefore increases the amount of time they have available to work (see also Rosenfeld and Birkelund, 1995; Van der Lippe, 2001). In line with this, Uunk et al. (2005) show that publicly funded child care reduced the negative effect of childbirth on mothers’ working hours. Similarly,

Kangas and Rostgaard (2007) reveal that availability of day care positively influences the likelihood of mothers working full time. Generous leave arrangements allow mothers to care for babies and small children but return to work afterwards, because they are protected against dismissal during the leave period (Gornick et al., 1998; Kangas and Rostgaard, 2007; Pettit and Hook, 2005).

Although a very long leave is known to decrease the probability to return to work after the leave period (Gornick and Hegewisch, 2010; OECD, 2003), mothers are less likely to decrease the number of working hours if they return to work since leave arrangements allow mothers to re-enter the same job for the same number of hours as before. Moreover, a long leave means that the child is older when the mother returns to work, making her more confident about working longer hours, for example more than part time.

Child benefits are an example of benefits facilitating the traditional male breadwinner family (Korpi, 2000). Child benefits are cash transfers intended for families with dependent children, supplemented by a refundable tax credit (Dearing et al., 2007). Bruegel and Gray (2005) pointed out that family-friendly benefits could reduce fathers' involvement in their children's care because it is female employees who are most often encouraged to use the benefits. Some scholars suggest that family-friendly benefits, such as leave provisions, flexible work scheduling, and childcare support, have sometimes been adopted to maximize productivity, thereby increasing employees' work hours and

exacerbating the imbalance of work and family (Jacobs and Gerson, 2004; Runte and Mills, 2004).

#### 2.2.3.1 Relationship between child care facilities and benefits with job satisfaction

Research has shown that parents' contentment with childcare is associated with increased job satisfaction and organizational commitment (Poms, Botsford, Kaplan, Buffardi, and O'Brien, 2009). Research suggests that satisfaction with childcare may "produce peace of mind among parents that their child is being appropriately cared for, which may allow them to concentrate on their jobs rather than fret over the care of their child" (Poms et al., 2009, p. 404).

Work-life balance initiatives such as changes to duration of shifts, decrease in weekend work, flexible working arrangements, including choice and control over shift patterns, and provision of childcare and paternity/maternity leave, can reduce work-family conflict, which in turn can increase work productivity, job satisfaction and psychological wellbeing (Allen 2001, Halpern 2005, Thompson and Prottas 2005, Pryce et al. 2006, Bambra et al. 2008, Nabe-Nielsen et al. 2010) and reduce sickness absence and employee turnover (Dex and Scheibl 1999, Batt and Valcour 2003).

Childcare and leave arrangements help to retain and attract working parents in particular when statutory provisions are minimal and when there is a tight labor market and strong competition of skilled workers (den Dulk, Peter and Poutsma, 2012). Researchers conclude that publicly funded child care has a positive impact

on full-time employment (Kangas and Rostgaard, 2007) and on working hours after childbirth (Uunk et al., 2005).

#### **2.2.4 Managerial Support**

Examining the literature of employee perceptions of supervisor support is necessary to understand employee experiences with supervisors, to predict employee job satisfaction, and to increase organizational profitability. Herzberg et al. (1959) outlined that supervision is a critical extrinsic factor of work and that positive observable supervisory behaviors, perceptions, and interactions lead to exceptional feelings of employee job satisfaction that promotes relationships, motivation, and organizational performance. Eisenberger et al. (2002) supported the assumptions of Herzberg et al. that supervision is extrinsic to the work itself. As supervisors are agents of the organization, measuring perceived supervisor support allows employers to take corrective action to ensure that employees view supervisors favorably and create stronger organizational connections (Eisenberger et al., 2002).

Spector (1985) indicated that supervision has a strong relationship with employee job satisfaction and that measuring supervision is through demonstrable actions related to rewards and employee's perceptions of competence, fairness, and support. Smith and Shields (2013) supported Spector that perceived supervisor support is a measurement of both observable traits and perceived supportive behaviors under the collective umbrella of supervisor experiences. Smith and Shields (2013) advance Spector (1985) and Eisenberger et al.'s (2002) suggestion

that perceptions and direct observations are collective experiences that potentially promote employee job satisfaction and organizational performance.

Positive employee perceptions of supervisor support increase levels of employee job satisfaction. Smith and Shields (2013) confirmed Herzberg et al.'s (1959) theory of motivation that perceived experiences between employees and supervisors are statistically significant predictors of employee job satisfaction. Smith and Shields (2013) presented that despite supervision being an extrinsic factor, perceived supervisor support plays a role in increasing levels of employee job satisfaction. Vlachos, Panagopoulos, and Rapp (2013) extended Smith and Shields (2013) finding that significant positive correlations exist between levels of perceived supervisor support and employee job satisfaction.

Vlachos et al. (2013) indicated that employee job satisfaction is both a direct and indirect result of supervisors demonstrating charismatic leader characteristics, which strengthen levels of employee job satisfaction through the promotion of corporate social responsibility (CSR) among employee groups. Smith and Shields and Vlachos et al. (2013) confirmed Herzberg et al. (1959) that supervisory interactions have a moderating effect on other areas related to employee job satisfaction; however, contrary to Herzberg et al. (1959) that perceptions of supervision can only increase or decrease levels of employee job dissatisfaction.

Smith and Shields (2013) and Vlachos et al. (2013) suggested that perceived supervisor support is separate and apart from a factor of hygiene. Employee job

satisfaction is a factor of both employee perceptions of supervision and the work environment. Singh (2013), examining perceived leader competencies, concluded that a positive relationship exists between employee job satisfaction and leaders who are self-confident, adaptable, and maintain control. Metcalf and Benn (2013), contrary to Singh (2013), found that employee job satisfaction positively correlated with organizational climate instead of perceived leader competencies. According to Metcalf and Benn (2013), employee job satisfaction and organizational sustainability is a function of supervisors and leaders extending their power of influence and supporting the development of dyadic relationships to engage teams. While Metcalf and Benn (2013) did not confirm Singh (2013) on the cause of employee job satisfaction, they suggested that organizational success is because of the ability of supervisors to create supportive organizational climates.

The quality and style of supervisory communication influences employee job satisfaction, employee perceptions of supervisor support, and organizational performance. Employee satisfaction with supervisor communication helps to form relationships that strengthen the effect of human resource management and unit-level performance (Hartog, Boon, Verburg, and Croon, 2013), creates emotional bonds between the employee and the organization, and lowers incidents of intentional absenteeism (Dasgupta et al., 2013).

