# FACTORS INFLUENCING EMPLOYEES JOB SATISFACTION IN FOREIGN BANKS' DATA PROCESSING CENTRES

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MASTER OF SCIENCE (MANAGEMENT)

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**By**

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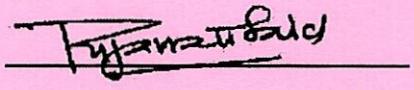
| Tandatangan *(Signature)* | : |  |
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## ABSTRACT

This research was conducted to determine the factors that influence employees job satisfaction in foreign banks' data processing centres at Kuala Lumpur. 304 respondents from three prominent foreign banks' data processing centres involved in this study. The results of the study indicated that promotion opportunities, compensation and benefits, relationship with immediate supervisor and working environment positively predict job satisfaction, while relationship with co-workers negatively influence the job satisfaction however, when all the five independent variables combined has strong positive significant relationship with employee job satisfaction. It was identified that promotion opportunity is the most influential variable of employee job satisfaction in selected foreign banks' data processing centres. Thus, employers need to consider enhancing the promotion opportunities by take a personal interest in employees' career goals, promote training and development of employees and rotate employee roles in order to increase employees' job satisfaction.



**Keywords**: *compensation and benefits, relationship with immediate supervisor, promotion opportunities, working environment, relationship with co-workers, job satisfaction*

## ABSTRAK

Kajian ini dijalankan untuk menentukan faktor-faktor yang mempengaruhi kepuasan kerja pekerja di pusat pemprosesan data bank asing di Kuala Lumpur. 304 responden daripada tiga pusat pemprosesan data bank asing terkemuka yang terlibat dalam kajian ini. Keputusan kajian menunjukkan bahawa peluang kenaikan pangkat, pampasan dan faedah, hubungan dengan penyelia terdekat dan persekitaran kerja secara positif meramalkan kepuasan kerja, manakala hubungan dengan rakan sekerja mempengaruhi kepuasan kerja secara negatif namun, apabila kesemua lima pembolehubah bebas digabungkan mempunyai hubungan signifikan positif yang kuat dengan kepuasan kerja pekerja. Telah dikenalpasti bahawa peluang kenaikan pangkat merupakan pembolehubah paling berpengaruh dalam kepuasan kerja pekerja di pusat pemprosesan data bank asing terpilih. Oleh itu, majikan perlu mempertimbangkan untuk mempertingkatkan peluang kenaikan pangkat dengan mengambil perhatian peribadi terhadap matlamat kerjaya pekerja, menggalakkan latihan dan pembangunan pekerja dan menggilirkan peranan pekerja untuk meningkatkan kepuasan kerja pekerja.



**Kata kunci:** *pampasan dan faedah, hubungan dengan penyelia terdekat, peluang kenaikan pangkat, persekitaran kerja, hubungan dengan rakan sekerja, kepuasan kerja*

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| | |
|---|---|
| **CTSM** | Citigroup Transaction Services (M) Sdn. Bhd |
| **COVID-19** | Coronavirus disease 2019 |
| **HDPM** | HSBC Electronic Data Processing (Malaysia) Sdn. Bhd |
| **SCB** | Standard Chartered Global Business Services Sdn. Bhd |
| **SPSS** | Statistics Package for Social Science |

# CHAPTER 1

# INTRODUCTION

## 1.1 Introduction

Job satisfaction has become a general topic over time in many countries. A person's level of job satisfaction often determines how well they perform at work. A high level of employee job satisfaction will improve organisational performance (Hee et al., 2020).

## 1.2 Background of the Study

Past researchers have done many research on job satisfaction and have found several factors which have contributed to Job satisfaction. According to the majority of studies, levels of job satisfaction have significant influence on organisational productivity, employees' levels of commitment to their jobs, and employee turnover rates. Hence, job satisfaction is becoming crucial element for any organisation.

The purpose of this study was to evaluate the factors that influence employee job satisfaction in the data processing centres located in Kuala Lumpur, Malaysia, which are owned and operated by foreign banks. This study focusses on Citigroup Transaction Services (M) Sdn Bhd (CTSM), HSBC Electronic Data Processing (Malaysia) Sdn Bhd (HDPM), and Standard Chartered Global Business Services Sdn Bhd (SCB).

Many businesses think that satisfied workers produce better results. Employees will be good and helpful to each other in their working place if they are happy and satisfied with their job. Having a job that employees can appreciate not only brings happiness, but also stability in the workplace. As a result, there will be fewer instances of negativity and conflict inside the business as well as it creates efficiency in business operation. On the other hand, an employee who is dissatisfied with their work will be in a state of demotivation toward any tasks that are assigned to them, and they will be more prone to avoid their responsibilities. In addition to this, they will have a greater rate of absences from work. Even when they present for work, they won't be as interested in the organization's business. These actions of the employees create negative impact on the organisation. Moreover, demotivated, and unhappy employees will inform their co-workers about their poor experience, which will make the co-workers feel demotivated too. This causes the employee turnover rate to become higher, which eventually effect the performance of the organisation.



According to Ghasemy et al. (2021), job satisfaction is strategically important since it creates differences and competitive advantages for firms, in addition to producing better and more sustainable results. The emotional state of a worker can be understood to be synonymous with job satisfaction. This state comprises the entire spectrum of feelings, from happiness to sadness. In addition, job satisfaction is having a positive attitude about one's work or work related things (Adamopoulos & Syrou, 2022).

According to Aziri (2011), employees' levels of job satisfaction have a substantial effect on numerous company's qualities like levels of productivity of employees as well as their loyalty and absenteeism level. According to Emadi et al. (2015), employee's job satisfaction can have an impact on their personal life. It is said that satisfied employees will be driven and excited on their tasks, whereas unsatisfied employees will lose interest and dedication towards their obligations, which will be challenging for a company. It is said that satisfied employees will be inspired and excited on their jobs. Falahat et al. (2019), identified that, worker turnover rate in employment has drastically increased in most industries whereby, in Malaysia, the banking business recorded highest turnover rate where job satisfaction has noticeably affect employees' turnover intention.