#### 2.2.4.1 Relationship between managerial support and job satisfaction

Employee who is given good level of supervisor support in their jobs, the support will translate that high level of good perception towards their organization into getting involved in activities that are outside their job requirements (Mohamed and Ali, 2016). This means that due to that high level of perception, they will reciprocate from the supervisor support to good job satisfaction (Isaks, 2002).

Albrecht et al. (2015) suggested that the extrinsic job factor of supervisor feedback facilitates the processes to improve organizational dedication, organizational performance, and organizational profitability. Cahill, McNamara, Pitt-Catsouphes, and Valcour (2015) found that perceived supervisor support influences employee job satisfaction, employee engagement, organizational commitment, productivity, and performance.

### 2.3 Underpinning Theories

Herzberg Two-Factor Theory are used in this research to clarify the relationship between the family-friendly benefits (flexible working arrangement, family care benefits, child care facilities and benefits and managerial support) with employees' job satisfaction. The theory is clarified in the below subsections. This study focus on the hygiene factors (extrinsic factors) which are company benefits and supervision.

#### 2.3.1 Herzberg Two-Factor Theory

In the zone of job satisfaction theories, the Herzberg's inspiration cleanliness theory concentrated on this factor and determined job satisfaction arose by



different factors (Tan and Waheed, 2011). In light of Herzberg, Mausner and Snyderman (1959) as the inventor of Herzberg theory, satisfaction and dissatisfaction are two separate points at working environment that relies on upon various factors (Herzberg, 1964). Naturally, each of these two states or feeling among employees drives from isolated factors. Herzberg et al. (1959) proposed that intrinsic factors related to work itself increased satisfaction, while extrinsic factors (outside of the actual work) affected levels of job dissatisfaction. Herzberg (1968) sought to expand the work of Herzberg et al. (1959) and show that job satisfaction did not occur on a single continuum, and that intrinsic factors related to motivation and engagement increased both employee satisfaction and organizational performance.

Adams (1965), using a meta-approach, countered the two-factor theory with a predictive equity theory of exchange relationships. According to Adams (1965), employee job satisfaction increases when perceived organizational and coworker inputs and outcomes exceed the expected inputs and outcomes of the employee. Sauer and Valet (2013), in a longitudinal study involving 22,219 observations, confirmed the premise of equity theory by showing that employee job satisfaction levels increased when workers received increased compensation proportional to their perceived self-value. The qualitative work of Herzberg et al. (1959) and Herzberg (1968) provided evidence that a relationship exists between employee job satisfaction and organizational performance.

Conversely, Adams (1965) and Sauer and Valet (2013) discounted Herzberg et al. (1959) and Herzberg (1968) claims, showing that an extrinsic factor

stimulated job satisfaction. Adams (1965), applying the predictive equity theory and the work by Sauer and Valet (2013) following the assumptions of Herzberg et al. (1959) and Herzberg (1968) that recognition increased job satisfaction, and demonstrated that an increase in job satisfaction follows a motivational act.

Porter and Lawler (1968) suggested employee job satisfaction is a function of eliminating any discrepancy between an actual reward and the perception of an equitable reward. Porter and Lawler (1968) used discrepancy theory as the framework to predict that employee job satisfaction is the result of individuals comparing the rewards of their current job to those of their ideal job. Their findings indicated that minimizing reward discrepancies generates higher levels of employee job satisfaction. In addition, Porter and Lawler (1968) demonstrated that rewards extend beyond compensation to (a) perceptions of working conditions, (b) management, (c) how employees experience the organization, and (d) how employees value aspects of the organization. The theories of equity and discrepancy indicate that financial and psychological rewards affect job satisfaction and drive performance (Adams, 1965; Porter and Lawler, 1968).

Extrinsic job factors cause employee job dissatisfaction and lead to poor organizational performance. Employee job dissatisfaction is a perceived unpleasurable emotional state that results from an inability to realize value from doing a job, that when resolved, leads to positive personal and organizational outcomes (Locke, 1969). Koch, Gonzalez, and Leidner (2012) identified themes showing that job dissatisfaction is from low levels of collaborative relationships, improper employee integration, and restrictive working conditions. Purohit and

Bandyopadhyay (2014), using the work of Herzberg et al. (1959), reached conclusions similar to Koch et al. (2012) that employee job dissatisfaction is from extrinsic job factors related to supervision, benefits, working conditions, working hours, and policy. Koch et al. (2012) inferred that employee job dissatisfaction leads to diminished levels of organizational performance, while connections between organizational performance and employee job dissatisfaction were outside of the study scope of Purohit and Bandyopadhyay (2014). The studies of Koch et al. (2012) and Purohit and Bandyopadhyay (2014) support Herzberg et al. (1959) that employee job dissatisfaction is not the exact opposite of job satisfaction, suggesting that management should address employee job dissatisfaction and employee job satisfaction separately to mitigate poor organizational performance.

Researchers disagree on the causes of employee job dissatisfaction. Jodlbauer, Selenko, Batinic, and Stiglbauer (2012) found that employee job dissatisfaction was the result of a lack of promotional opportunities, acknowledgments, or rewards. AlBattat and Som (2013) supported Herzberg et al. (1959) that separate organizational factors influence employee job dissatisfaction and employee job satisfaction. In an examination of causal factors of employee job dissatisfaction, AlBattat and Som (2013) noted that job stress, demographic factors, and the work itself increased the levels of employee job dissatisfaction. Ravari et al. (2013) identified that employee job dissatisfaction was the outcome of an inability to align one's personal values with the resulting perceptions of the job, expectations of the job, and attitudes about the job. Contrary to AlBattat and Som

(2013) that job stress contributes to employee job dissatisfaction, Anleu and Mack (2013) presented that employee job dissatisfaction increases with tenure and when the job interferes with work-life balance. Lan et al. (2013) supported Jodlbauer et al. (2012), finding that poor promotional opportunity increases levels of employee job dissatisfaction, and affects the employees' ability to connect with a job as a career. AlBattat and Som (2013), Ravari et al. (2013), Jodlbauer et al. (2012) and Lan et al. (2013) suggested that both intrinsic and extrinsic job factors cause employee job dissatisfaction contrary to Herzberg et al. (1959).

#### **2.4 Conclusion**

This chapter provides an overview of the family-friendly benefits and job satisfaction. Based on the explanation in the literature review before, it can be concluded that all of the family-friendly benefits affected employees' job satisfaction. The hygiene factors (company benefits and supervision) are not necessarily cause job dissatisfaction towards employees. From the literature review, several research hypotheses were proposed in order to propose the research framework in Chapter 3.

## CHAPTER 3

### METHODOLOGY

#### 3.0 Introduction

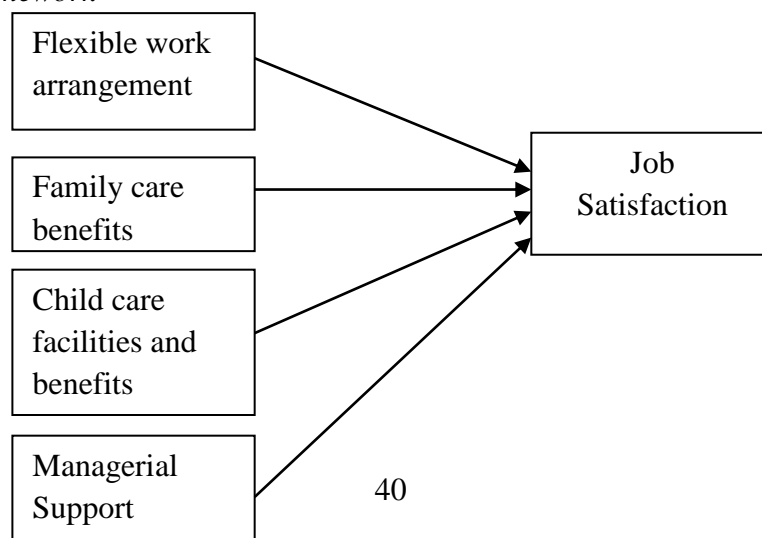
This chapter is basically discussing on the research method adopted in this study. It begins with the framework of the study, in order to illustrate the relationship between independent variables (flexible work arrangement, family care benefits, child care facilities and benefits, and managerial support) and dependent variable (job satisfaction). Next is followed by hypotheses, research design, unit of analysis, population of study, questionnaire design, measurement and scaling and data analysis.

#### 3.1 Research Framework

This study is specifically analyzing the relationship between family-friendly benefits (flexible work arrangement, family-care benefits and child care facilities and benefits, and managerial support) as independent variables while job satisfaction as dependent variable.

**Figure 3.1**

*Research Framework*



### **3.2 Hypotheses**

Referring to the research framework and objectives of the study, the following hypotheses are tested:

H1: There is a significant relationship between flexible work arrangement and job satisfaction.

H2: There is a significant relationship between family-care benefits and job satisfaction.

H3: There is a significant relationship between child care assistance and job satisfaction

H4: There is a significant relationship between managerial support and job satisfaction.

### **3.3 Research Design**

A research design should be directed towards solving the central problem of a research (Leedy and Omrod, 2001). Research design has two basic approaches namely qualitative and quantitative approach. The quantitative approach collects quantitative data in numeric form and is used directly to represent the characteristics of sampling. Then, these data was analyzed using statistical analysis as they are in the form of numbers (Hair et al., 2007).

On the other hand, the qualitative approach utilizes qualitative data, which represents the descriptions of things that are made without directly using the number. The data are collected using unstructured interviews or observations through specific methods such as recording words, phrases and also pictures. Leedy and Omrod (2001) stated that quantitative method is best to be used when the researcher intends to do research on relationships among measured variables by explaining, predicting and controlling

phenomena. The qualitative research is best to be used when the researcher is studying on the nature of a phenomenon, in which it requires the point of views from participants.

This study used quantitative approach. This approach is more suitable as the hypotheses can be tested to examine the relationship among variables (IV and DV). This study is based on the cross-sectional research design in which data is collected at a single point in time.

The study examines specific variables that influence job satisfaction among the employees of the software company in Kulim which are flexible work arrangements, family-care benefits, child care facilities and benefits and also managerial support. This study focused on analyzing the correlation between dependent variable (DV) which represents by job satisfaction and independent variables (IV) which are flexible work arrangements, family-care benefits, child care facilities and benefits and also managerial support. This study also used descriptive analysis to gain some information related to the demographic aspect.

### **3.4 Unit of Analysis**

The data were collected from the women employees who are working at the software company in Kulim, Kedah. This particular company provided the family-friendly benefits for the employees. Therefore, it is best to choose the respondents from this company.

### **3.5 Population of Study**

Population refers to the total group of individuals in a specific frame or boundary which is identity by the researcher on the subject of interest. With regard to this study, since the total population of the company approximately 2,400 employees, therefore the number of sample required for this study is 331 (Sekaran, 2003).

### **3.6 Questionnaire Design**

The researcher used primary data obtained from survey questionnaires. This is done through self-administered survey questionnaires. The questionnaires were distributed among the women employees of software company in Kulim, Kedah. During the data collection process, the researcher ensures the respondents felt comfortable to answer questions without any pressure. This helps to obtain reliable and relevant information while they are completing the questionnaire. The collected data are analyzed using specific software.

The questionnaire is divided into three parts which are Section A and Section B. Section A of the questionnaire is mainly focus on the demographic information of the respondents. There are six items; age, marital status, race, household monthly income, job category and length of service.

Section B consists of 30 statements regarding the independent variables and dependent variable. It is divided into five parts; Part A (flexible working arrangements), Part B (family care benefits), Part C (child care facilities and benefits), Part D (managerial support) and Part E (job satisfaction).



### 3.7 Measurement and Scaling

The questionnaires used were adopted from several past researches as stated in Table 3.1 below. There were six items for each of the variables. Thus, to measure independent variables and dependent variable, there were 30 items that has been used. In order to record the responses for the instrument, rating scale was used. All of the responses from the respondents were measured using five Likert scale (1=strongly disagree and 5=strongly agree). The measurement of variables is summarized is the table below.

**Table 3.1**  
*Sources of instruments*

Variables	Items	Measures	Sources
A (Flexible Work Arrangement)	6	1. I have to work five-day per week.	Aminah (2007)
		2. I can choose flexible starting and finishing time.	
		3. I have the freedom to vary my work schedule.	
		4. I have the freedom to work wherever is best for me-either at home or at work (flexiplace).	
		5. This organization provided compressed week for employees (longer hours with less number of days per week).	
		6. This organization encouraged job-sharing towards employees.	
B (Family Care Benefits)	6	1. This organization provides family health care leave (children and parents).	Aminah (2007)
		2. There is compassionate contribution-death of family member given by the organization.	
		3. There is compassionate contribution-death of employees given by the organization.	