According to Shore and Martin (1989) research, a person's level of commitment to their organisation is substantially correlated with job satisfaction. In the study of organisational behaviour, one of the most significant topics that is examined frequently is job satisfaction. According to Saari and Judge (2004), it is crucial for the mental and physical health of employees to feel satisfied in their jobs. Before proceeding with further research or study on job satisfaction, it is essential to do an analysis of the aspects that affect or impact job satisfaction (Brush et al., 1987).

In recent times, businesses all around the world have been obstructed by the COVID-19 pandemic. Cheng and Kao (2022), conducted a study where they have discovered that

the pandemic causes stress in working environment, which has influence on employees' levels of job satisfaction. In addition, the COVID-19 pandemic caused many workers to be forced to perform their jobs from home, which has an effect not only on their level of job satisfaction but also on their mental health (Ardi et al., 2021).

According to research conducted by Megha Rastogi (2020), elements that influence employees' job satisfaction during the pandemic include career progression, employment security, internet problems, and a lack of available electronic equipment. Additionally, the COVID-19 pandemic contributes to an increase in job insecurity and burnout which caused the overall job satisfaction to be reduced and impact employees' behaviours (Mahmoud et al., 2021).

Globalization has an impact on worker's job satisfaction. Even though, increased globalizations create more job opportunities however, it also increases the pressure on employees. There will be more competition which cause the organization to focus mainly on increasing profit instead of employee satisfaction which worsen the working environment. Also, globalization increases uncertainty which create job insecurity and it cause lower job satisfaction on employees (Trommelen, 2013).

The younger generations are the eyes of the country because it is expected that they would eventually lead the country. According to Daud (2016), a greater number of generation Y employees in Malaysia are happy with their jobs. Even though, the

younger generation are happy with their job, employers still need to figure out the elements to attract the young workforces to retain them in their organization. This can be accomplished through a variety of strategies, such as by providing better benefits packages. Therefore, in order for companies in Malaysia to keep its workforce, it is essential for them to have an understanding of the aspects that contribute to the job satisfaction of their employees.

The study has been carried out at the capital of Malaysia which is Kuala Lumpur where most of the banks' headquarters and its data processing centres are located. Banking is one of the crucial industries in any countries where Shah et al. (2020), stated that, the industry is operating the country and its economy as lifeline. Banking industry boosts the country's economy as well as creates various job opportunities to people. Data processing centres of banks are responsible for processing customers' transactions on a daily basis. These customers might be major multinational corporations, small and medium enterprises (SMEs), or retail customers spanning various countries. Mr. Venkat Iyer, a former Managing Director and Head of CTSM, stated that the company conducts a high number of transactions worth more than billions of ringgits on a daily basis, on average, from over 50 different nations. He also stated that in order to execute such a large number of transactions, they need to establish capacity that would allow them to ensure that all processes are completed in a very timely and regulated manner (Bahari, 2014).

CTSM, HDPM, and SCB are the three significant foreign banks that had their data processing centres based in Kuala Lumpur.

CTSM conduct transaction processing services for Citibank located at Asia Pacific, USA and Europe. Besides, it also provides loan processing services as well as act as middle office (Experian, 2022).

HDPM is a company that offers services in the areas of data processing, record keeping, accounting, processing of foreign currency and payments, as well as data preparation (Bloomberg, 2022).

SCB is a subsidiary of the Standard Chartered Bank Group. The organization handles customers transactions at the data processing centres, process customers data, develop software, provide infrastructure services related to information technology, as well as provide customer service via call centres for local and international customers of the bank (Experian, 2022).



## 1.3 Problem Statement

Even though, many studies conducted pertaining to job satisfaction in various disciplines (Hee et al., 2020) however, there are lack of studies on employees of foreign banks' data processing and supporting centres. Data processing and supporting centres are the operation arms of any banks. The banking sector is an important sector for any countries

economic development. Thus, it is essential to conduct the study on data processing centres' employees job satisfaction.

Employees in the banking sector face numerous hurdles as a result of globalisation, regulations, and a competitive market. Undoubtedly, one of the industries with the most regulations is the banking sector. Bank employees is largely responsible for its continued survival and expansion. The desire to meet personal goals and abide by the rules and regulations established by financial authorities and bank management are just a few of the numerous factors that can lead to stress among bank employees.

According to the findings of a study that was conducted by The Conference Board in 2021, the overall level of work satisfaction in the year 2020 has remained high, despite the fact that the COVID pandemic spread throughout the world. Yet, several factors of job satisfaction pertaining to labour market such as salary and other financial benefits, career growth, and trainings were impacted as well, and the satisfaction related to the mentioned elements also has impacted. It was also discovered that between November 2019 and November 2020, younger workers (those with an age under 35) reported lower levels of job satisfaction, whereas senior workers (those with an age of 55 or more) reported higher levels of job satisfaction. This illustrates that young people were effected more throughout the pandemic period as a result of weak labour markets, which have affected the level of job satisfaction young people in the year 2020 (Levanon et al., 2021).