		<p>4. There is compassionate leave for the employees given by the organization.</p> <p>5. There is a system for return to the original post after long period leave.</p> <p>6. There is a program that helps the employees get information about elder care or find service for elderly relatives.</p>	
C (Child Care Facilities and Benefits)	6	<p>1. I am satisfied with the maternity and paternity leave (days) provided by the organization.</p> <p>2. There is financial aid for costs of child care given by the organization</p> <p>3. There are medical expenses and other benefits for child health care</p> <p>4. This organization operates or sponsors a child care center for employees' children on or near the workplace.</p> <p>5. There is after-school child care arrangement on or outside of the workplace.</p> <p>6. There is a program or service that helps employees find child care provided by the organization.</p>	Aminah (2007), Behson (2005)
D (Managerial Support)	6	<p>1. My supervisor is fair and does not show favoritism in responding to employees' personal or family needs.</p> <p>2. My supervisor accommodates me when I have family or personal business to take care – for example, medical appointments, meeting with child's teacher, etc.</p> <p>3. My supervisor really cares about the effects that work demands have on my personal and family life.</p> <p>4. My supervisor understands when I talk about personal or family issues that affect my work.</p>	Behson (2005), Spector (1994)

		5. I feel comfortable bringing up my personal or family issues with my supervisor.	
		6. In general, supervisor in this organization are quite accommodating of family and personal employees' responsibilities.	
E (Job Satisfaction)	6	1. I am satisfied with my present job.	Behson (2005), Spector (1994)
		2. I am satisfied with the opportunities given at work to learn new skills	
		3. I am satisfied with the benefits I received.	
		4. The benefits we receive are as good as most other organizations offer	
		5. I feel loyal towards my employer.	
		6. I feel I am really a part of the group of people I work with.	

### 3.8 Data Analysis

The data collected through questionnaires are analyzed using the Statistical Package for the Social Science (SPSS) version 25.0. This statistical software is widely used in the research to analyze data as well as performing presentation functions to illustrate the raw data into tabulated forms. Besides that, it can also be used to facilitate hypotheses testing.

#### 3.8.1 Frequency Measurement

Frequency analysis is made to analyze the rate of occurrence for the subcategories of an event. The percentage of the occurrence can be then obtained to assess the profile of the respondents in this study. The results from the frequency analysis are presented in the form of table and pie charts throughout the research.

### 3.8.1 Reliability Test

Reliability test is conducted to determine whether a research instrument is consistent in measuring a concept it is intended to measure (Sekaran and Bougie, 2013). The consistency of an instrument can be indicated by identifying to which extent it is free of bias and error. By measuring the consistency and stability of the instrument, the goodness of the measure can be assessed. The correlation among variables can be described by the Cronbach's Alpha. Table 3.2 shows the value of Cronbach's Alpha with level of reliability.

**Table 3.2**  
*Cronbach's Alpha Value with level of reliability*

Cronbach's Alpha Value	Level of Reliability
< 0.6	Weak
0.6 to < 0.7	Moderate / Received
0.7 to < 0.8	Good
0.8 to < 0.9	Very Good
> 0.9	Strong

Source: Sekaran, U (2006)

The acceptable Cronbach's Alpha value is 0.6 and above. The item that has lower than 0.59 values is considered not reliable. Therefore the item will not be used for analysis process.

### 3.8.3 Correlation

Correlation is used to test the strength of association between the independent variables and dependent variable. A +1.0 correlation shows a perfect correlation between the variables. Meanwhile, a -1.0 correlation shows a perfect negative

correlation between the variables. The various range of relationship strength can be displayed as below.

**Table 3.3**  
*Coefficient range table*

Range	Strength of correlation
Greater than $\pm 0.60$	Strong
$\pm 0.31$ to $\pm 0.60$	Moderate
Less than 0.30	Weak

Source: Gerber and Finn (2006)

### 3.8.4 Multiple Regressions

Multiple regressions model is used to test the hypothesis of the research. This technique is often used to validate the relationship between dependent variable and more than one independent variable. The type of relationship is either positively related or negatively related.

According to Sekaran and Bougie (2009), in order to test each of the hypothesis, simple linear regression ( $Y = \beta_0 + \beta_1 X_i + \epsilon_i$ ) is employed while multiple regression is to determine the relationship between dependent variable and independent variables. It will help to reveal the relative importance of each of the independent variables.

Below is the equation of multiple regressions;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_n X_n + \epsilon_i$$

Where:  $\beta_0$  = a constant, the value of Y when all X values are zero.

$\beta_1$  = slope of the regression surface or response surface.

$\beta$  = represents the regression coefficient associated with  $X_i$ .

$\varepsilon$  = an error term, normally distributed about a mean of 0.

(It is assumed  $\varepsilon = 0$  for the purpose of computation)

Since the researcher used more than one independent variable, so it is best to use multiple regressions to test the hypothesis. Significant value of less than 0.05 determines that the variables are positively linked, whereas, greater significant value of more than 0.05 shows negative relationship between the variables.

### **3.9 Conclusion**

This chapter proposed the research framework in order to illustrate the relationship between independent variables (flexible working arrangement, family care benefits, child care facilities and benefits, and also managerial support) and dependent variable (job satisfaction). The purpose of this chapter is to provide a clear and complete description of the specific steps employed in this study especially in hypotheses, research design and data analysis.

## CHAPTER 4

### RESULTS AND DISCUSSIONS

#### 4.0 Introduction

This chapter presents the analysis of the data gathered from the questionnaires distributed to the respondents which is the employees of the software company in Kulim. The findings in this chapter will answer the research questions, research objectives as well as the hypotheses predicted in this research that have been discussed in Chapter One. Descriptive and inferential analyses were executed using Statistical Package for Social Science (SPSS) version 25 for Windows.

#### 4.1 Response Rate

Response rate is the first thing that usually reported in any research. Response rate is equal to the number of questionnaires received divided by the number of questionnaires sent out. For this study, a total of 331 questionnaires form has been distributed to the employees of the software company in Kulim, Kedah.

From the total of 331, only 275 questionnaires were completed. The response rate is 83.08% (see Table below). All of 275 questionnaires received were answered completely. Babbie (2007) stated that, a response rate of more than 50 percent is adequate for analysis and reporting.

**Table 4.1**  
*Sample Study Response Rate*

<b>Questionnaire Distributed</b>	<b>331</b>
Return Questionnaires	275
Incomplete Questionnaires	0
Usable Questionnaire	331
<b>Response Rate (100/120)</b>	<b>83.08%</b>

## 4.2 Descriptive Analysis

Descriptive statistics were done to describe the characteristics of respondents which is referring to mean and standard deviation for all variables which is independent or dependent variable. The general purpose in doing descriptive statistical analysis is to transformed raw data into a form of analysis in order to make it easy to understand and interpret.

### 4.2.1 Demographic of the Respondents

This part of the study shows the background of the demographic profile of the respondents who is involved in the current study, which is important and useful aspect to understand the segmentation of the data. Table 4.2 shows the details of the demographic profiles of the respondents.

#### 4.2.1.1 Age of Respondents

Table 4.3 shows that the respondent age from 23-27 contributed the highest frequency with 77 out of 275 respondents (28.0 percent) answered the questionnaires. It is followed by respondent age 28-32 with



74 respondents (26.9 percent). 63 respondents (22.9 percent) came from the respondent age 33-37 years old. The respondents of the age 38-42 and 43-47 contributed 36 (13.1 percent) and 25 (9.1 percent) respectively.

**Table 4.2**  
*Age of Respondents*

Age	Frequency	Percentage (%)
23 – 27	77	28.0
28 – 32	74	26.9
33 – 37	63	22.9
38 – 42	36	13.1
43 – 47	25	9.1
<b>Total</b>	<b>275</b>	<b>100.0</b>

#### 4.2.1.2 Marital Status of Respondent

Based on the Table 4.4 below, 193 respondents (70.2 percent) were married. 63 respondents (22.9 percent) were single. Another eight (2.9 percent) and 11 (4.0 percent) respondents were widowed and single mother respectively.

**Table 4.3**  
*Marital Status of Respondents*

<b>Marital Status</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Single	63	22.9
Married	193	70.2
Widowed	8	2.9
Single Mother	11	4.0
<b>Total</b>	<b>275</b>	<b>100.0</b>

#### 4.2.1.3 Race of Respondents

Table 4.5 below shows that majority of the respondents were Malay with 148 respondents (53.8 percent) followed by Chinese with 94 respondents (34.2 percent) and another 33 respondents (12.0 percent) came from Indian.

**Table 4.4**  
*Race of Respondents*

<b>Race</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Malay	148	53.8
Chinese	94	34.2
Indian	33	12.0
<b>Total</b>	<b>275</b>	<b>100.0</b>

#### 4.2.1.4 Household Income of Respondents

Table 4.6 below shows the distribution of respondents based on their household monthly income. The largest respondents have income range RM 3,001-RM 5,001 (51.3 percent). 101 out of 275 respondents (36.7 percent) have income less than RM 3,000 per month. There were 17 respondents (6.2 percent) that have income range from RM 5,001-RM 7,001. Another 16 respondents (5.8 percent) earn their monthly income range RM 7,001-RM 9,000.

**Table 4.5**  
*Household Income of Respondents*

Household Income	Frequency	Percentage (%)
< RM 3,000	101	36.7
RM 3,001-RM5,000	141	51.3
RM 5,001-RM7,000	17	6.2
RM 7,001-RM9,000	16	5.8
<b>Total</b>	<b>275</b>	<b>100</b>

#### 4.2.1.5 Job Category of Respondents

The distribution of respondents based on the job category in the Table 4.7 below shows that 42.2 percent of the respondents work as a non-executive. 90 respondents (32.7 percent) have a job as an executive while 69 respondents (25.1 percent) were in management level.

**Table 4.6**  
*Job Category of Respondents*

<b>Job Category</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Non-executive	116	42.2
Executive	90	32.7
Management	69	25.1
<b>Total</b>	<b>275</b>	<b>100.0</b>

#### **4.2.1.6 Length of Service of Respondents**

The distribution of respondents based on the length of service in the Table 4.8 shows that 104 or 37.8 percent out of 275 respondents have work with the company less than five years. The respondents who work between 5-10 years contributed 33.1 percent (91 respondents) in this study while the respondents who work between 10-15 years contributed 17.1 percent (47 respondents). Lastly, there were 33 respondents (12.0 percent) who were at the company for more than 15 years.

**Table 4.7**  
*Length of Service of Respondents*

<b>Length of Service</b>	<b>Frequency</b>	<b>Percentage (%)</b>
< 5 years	104	37.8
5 - 10 years	91	33.1
10 – 15 years	47	17.1
.> 15 years	33	12.0
<b>Total</b>	<b>275</b>	<b>100.0</b>

### **4.3 Reliability Test**

Reliability data existed when a test to measure data was done repeatedly and produces the same results. In this research, the reliability test is applied to test the scale items. Cronbach's Alpha is adopted to generate the data and its value tends to increase with an increase in the number of scale items. According to Sekaran (2003), the closer Alpha value to 1, it represented a high level of reliability (Cronbach's Alpha = > 0.90). If the Alpha value less than 0.6, it may be predicted that instrument used in the study had a low reliability (Cronbach's Alpha = < 0.60). If value of Alpha is more than 0.7 (Cronbach's Alpha = 0.7 < 0.9), it indicates the instrument is good and acceptable reliability. Table 4.3 shows the value of each variable is more than 0.7, which the instrument is good and reliable.

**Table 4.8**  
*Reliability Analysis*

No of Items	Variables	Cronbach's Alpha	Remarks
6	Flexible Working Arrangements	0.721	Acceptable
6	Family Care Benefits	0.807	Good
6	Child Care Facilities and Benefits	0.811	Good
6	Managerial Support	0.907	Excellent
6	Job Satisfaction	0.918	Excellent

#### 4.4 Correlation

According to Zikmund (2003), the Pearson Correlation coefficient is a statistically measure of the strength of a linear relationship between two metric variables. This correlation coefficient represents the relationship between two variables that are measured on the same interval or ratio scale. Pearson correlation coefficient ( $r$ ) is applied to examine the link between variables and two-tailed significant level is used to test null hypothesis. Moreover, the coefficient ( $r$ ) indicates the direction of the relationship and also the magnitude of the linear relationship. The coefficient at ranges from +1.0 indicates perfect positive relationship to -1.0 indicates perfect negative relationship. A correlation of 0 means there is no linear relationship between the two variables (Hair et al., 2002). This study was using one-tailed significant level to test the hypotheses. The result of the correlation analysis is presented in the Table 4.4. The results show that all the variables are positively correlated with job performance.