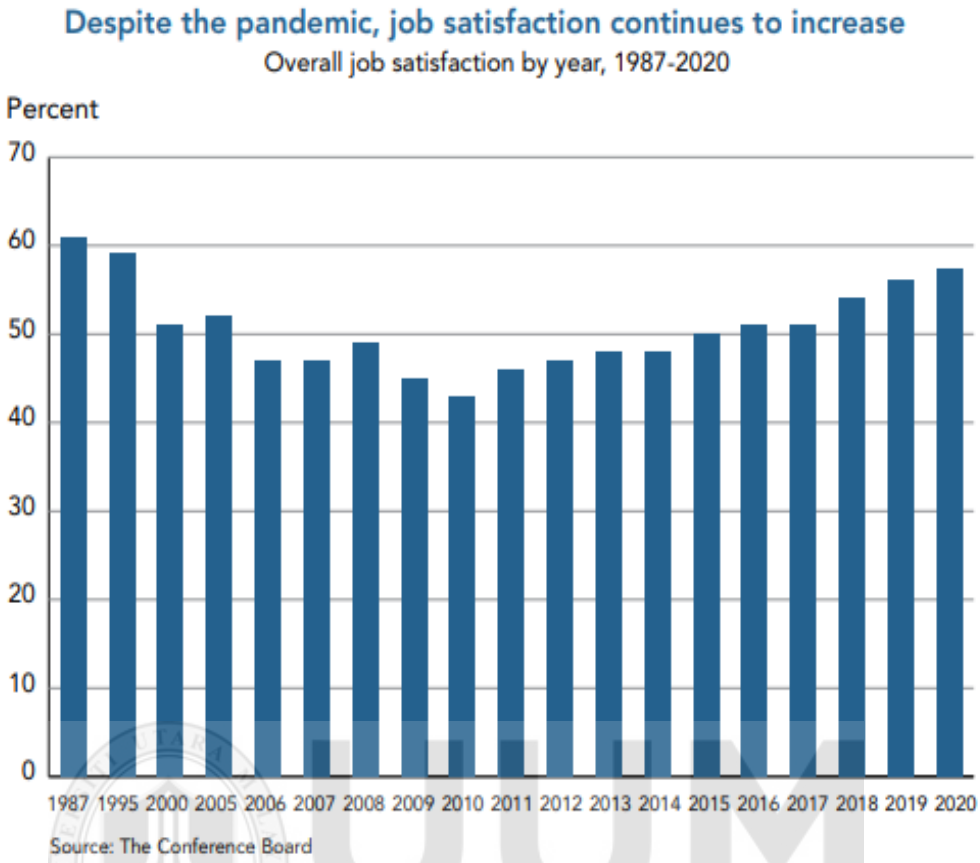




**Figure 1.0:** *Overall job satisfaction by year, 1987-2020.*

Difference in satisfaction levels of each component

| | 2019 | 2020 | Percentage point change |
|---|---|---|---|
| Health plan | 44.9% | 51.6% | 6.7 |
| Performance review process | 35.1 | 38.8 | 3.7 |
| Flexible time plan | 44.8 | 47.8 | 3.0 |
| Family leave plan | 43.5 | 46.5 | 3.0 |
| Commute to work | 58.2 | 60.5 | 2.3 |
| Sick leave | 52.3 | 54.5 | 2.2 |
| Supervisor | 60.0 | 62.0 | 2.0 |
| People at work | 62.4 | 64.2 | 1.8 |
| Engagement at work | 53.2 | 54.3 | 1.1 |
| ***Overall satisfaction*** | **56.3** | **56.9** | **0.6** |
| Vacation policy | 56.0 | 56.4 | 0.4 |
| Communication channels | 42.0 | 42.4 | 0.4 |
| Work/life balance | 43.9 | 44.1 | 0.2 |
| Job security | 59.1 | 59.1 | 0.0 |
| Promotion policy | 31.6 | 31.5 | -0.1 |
| Bonus plan | 29.0 | 28.9 | -0.1 |
| Potential for future growth | 41.8 | 41.0 | -0.8 |
| Wages | 49.6 | 48.7 | -0.9 |
| Quality of equipment | 58.4 | 57.4 | -1.0 |
| Recognition/acknowledgment | 39.5 | 38.3 | -1.2 |
| Pension/retirement plan | 48.0 | 46.5 | -1.5 |
| Workload | 42.8 | 41.3 | -1.5 |
| Interest in work | 62.8 | 61.2 | -1.6 |
| Physical environment | 60.2 | 57.3 | -2.9 |
| Educational/job training programs | 37.9 | 34.8 | -3.1 |

Source: The Conference Board

**Figure 1.1:** *Difference in satisfaction levels of each component.*

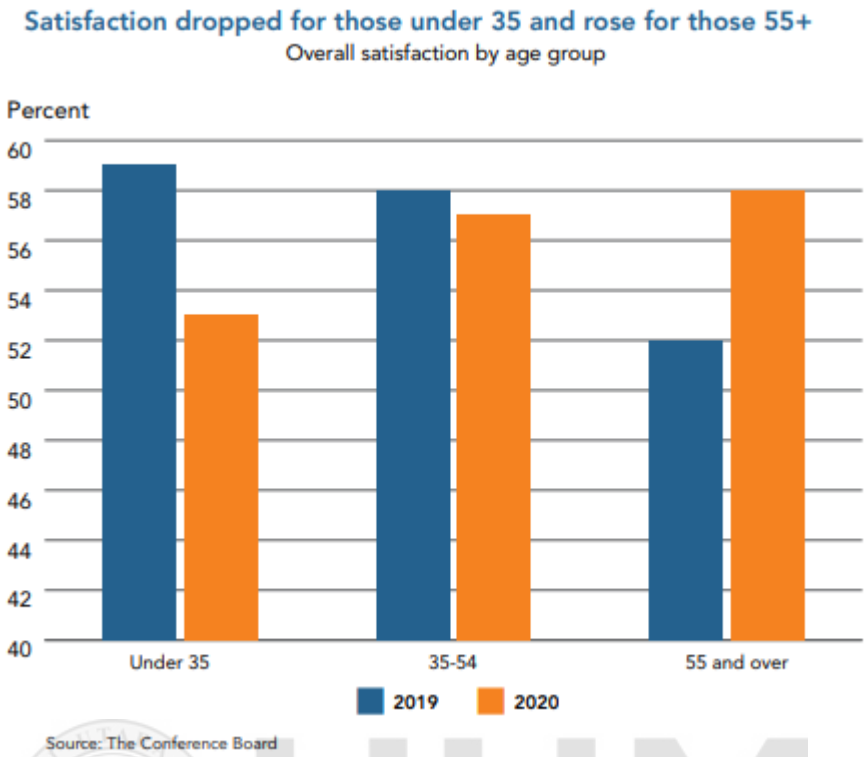


**Figure 1.2:** *Overall satisfaction by age group.*

Society for Human Resource Management (SHRM) conducted a survey related to Job Satisfaction in 2017. The survey highlighted that 38% of workforces in the USA were greatly satisfied with their present job, while 51% of employees were satisfied but to a lesser degree. The findings of the survey indicated that although job satisfaction is pretty high, there is still room for organisations to increase employee involvement in the operations of their businesses, despite the fact that job satisfaction is already quite high. A decrease in employee involvement may result lack of dedication from employees, increase staff turnover, and decline in total productivity. The outcomes of the study indicate that there are 38 different elements that can be directly correlated with

employee engagement. Some of these characteristics include career progression, relationships with management, remuneration and benefits, the working environment, engagement opinions, engagement behaviours, and circumstances for engagement (Lee et al., 2017).