**Table 4.9**  
*Correlation Analysis*

Variables		M	SD	1	2	3	4	5
1.	Flexible work arrangements	3.0283	.70115	1				
2.	Family care benefits	3.1467	.70364	.311**	1			
3.	Child care facilities and benefits	2.7050	.72778	.228*	.658**	1		
4.	Managerial support	3.1100	.70719	.389**	.288**	.233**	1	
5.	Job performance	3.4183	.68021	.533**	.371**	.243**	.614**	1

$p \leq 0.01$

#### 4.5 Multiple Regressions

A multiple regression analysis is conducted to explain the variance caused by independent variables towards dependent variables (Sekaran and Bougie, 2013). It is useful in determining which independent variable has the strongest impact on the dependent variable.

The details analysis of multiple regressions can be referred at Table 4.5 below. Collectively, the result explained that R Square value is .499, and the model was statistically significant. This result demonstrates that 49.9 percent of the variance in job satisfaction in the software company was explained by the four independent variables which are flexible work arrangements, family care benefits, child care facilities and benefits, and also managerial support. The remaining 50.1 percent of job satisfaction were contributed by other factors that did not include in this study. This model is

significant as indicated by the F-value = 23.622 and significant value is .000  $p < .05$ ).

Individually, the findings show that all of independent variables have the significant positive association with job satisfaction.

**Table 4.10**  
*Regression Analysis*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	.732	.299		2.444	.016
Flexible Working Arrangement	.304	.079	.313	3.868	.000
Family Care Benefits	.170	.096	.176	1.765	.001
Child Care Facilities and Benefits	.146	.090	.149	1.512	.001
Managerial Support	.436	.077	.454	5.640	.000

$p < 0.05$

R Square = 0.499

F = 23.622

R = 0.706



## 4.6 Conclusion

This chapter presented and discussed the findings of the study. Based on the results obtained, all of the factors were positively and significantly related to job satisfaction.

The summary of the hypotheses are presented below.

**Table 4.11**

*Summary of Hypotheses Testing*

Statement of Hypotheses		Results
H1	There is a significant relationship between flexible work arrangement and job satisfaction.	Supported
H2	There is a significant relationship between family care benefits and job satisfaction.	Supported
H3	There is a significant relationship between child care facilities and benefits with job satisfaction.	Supported
H4	There is a significant relationship between managerial support and job satisfaction.	Supported

## CHAPTER 5

### CONCLUSION AND RECOMMENDATION

#### 5.0 Introduction

The general objective of this study is to identify the influence of family-friendly benefits with employees' job satisfaction. In this chapter, the researcher provides a brief overview and summarizes the findings that obtained from the Chapter 4. It is important that the researcher need to conclude and provide a recommendation in this study that based on the research findings. The section of this chapter is divided into summary of the research, expectation of the results, limitation and recommendation of the research.

The recommendations of the research include opinion from the researcher. Besides that, the researcher also provides a suggestion for future research subsequently to enhance the value of the study that benefitting the implication of this study, recommendations and suggestions for the future research.

#### 5.1 Summary of the Research

The main purpose of this study is to examine whether the family-friendly benefits affected the employees' job satisfaction. There are four benefits that researcher used in this study such as flexible work arrangements, family care benefits, child care facilities and benefits and also managerial support. Multiple regression analysis was conducted to test the research hypotheses. Multiple regression analysis was used to analyze whether there is a link between independent variables and dependent variables. The findings

revealed that there all of independent variables were significantly related on job satisfaction.

## **5.2 Discussion**

The study focused on investigating the effect of family-friendly benefits (family working arrangement, family care benefits, child care facilities and benefits and also managerial support) towards job satisfaction among women employees' in software company, Kulim. Below are the findings of the study.

### **5.2.1 Family Working Arrangements and Job Satisfaction**

Based on the result, flexible working arrangements were found to have a significant relationship with job satisfaction. The relationship is significant with  $p < 0.05$  and correlation of 0.533. This finding confirmed the correlation between flexible working arrangements and job satisfaction. The results were in line with previous studies that support flexible working arrangements and job satisfaction (Allen, 2001; McNall, Masuda, and Nicklin, 2010). Thus it can be said that flexible working arrangement affected employees' job satisfaction. Flexible working arrangement helps the employees to work on their own time. The results answered the research question that there is a relationship between flexible working arrangements and job satisfaction. Hence, independent variable and dependent variable support hypothesis 1 (H1).

### **5.2.2 Family Care Benefits and Job Satisfaction**

The results also confirmed that there is a relationship between family care benefits and job satisfaction. Family care benefits have significant relationship with job satisfaction with correlation of 0.371 ( $p < 0.05$ ). This shows that family care benefits significantly affected job satisfaction. This finding is consistent with the findings in previous studies (Sahibzada, Hammer, Neal and Kuang, 2005). The availability of work–family benefits and a supportive work–family culture interactively determined employee job satisfaction. The research question is answered that family care benefits do affect job satisfaction. Therefore, hypothesis 2 (H2) is supported by the independent and dependent variable.

### **5.2.3 Child Care Facilities and Benefits**

The data analysis concluded that there is a significant relationship between child care facilities and benefits with job satisfaction. It was found that child care facilities and benefits have significant correlation of 0.243 with job satisfaction with p value less than 0.05. It can be said that child care facilities and benefits affected job satisfaction. Previous studies had also found that child care facilities and benefits do have impact on job satisfaction (Poms, Botsford, Kaplan, Buffardi, and O'Brien, 2009). Parents' contentment with childcare is associated with increased job satisfaction and organizational commitment. Thus, hypothesis 3 (H3) is supported by the independent and dependent variable.

#### **5.2.4 Managerial Support and Job Satisfaction**

The result confirmed that there is a relationship between managerial support and job satisfaction. Managerial support has a significant relationship with job satisfaction as it has significant correlation of 0.614 ( $p < 0.05$ ). This shows that managerial support affected employees' job satisfaction. Previous studies had also found that managerial support does affect job satisfaction (Cahill, McNamara, Pitt-Catsouphes, and Valcour, 2015). Perceived supervisor support influences employee job satisfaction, employee engagement, organizational commitment, productivity, and performance. Hence, hypothesis 4 (H4) is supported by independent dependent variable.

#### **5.3 Limitations and Direction for Future Research**

The first limitation of the study is confined to the software company only thus it cannot be generalized to all other companies that might be practicing these benefits. The samples in this study also limited to the employees working at that said company. They might be biased while answering the questionnaires survey. The study is limited to the extent of the honesty and sincerity of the respondent in reply to the questions through a questionnaire to reflect respondents' true confessions. There are also required data that cannot be disclosed due to confidentiality and restricted of the company.

The second limitation which recognized in this study is the time constraint. The time provided to conduct this study is only limited to four months (January until April). Therefore, if a more realistic time is provided, then the response rate might have increased which, in turn would allow for more accurate generalizations. Due to this, the

researcher focuses on a sample that accessible to her only. This study is focuses on the employees of Software Company in Kulim, Kedah. It was felt that with longer time horizon, it would be possible to get more data from the companies that also practice this kind of benefits.

The third and last limitation is the cross-sectional design in which data were gathered at one point within the period of study. This is due to the time to complete the study was very limited. This may not be able to capture the development issues and causal connections between variables of interest.

Nevertheless, these limitations were able to serve as an underpinning for further research in other organization or sectors on a large scale. It is certainly need to explore further, specifically in other companies that practice these benefits to examine whether the employees are satisfy with their current job. The next section listed out the recommendations for further study.

#### **5.4 Recommendation**

Based on the previous research on family-friendly benefits and job satisfaction, a proposed research model was established in this study. In overall, four benefits were used as independent variables while job satisfaction as dependent variable. Apart from these four benefits, the researcher recommends an extension study design for future research to further find the influence of family-friendly benefits on employees whether government or private companies. There is a lot of study design from the past research that is more complex and depth that can be used in the future research so the results can be more accurate.

Besides that, with the introduction of new benefits in National Budget 2018 for the government and private companies as mentioned in the Chapter One, so this should be an opportunity to do the research to determine whether these new benefits affected job satisfaction. The new implementation of the benefits will bring satisfaction or dissatisfaction towards the employees in both sectors.

This study also recommends for further research to widen the scope of study. Instead of focusing on the certain companies, it is best to include multi-companies that practice the family-friendly benefits. This is because different companies practice different type of benefits. So, the result may vary based on the feedback from the employees.

## **5.5 Conclusion**

Generally, the purpose of this study is to identify whether family-friendly benefits (flexible working arrangements, family care benefits, child care facilities and benefits and also managerial support) affected employees' job satisfaction. The overall results of this indicate that flexible working arrangement, family care benefits, child care facilities and benefits, and also managerial support affected job satisfaction among the employees of the software company. Furthermore, all of the benefits tested in this study have significant relationship with job satisfaction on the employees. This finding is considered as an addition to the background of study which is in line with previous studies.

This study also concludes that other companies, who exercise these benefits, need to understand which benefits affected employees' job satisfaction and ought to employ more of the benefits that relates to the job satisfaction for happy work environment.

These findings were positively reliable and have accredited the theories of Herzberg (1964). Conclusively, besides using the empirical evidence found in this study for further research, it also can be assisting guide to the companies that practicing these kind of benefits and also for the companies that starts to include family-friendly benefits in their companies as a benchmark for their employees' job satisfaction.





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**Appendix A**  
Questionnaire



**Survey Questionnaire**  
*Kajian Soal Selidik*

**A Study of Family-friendly Policies: How It Affected Employees' Job Satisfaction?**

*Kajian Mengenai Polisi Mesra-Keluarga: Bagaimana Ia Memberi Kesan kepada  
Kepuasan Kerja Pekerja?*

- 1. This questionnaire concerns on the family-friendly policies and how it affected the employees' job satisfaction.**
- 2. All information given in this questionnaire will be kept STRICTLY CONFIDENTIAL. Your responses will be used in on aggregate form with other responses.**
- 3. If you have any enquiries, please contact me at details below.**

- 1. Soal selidik ini adalah mengenai polisi mesra-keluarga dan kesannya kepada kepuasan kerja pekerja.*
- 2. Segala informasi yang diberi di dalam kajian ini adalah SULIT. Jawapan anda akan digunakan dalam bentuk jumlah keseluruhan dengan jawapan yang lain.*
- 3. Sekiranya anda mempunyai sebarang persoalan, sila hubungi saya melalui maklumat di bawah.*

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**Terima kasih atas kerjasama anda dalam kajian ini.**

*Thank you for participating in this study*

**Section A**

**Please tick (✓) your answer on the following question**

*Sila tandakan (✓) pada jawapan anda*

1. **Gender / Jantina**

**Male / Lelaki**

**Female / Perempuan**

2. **Age / Umur**

18 – 22

28 – 32

38 – 42

48 – 52

23 – 27

33 – 37

43 – 47

≥ 53

3. **Marital Status / Status Perkahwinan**

**Single / Single**

**Single Mother / Ibu Tunggal**

**Married / Married**

**Widowed / Duda/Janda**

4. **Race / Bangsa**

**Malay / Melayu**

**Others please state / .....**

**Chinese / Cina**

*Lain-lain sila nyatakan*

**Indian / India**

5. **Household monthly income / Pendapatan bulanan isi rumah**

< RM 3,000

RM 5,001 – RM 7,000

RM 9,001 – RM

11,000

RM 3,001 – RM 5,000

RM 7,001 – RM 9,000

≥ RM 11,000

6. **Job category / Kategori Pekerjaan**

**Non-executive / Bukan-eksekutif**

**Executive / Eksekutif**

**Management / Pengurusan**

6. **Length of Service / Tempoh Perkhidmatan**

< 5 years / < 5 tahun

10 – 15 years / 10 – 15 tahun

5 - 10 years / 5 – 10 tahun

.> 15 years / > 15 tahun

**Section B**

**Sila bulat (O) atau tanda (✓) pada petak jawapan yang mewakili pendapat anda**  
*Please circle (O) or tick (✓) on the answer box that represent your opinion*

<i>Sangat Tidak Setuju</i> <i>Strongly Disagree</i>	<i>Tidak Setuju</i> <i>Disagree</i>	<i>Neutral</i> <i>Neutral</i>	<i>Setuju</i> <i>Agree</i>	<i>Sangat Setuju</i> <i>Strongly Agree</i>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