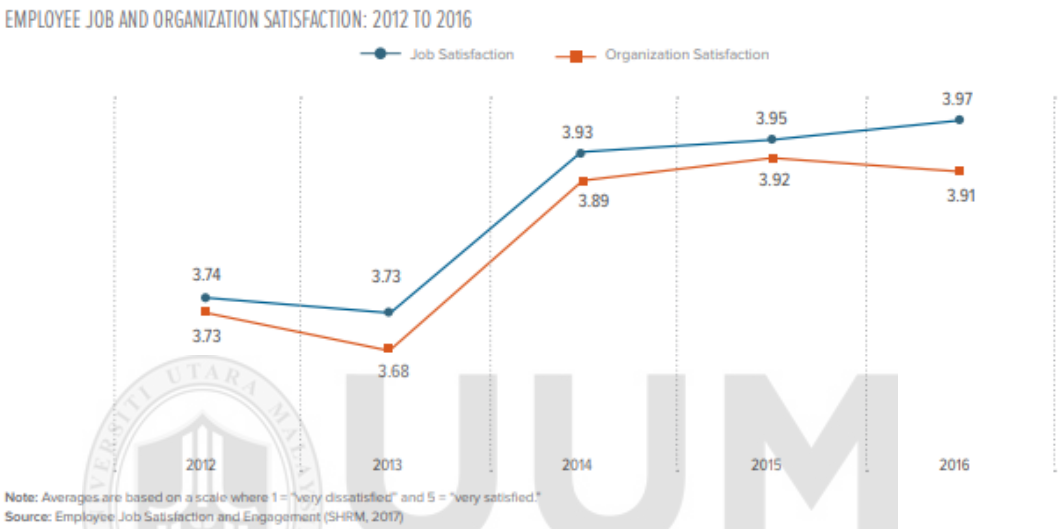


**Figure 1.3:** *Overall Employee Job Satisfaction over the Years (2012 - 2016).*

In terms of the local context, the Employee Job Happiness Index 2017 published by Jobstreet.com reveals that Malaysians rank fourth out of seven countries in happiness survey. The industries in which workers report the highest levels of happiness are public sector, food and beverage industry, and the medical sector. On the other hand, employees in the banking industry, textile industry, and the business process outsourcing industry report the lowest levels of happiness. It is found that, working location of employees, co-workers' behaviour, and status of organization are the top three elements

that contribute to happiness while poor leadership, limited prospects for job growth, and a lack of educational resources are the top three contributors to dissatisfaction in the workplace (SEEK Asia, 2017).

Bhardwaj et al., (2020) conducted research on banking employees job satisfaction in the banking industry. The study illustrates the factors that lead to higher level of job satisfaction. These factors relate to the manager, remuneration, reorganization, promotion, work safety and relationships in the work environment. The research shows that there is a positive correlation between job satisfaction and the award, remuneration, job security, promotion opportunities and good relations with employees. The survey results also show that most bank employees in the banking sector are satisfied however, work culture, salaries and working time are still remain main concern of the bank employees.



According to Falahat et al. (2019), the banking industry recorded the highest turnover rate in Malaysia. It is important to note that high employee turnover has a great influence on the banks' performance and productivity. The study showed that working environment, job enrichment, and job stress significantly affect job satisfaction, whereas job stress and job satisfaction will substantially affect turnover intention. The results also found that working environment and job stress have an indirect effect on turnover intention.

Anis et al. (2022), conducted research on foreign bank employees' job satisfaction where the findings show that, working environment, interpersonal relationship, financial remuneration, promotion and training and development facilities influencing employees' job satisfaction. The study suggest that respective bank authorities should be highly concerned on those influencing factors of job satisfaction as it has positive impact on the overall job satisfaction.

Kannan et al. (2022), performed study in one of the data processing centres of foreign bank in Malaysia. The study was conducted in the Anti Money Laundering department of the selected bank. The research indicated that, skill diversity, task identity, task importance, autonomy and feedback has positively influenced the employees' job satisfaction.

Thus, this research intent to ascertain the factors that influence job satisfaction of foreign' banks processing centres employees. Through this newfound information, the financial institutions able to reduce their employees' problems as well as able to increase their job satisfaction.

CTSM, HDPM and SCB were chosen for this study. Compensation and benefits, relationship with immediate supervisor, promotion opportunities, working environment, and relationship with co-workers are the five factors that studied in this research.

## 1.4 Research Questions

From the objectives of the research, the below questions have been created:

I. Is there any relationship between compensation and benefits with job satisfaction in foreign banks' data processing centres at Kuala Lumpur?

II. Is there any relationship between relationship with immediate supervisor with job satisfaction in foreign banks' data processing centres at Kuala Lumpur?

III. Is there any relationship between promotion opportunities with job satisfaction in foreign banks' data processing centres at Kuala Lumpur?

IV. Is the any relationship between working environment with job satisfaction in foreign banks' data processing centres at Kuala Lumpur?

V. Is the any relationship between relationships with co-workers with job satisfaction in foreign banks' data processing centres at Kuala Lumpur?

VI. Is there an effect of compensation and benefits, relationship with immediate supervisor, promotion opportunities, working environment and relationship with co-workers on employees' job satisfaction in foreign banks' data processing centres at Kuala Lumpur?

## 1.5 Research Objectives

The objectives of this study are stated as below:

I. To determine the relationship between compensation and benefits with job satisfaction in foreign banks' data processing centres at Kuala Lumpur

II. To determine the relationship between relationship with immediate supervisor with job satisfaction in foreign banks' data processing centres at Kuala Lumpur

III. To determine the relationship between promotion opportunities with job satisfaction in foreign banks' data processing centres at Kuala Lumpur

IV. To determine the relationship between working environment with job satisfaction in foreign banks' data processing centres at Kuala Lumpur

V. To determine the relationship between relationship with co-workers with job satisfaction in foreign banks' data processing centres at Kuala Lumpur

VI. To determine the effect of compensation and benefits, relationship with immediate supervisor, promotion opportunities, working environment and relationship with co-workers on employees' job satisfaction in foreign banks' data processing centres at Kuala Lumpur

## 1.6 Significance of the Study

Academically, the primary purpose of this study is to highlight among important variables that affect employees job satisfaction at leading foreign banks' data processing centres based in Kuala Lumpur.

Managerially, it is hope that employers are able to get valuable knowledge from this study for them to have a good understanding on the job satisfaction factors. Through this gained knowledge, employers could improvise the existing organisational practise to enhance their employees job satisfaction level. If an employee enjoys their work, their likelihood of staying within the company will rise. Job satisfaction among employees will boost both employment and retention rates which help for the country's economic and social development.



## 1.7 Scope of the Study

This research was performed to understand the different factors that influence employees' job satisfaction focused on executive level who works on selected prominent foreign banks' data processing centres located at Kuala Lumpur. The independent variables studied in this research are compensation and benefits, relationship with immediate supervisor, promotion opportunities, working environment and relationship with co-workers. The research is conducted in three prominent foreign banks' data processing centres located at Kuala Lumpur and the rationale of research has been done

at the selected banks' data processing centres are due to restriction on data sharing and limitation for researcher to engage more data processing centres personally. Researcher has contacts in the selected banks' data processing centres who have assisted in the data collection. Banking industry was chosen for this study as its financial performance influence country's economy growth. Samples were collected from CTSM, HDPM and SCB.

## 1.8 Limitation of the Study

This study focuses on data processing centers employees of the banking sector, specifically employees of the prominent foreign banks located in Kuala Lumpur, examining selected five independent variables. The results may differ compared to studies conduct on both local and foreign banks processing centers available throughout Malaysia.



## 1.9 Organization of the Thesis

This research has five chapters. Chapter one includes background of study which discuss the employee job satisfaction in global and local context, problem statement which shows some statistic result of employee job satisfaction, research question and objectives, significant of this research, scope of this research and limitation of this research.

The Literature Review is covered in the second chapter. Previous research was analysed to support the dependant variable namely job satisfaction, as well as the independent variables namely compensation and benefits, relationship with immediate supervisor, promotion opportunities, working environment, and relationship with co-workers. Reference material for this section comes from a variety of sources, including books, magazines, and articles. Additionally, theories associated to this research also has been discussed in this chapter.

An overview of the research design such as formulation of hypotheses and an explanation of the methodology process for data collecting and analysis is explained in Chapter three. Besides, researcher has discussed the methods that are utilised when conducting data analysis. In addition, to determine the reliability of the researched variables, researcher has performed pilot test.



Chapter four is on results and discussion. Data from questionnaire survey were analysed in this section using SPSS tool. Statistical results from the questionnaire survey were interpreted and outcome of the study was discussed.

The fifth and last chapter is on conclusion and the recommendations. This part recapped the findings of the study and provide overall conclusion. In addition, few suggestions have been recommended for upcoming studies.

# CHAPTER 2

# LITERATURE REVIEW

## 2.1 Introduction

Previous research on the dependent variable namely job satisfaction and its influential factors are discussed in this chapter. Discussion also include compensation and benefits, relationship with immediate supervisor, promotion opportunities, working environment, and relationships with co-workers. In addition to that, this chapter also covers theories related to the dependent variable.



## 2.2 Job Satisfaction

The concept of assessing job satisfaction was started in 1911 by Taylor, who stated that rewards such as earnings, incentives, promotions, appreciation and opportunities for progress could increase employee job satisfaction whereas, the absence of work-life balance, a lack of advancement and opportunities, a non-supportive working environment, lack of encouragement, lack of recognition and stress can lead to job dissatisfaction (Sahito & Vaisanen, 2017).

Job satisfaction is imperative to an organization's prosperity. It is a broadly considered construct in organizational conduct as it affects other organizational factors like

productivity, turnover and absenteeism. Moreover, job satisfaction is something that working people seek and a key element of employee retention which is possible only by making the employee feel comfortable physically and psychologically (Moe & Myint, 2019).

Job satisfaction is one indicator to measure the level of satisfaction of an employee with the work given and with the compensation given. Job satisfaction also is an important indicator for company management to evaluate whether its employees experience job satisfaction, because if employees do not get job satisfaction, their motivation level will be low and their performance will not be at optimal (Saputra & Mahaputra, 2022).

According to Azaliney binti Mohd Amin et al. (2021), it is crucial that a task to be finished with the maximum level of diligence which lead to the growth of actual success. When carrying out the task, making an effort and utilising the suitable strategies contribute to the likelihood of attaining achievement. The achievement achieved will create the feeling of fulfilment at employment and it is referred as job satisfaction. If an employee is able to achieve this level of job satisfaction, it provides a boost to their confidence as well as their sense of appreciation, which will encourage them to carry out their responsibilities more successfully in the future. If an employee is pleased with their work, they are likely to remain loyal to the company that employs them.