**A. Flexible Working Arrangements**

1	<b>I have to work five-day per week.</b> <i>Saya perlu bekerja lima hari seminggu.</i>	1	2	3	4	5
2	<b>I can choose flexible starting and finishing time.</b> <i>Saya boleh memilih masa permulaan dan penamat yang fleksibel.</i>	1	2	3	4	5
3	<b>I have the freedom to vary my work schedule.</b> <i>Saya mempunyai kebebasan untuk mengubah jadual kerja saya.</i>	1	2	3	4	5
4	<b>I have the freedom to work wherever is best for me-either at home or at work (flexiplace).</b> <i>Saya mempunyai kebebasan untuk berkerja di mana-mana sahaja-di rumah atau di tempat kerja.</i>	1	2	3	4	5
5	<b>This organization provided compressed week for employees (longer hours with less number of days per week).</b> <i>Organisasi ini menyediakan minggu kerja termampat kepada pekerja (lebih jam masa bekerja tetapi kurang hari bekerja).</i>	1	2	3	4	5
6	<b>This organization encouraged job-sharing towards employees.</b> <i>Organisasi ini menggalakkan perkongsian kerja kepada para pekerja.</i>	1	2	3	4	5



## B. Family Care Benefits

1	<p><b>This organization provides family health care leave (children &amp; parents).</b>  <i>Organisasi ini menyediakan cuti untuk menjaga ahli keluarga yang sakit.</i></p>	1	2	3	4	5
2	<p><b>There is compassionate contribution-death of family member given by the organization.</b>  <i>Terdapat sumbangan belas ihsan untuk kematian ahli keluarga yang diberikan oleh organisasi.</i></p>	1	2	3	4	5
3	<p><b>There is compassionate contribution-death of employees given by the organization.</b>  <i>Terdapat sumbangan belas ihsan untuk kematian pekerja yang diberikan oleh organisasi.</i></p>	1	2	3	4	5
4	<p><b>There is compassionate leave for the employees given by the organization.</b>  <i>Terdapat cuti ihsan yang diberikan kepada pekerja.</i></p>	1	2	3	4	5
5	<p><b>There is a system for return to the original post after long period leave.</b>  <i>Terdapat satu sistem untuk pekerja kembali ke jawatan asal selepas cuti yang agak panjang.</i></p>	1	2	3	4	5
6	<p><b>There is a program that helps the employees get information about elder care or find service for elderly relatives.</b>  <i>Terdapat satu bentuk program yang membantu pekerja mendapatkan maklumat berkaitan pusat jagaan orang tua atau perkhimatan untuk ahli keluarga yang berumur.</i></p>					

### C. Child Care Facilities and Benefits

1	<p><b>I am satisfied with the maternity and paternity leave (days) provided by the organization.</b>  <i>Saya berpuas hati dengan cuti bersalin &amp; cuti isteri bersalin (hari) yang diberikan oleh organisasi.</i></p>	1	2	3	4	5
2	<p><b>There is financial aid for costs of child care given by the organization.</b>  <i>Terdapat bantuan kewangan yang diberikan untuk kos penjagaan anak.</i></p>	1	2	3	4	5
3	<p><b>There are medical expenses and other benefits for child health care.</b>  <i>Terdapat perbelanjaan perubatan dan faedah lain yang diberikan oleh organisasi untuk kesihatan anak.</i></p>	1	2	3	4	5
4	<p><b>This organization operates or sponsors a child care center for employees' children on or near the workplace.</b>  <i>Organisasi ini mempunyai atau menaja pusat jagaan kanak-kanak kepada pekerja baik di dalam atau berdekatan tempat kerja.</i></p>	1	2	3	4	5
5	<p><b>There is after-school child care arrangement on or outside of the workplace.</b>  <i>Terdapat kemudahan untuk anak-anak selepas waktu sekolah di dalam atau di luar tempat kerja.</i></p>	1	2	3	4	5
6	<p><b>There is a program or service that helps employees find child care provided by the organization.</b>  <i>Terdapat satu program atau perkhidmatan yang disediakan oleh organisasi bagi membantu pekerja mencari pusat jagaan kanak-kanak.</i></p>	1	2	3	4	5

#### D. Managerial Support

1	<p><b>My supervisor is fair and does not show favoritism in responding to employees' personal or family needs.</b>  <i>Penyelia saya adil dan tidak menunjukkan pilih kasih dalam menjawab keperluan peribadi dan keluarga pekerja.</i></p>	1	2	3	4	5
2	<p><b>My supervisor accommodates me when I have family or personal business to take care – for example, medical appointments, meeting with child's teacher, etc.</b>  <i>Penyelia saya membantu saya apabila saya mempunyai hal keluarga atau peribadi yang perlu diuruskan – temujanji perubatan, perjumpaan dengan guru, dll</i></p>	1	2	3	4	5
3	<p><b>My supervisor really cares about the effects that work demands have on my personal and family life.</b>  <i>Penyelia saya sangat mengambil akan kesan tuntutan kerja terhadap kehidupan peribadi dan keluarga saya.</i></p>	1	2	3	4	5
4	<p><b>My supervisor is understanding when I talk about personal or family issues that affect my work.</b>  <i>Penyelia saya sangat memahami saya apabila saya menceritakan isu-isu peribadi dan keluarga yang mengganggu tugas saya.</i></p>	1	2	3	4	5
5	<p><b>I feel comfortable bringing up my personal or family issues with my supervisor.</b>  <i>Saya berasa selesa menceritakan isu-isu peribadi dan keluarga saya kepada penyelia saya.</i></p>	1	2	3	4	5
6	<p><b>In general, supervisor in this organization are quite accommodating of family and personal employees' responsibilities.</b>  <i>Secara amnya, penyelia di organisasi ini cukup memahami dengan tanggungjawab peribadi dan keluarga pekerja.</i></p>	1	2	3	4	5

### E. Job Satisfaction

1	<b>I am satisfied with my present job.</b> <i>Saya berpuas hati dengan pekerjaan saya sekarang.</i>	1	2	3	4	5
2	<b>I am satisfied with the opportunities given at work to learn new skills.</b> <i>Saya berpuas hati dengan peluang-peluang yang diberikan untuk mempelajari kemahiran baru.</i>	1	2	3	4	5
3	<b>I am satisfied with the benefits I received.</b> <i>Saya berpuas hati dengan faedah-faedah yang saya peroleh.</i>	1	2	3	4	5
4	<b>The benefits we receive are as good as most other organizations offer.</b> <i>Faedah-faedah yang diperolehi adalah sebaik yang ditawarkan oleh organisasi lain.</i>	1	2	3	4	5
5	<b>I feel loyal towards my employer.</b> <i>Saya setia dengan majikan saya.</i>	1	2	3	4	5
6	<b>I feel I am really a part of the group of people I work with.</b> <i>Saya merasakan saya adalah sebahagian daripada golongan pekerja-pekerja yang lain.</i>	1	2	3	4	5



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**Thank you for your cooperation.**  
*Terima kasih di atas kerjasama yang diberikan*