According to Stamolampros et al. (2019), it is important for employers to make their workforce happy in order to retain them longer in their organization. Employees who have high level of job satisfaction will provide higher level of productivity which able to increase company's profit. Ain et al. (2018), carried out a research on employees' job satisfaction in one of the local banks of Malaysia shows that, employees of local bank have better job satisfaction level and indicated that intrinsic and extrinsic factors which is also known as motivation and hygienic factors need to be incorporated as single factors to enhance the workforce's job satisfaction. It provide suggestions to employers to provide fair chances of promotion in addition to good payment and compensation, enhancing co-worker relationships, and providing a better working environment. This is because these factors promote good work motivation and commitment which directly or indirectly make the employees to be satisfied in their work.

To make the employees to be satisfied with their work, every need of employees required to be fulfilled by their employers. All the essential human needs such as physiological needs, the need for safety, the need for love, need for one's own self-esteem need to be achieved (Pazim et al., 2021). To increase productivity, responsiveness, quality, and recognition service, employers must ensure that employee satisfaction levels are high. There are many different intrinsic rewards available that boost employees' job satisfaction and employees' productivity. Some of these benefits include participation in decision-making processes, employment autonomy, task importance, and acknowledgment. These benefits helpful in producing highly satisfied

workforce. The enhancement of job satisfaction is facilitated by the development of a supportive and cooperative workplace culture and the formulation of an effective compensation package (Jamal Ali & Anwar, 2021).

According to Locke (1969), satisfying emotional feeling which have derived from accomplishment of job tasks can be described as job satisfaction. The author also added that one's perception of the relationship between what they want from their employment and what they think it to be providing determines whether they are satisfied or unsatisfied with it.

Shore and Martin (1989) stated that direct link can be established between job satisfaction and dedication towards organization. Organisational behaviour field always focus on job satisfaction. While Saari and Judge (2004) found that employees wellness in terms of their mental and physical is required in order to perform their task well.



According to Stanley (2001), the definition of job satisfaction is one’s attitude toward their job. Employees have sincere belief on their job, whereas thoughts and feelings are the foundation of employee job satisfaction. High level of job satisfaction creates positive workplace which will lead to higher level of productivity, reduce absenteeism, reduce turnover rate as well as reduce health problems.

If a company has a competent management, the management will see the employees as the most precious assets the company possesses. This is due to employees are the ones

who are accountable for the productivity and earnings of the firm hence, they want to place an even larger emphasis on their employees in order to ensure that the company's goals can be accomplished. Employees who are satisfied with the environment of their place of employment are more likely to be motivated, to demonstrate loyalty to their company, offer higher levels of productivity, and contribute to a reduction in the employee turnover rate (Saeed et al., 2013).

## 2.3 Compensation and Benefits

The payment employees received from the employers for the service provided is called as compensation and these payments can be in fixed or variable forms. On the other hand, benefits is related to health and wellbeing, income protection, retirement schemes and paid time off which is intended to give general welfare and security for the employees and their families (*WorldatWork Total Rewards Model*, 2020). Based on Odunlami and Matthew (2014), compensation is the financial and non-financial reward provide by employer to employees whereas, benefit is a part of compensation. According to Kadir et al (2019), types of compensation are remuneration and allowances. Remuneration includes salary and wages while allowance includes financial benefits other than salary such as pension fund whereas, type of benefits includes incentives such as gift cards, vacation trip and meal treat.

### *2.3.1 Relationship between Compensation and Benefits and Job Satisfaction*

Stamolampros et al. (2019), conducted job satisfaction study on employees working in tourism & hospitality firms by using four distinct types of econometric measurements. Various factors contributing to job satisfaction has been analysed whereby, compensation and benefits is one of the factors and the result indicated that, this factor has significant relation with job satisfaction. Compensation motivating employees as well as enhance their job satisfaction level, as stated by Jamal Ali & Anwar (2021).

According to Ashraf (2020), elements such as age, gender, education are part of demographic factors. These elements influence the compensation package provide by employer to employees which has subsequent effect on employees' job satisfaction. Thus, management should provide equal opportunities based on demographic factors to enhance employees' job satisfaction.



.According to the findings of research conducted by Mabaso and Dlamini (2021), compensation had a considerable impact on job satisfaction among academic employees. Significant reasons influencing people to accept employment and remain with organisations is also includes compensation package. Employers must be willing to pay salaries that are on par with or higher than those offered by competitors in the labour market in order to draw and keep talent. Reward levels should also be comparable to

standard industry levels. It is important to undertake thorough sector research on a regular basis to find out what competitors are giving and change salaries accordingly.

The amount of money that a person makes has a significant bearing on how satisfied they are with their position in an organization. This is true regardless of whether they are considered permanent or contract workers. This suggests that if the compensation amount given by the firm is improved and more equitable depending on the work status of employees as well as the amount of time they have been employed by the company, it would boost employee job satisfaction (Baqi & Indradewa, 2021).

According to Shtembari et al. (2022), the primary factor determining job satisfaction is compensation and benefits package. According to the results of their poll, employees place a great importance on the compensation and benefits they receive from their employer, as it contributes to the level of their job satisfaction. They might even consider quitting their current job to find one that offered greater perks. The findings of the COVID-19 impact research showed that employees' ways of life have changed, where, the availability of flexible working hours being ranked as the top priority, followed by time off chances without deduct salary payment. Since, employees are currently living in “new normal”, thus employers need to modify the compensation and benefits package accordingly to current needs. These changes able to rise up the workers’ job satisfaction.

According to research that was conducted by Humayun et al. (2014), fixed wage and benefits are part of compensation plan where these elements able to make employees to be satisfied. Also, this factors directly and indirectly motivates the employees to work harder to achieve goals. Through this, the employee's performance level can be increased. This cycle continues until the employee is fully satisfied with their position. When employees are given timely salary increases, allowances, and other types of compensations, there is a greater likelihood that they will be motivated and satisfied with the work that they are doing.

The amount of money an employee gain has a direct and positive effect on how satisfied they are with their job. Due to the stressful and riskiness nature of their work, banking sector employees required to perform their job with maximum quality. Therefore, it is essential for managers to take into consideration the aspects that influence job satisfaction in order for employees to be happy in their work and to produce high-quality results (Murad et al., 2013).

According to Parvin and Kabir (2011), the primary reason that individuals work is to earn money, and a fair income and other forms of compensation. Reasonable amount of these elements able to make the employees to be satisfied with their job. Happier employees able to produce higher-quality work, which lead to organisational success.

The compensation plan of a corporation should be capable of attracting, retaining, and encouraging people who have superior talents. Additionally, it should be recognised as a form of acknowledgment. Some businesses provide their workers with incentive programmes, such as profit-sharing options, so that they can feel fulfilled by the financial rewards they receive for their hard work (Appelbaum, 1991). According to research conducted by Abdulla et al. (2011), income derived from salary and other monetary benefits able to make employees to be highly satisfied with their work.

According to Alnaqbi (2011), compensation is one of the element amongst others which determined workforce's job satisfaction level in UAE. A survey was given to employees to find out their thoughts on monetary and non-monetary forms of remuneration. Most respondents felt that both monetary and non-monetary rewards have the ability to motivate and satisfy them. Reasonable compensation amount is one of the motivating factors of employees to perform their work diligently.

The results of a study that was carried out by Egbule (2003), demonstrated that salary and allowance increment of lecturers working in Nigerian universities make them satisfied with their job.

## 2.4 Immediate Supervisor/Team Leader

Supervisors are responsible to inform the organization expectation to their employees, manage their subordinate's performance, give guidance, discover employees'

development area as well as manage the mutual relationship between their employees and organization (CompassPoint, 2012). According to Nastasia et al (2021), supervisor's role and responsibilities includes the return to work process of employees, arrange work plan during the absence of their employees, work distribution among team members, solve the conflicts arise within the team, manage the interpersonal relationship of the teammates and evaluating the job tasks of their employees.

### *2.4.1 Relationship between Immediate Supervisor/Team Leader and Job Satisfaction*

Supervisors who have good relationship with their subordinates found to be able to make their employees satisfied with their job. If an employer is seen to be providing their workers with increased assistance, attention, and sensitivity, it will lead the employees to have a better feeling at workplace. Effective communication skills of supervisors able to create loyalty of their employees which also enable the employees to be satisfied in their work (Mat Desa et al., 2020).

Immediate supervisor plays an important role in induce job satisfaction in their subordinates which is also make the turnover rate to be reduced (Bernard, 2021). According to Belias et al. (2022), workers at hotels industry in Athens, Greece, satisfied with their jobs where their positive opinion on their immediate superiors is one of the contributing factor of their job satisfaction level.

Based on Ghasemy et al. (2021), supervisor support has greater influence on employee job satisfaction. Study by Bagheri Hossein Abadi et al. (2021), indicates that job satisfaction has direct relationship with support provide by supervisor. Thus, it is important for supervisors to demonstrate appreciation, trust, and empathy towards employees to improve their relationship.

Employees are the assets of the company thus, supervisors need the understand the nature, needs and abilities of their employees. Supervisors through their participative attitudes can create good environment for their employees which can motivate them to work. Managers can increase employees' job satisfaction via compensation, policies and working conditions (Rad & Yarmohammadian, 2006).

Based on Thorbjørnsen and Supphellen (2011), supervisors who is a part of management team should have good relationship with their subordinates in order to get effective result from them. Low job satisfaction of subordinates shows that, supervisors are not performing well in their self-development. According to Madlock (2008), less communication between supervisors and subordinates affects employees' job satisfaction which also can lead to employees' resignation.

Research by Loke (2001), indicate that it is essential for managers to receive training that enables them to blend their leadership skills into their management abilities in order to boost job happiness, productivity as well as organisational commitment. The study

also discovered that the managers of the nurses may boost their staff nurses' job satisfaction and inspire a higher degree of organisational commitment through the effect of leadership. According to Berson and Lnton (2005), employees who are working under managers' with transformational captainship able to have higher level of satisfaction in their job.

The good bond between supervisor and employee is positively influence both intrinsic and extrinsic job satisfaction of employees. Employees who have good bond with their supervisor will have a mutual trust with their supervisor, get care from their supervisor, will have a good communication, consideration and esteem which will make them to get more benefits from their supervisors. Also, the extrinsic and intrinsic needs of employee will be achieved through a good relationship with supervisor which increase their job satisfaction level (Stringer, 2006). Study by Ellickson and Logsdon (2002) show that a good relationship between supervisor and employees make the employees to be satisfied with their job. The study found that, the supervisors are motivating their subordinates, explain the employees on their work expectations, ready to listen to their subordinates as well as ready to share power and responsibility.

The findings from a survey conducted by Alnaqbi (2011) shows that poor supervisor and employee relationship is one of the factor contributing to the lack of employee job satisfaction. The employees received less respect and support from their supervisor which cause the satisfaction level to be reduced. Also, found that supervisors are more

concern on increase the profitability instead of employees' needs. According to Buckingham and Coffman (1999), employees may join new company due to factors such as the company benefits, first class training programmes and compelling leaders in the organisation however, their retention in the organization will be determined by the relationship with their immediate supervisor. Employees who have a good supervisor will create good working environment which eventually increase satisfaction hence, they will retain in the organisation.

Supervisor who uses constructive feedback to their employees creates feeling that the employees are respected by the supervisor. This will enable the employees to improve further in their career as well as it also helps in create good working mood which influences better job satisfaction (Sommer & Kulkarni, 2012).



## 2.5 Promotion opportunities

Promotion can be defined as increment in term of position and remuneration of employees in their companies (Parvin & Kabir, 2011). Generally, promotion shows the recognition to an employee's hard work, commitment, and achievement. It will give a higher pay to the employees which will give happiness to them.

### *2.5.1 Relationship between Promotion opportunities and Job Satisfaction*

Because of COVID-19, it has become more challenging for employees to respond to change and maintain job stability, which has had a detrimental effect on both their sense of well-being and their level of satisfaction. Job insecurity affected promotion opportunities of employees which cause decline in job satisfaction. Thus, employees may be provided with a more defined career path to follow by their employers with the hopes of elevating their prestige within the organisation and progressing to higher-level roles in the future. This will reduce the employees' concerns about the security of their jobs, and they will be highly satisfied in their job (Nemteanu et al., 2021).

Any organization's success is depending on its workforce's job satisfaction level. Organization able to achieve higher profits since its satisfied employees able to produce higher productivity while greater promotion chances able to motivate the employees to perform well. In such, employers required to give timely promotion to the qualified employees to make them satisfied in their job (Rahaman & Uddin, 2022).

A promotion is an advancement to a higher position within an organisation. Medical doctors working in public hospitals achieved greater level of job satisfaction when their opportunities for promotion increased (Vuong et al., 2021).

Promotion has meaningful influence on employees' job satisfaction in Pakistani's service industry. Thus, employers need to ensure that they are providing proper career

growth opportunities in order to increase employees' job satisfaction level (Butt et al., 2007). Promotional chances are one of the important factors amongst others which have contributed to workforces' job satisfaction level, indicated by Abdulla et al. (2011).

Generally, employees will get promoted as a token of appreciation however, there is a lack of promotional opportunities for teachers in South Africa which contribute to lack of job satisfaction. Teacher of South Africa able to achieve higher level of job satisfaction if their Government provide clear career path and clear promotion criteria (Quan-Baffour & Arko-Achemfuor, 2013).

Promotional opportunities play significant role in determining employee job satisfaction in municipal government employees. This finding create awareness as promotional opportunities and career advancement opportunities in several local governments are depends on seniority (Ellickson & Logsdon, 2002). Research by Lim (2008) studies the job satisfaction of library IT workers in the United States and found promotion opportunities correlated to job satisfaction level.

Hossain and Wadud (2017), local and private banks' employees achieved greater level of job satisfaction due to fair chance of promotional opportunities. Promotion elements such as promotional plan of the bank, employee's performance appraisal procedure, promotional execution procedure and benefit measurement are able to increase the job satisfaction level of Indian Banking Sector (Parveen & Khan, 2015).

Sinha and Shukla (2017) performed study on employees' job satisfaction in private banks and found that, promotional opportunities has positive relationship with job satisfaction. A job needs to contain horizontal and vertical growth and need to provide sufficient opportunities for employee's' promotion and transfer. Promotions influence employees job satisfaction and commitment due to it mainly led to better pay and job. Employee who received promotion will consider the promotion as a gift for their hard work from their employer hence, they will have a sense of commitment and gratitude (Kalleberg & Mastekaasa, 2001).

Bista (2016) highlighted that, the employees of commercial banks in Nepal achieved greater level of job satisfaction due to the considerable promotional opportunities provided by employers. Capability of gaining new knowledge, skills and behaviours to perform current and future jobs task increases the promotional opportunities chances. This will be able to motivate employees as well as their career satisfaction.

Job satisfaction of staffs who are working in banks need to be given consideration as it is important to achieve banks' goal. Low satisfaction level in banks employees cause low service quality from them and one of the causes for the low satisfaction level is less promotion opportunities. The study found that, promotion opportunities of banks employees in Bangladesh strongly influence their job satisfaction level (Hossain, 2015). Study by Kosteas (2011) on job satisfaction and promotion found that employees who

moved to higher level due to career promotion within past 2 years and employees who is expected to achieve career promotion soon highly satisfied in their job.

## 2.6 Working Environment

According to Bhardwaj et al. (2020), the workplace where the workers carry out their work corresponds to the working conditions or the working environment. After several studies, various factors affect employee satisfaction with their work areas, e.g., air quality and temperature, building construction, lighting, and noise. Few of scholar and researcher believe that working environment should meet three goals that meet the needs of the employee, meet the needs of the client, and strive for excellence in the organization.

Physical environment, mental environment, and social environment are the three components that make up a working environment, as described by Jain and Kaur (2014). The term "physical environment" refers to a variety of factors, such as temperature and ventilation, as well as noise, infrastructure and interior design, and amenities. The mental environment encompasses factors such as exhaustion, boredom, monotony, as well as the attitudes and behaviours of both the boss and the other employees. The employee's group or cluster that they are a part of is denoted by their social environment.

### *2.6.1 Relationship between Working Environment and Job Satisfaction.*

In their study Subarto et al. (2021), explained that, workforces who working in positive working environment able to achieve greater level of satisfaction in their work since positive working environment able to create positive organisational climate. The environment in which a professor works can serve to inspire them to give their best performance. A lecturer requires a comfortable workspace in order to properly deliver lectures to their audience, which is the students. An uplifting atmosphere at work will be helpful to the development of excellent performance from the lecturers. A favourable working environment has a considerable influence, for professors and other lecturers, on both the direct and indirect work-related results that they experience.

The Makassar city's private university lecturers' job satisfaction is significantly influenced by their working environment. The working environment includes a functional layout, suitable lecture halls, proper infrastructure and amenities, easy communication, accountability, and cooperation. In order to carry out activities and create an environment that can inspire lecturers' work, a suitable room arrangement would be more beneficial to lecturers. Additionally, a lecturer's workspace significantly influences how confident they feel while working. Moreover, universities able to make lecturer’s work more convenient by providing them with the necessary infrastructure and facilities (Basalamah & As’ad, 2021).

Monga et al. (2015) found that working environment such as seating capacity, cafe, air circulation in the working area and safety features are positively influence job satisfaction level of ICICI Bank employees. The study found that working conditions like flexibility, work assignments and working time cannot be obstacle in employees work life balance.

According to the findings of an exploratory study of Raju (2012), employees who are working in local and foreign banking sectors found to be have high levels of job satisfaction due to good working environment. Respondent of the study carried out by Thavaraj and Vanniarajan (2015), revealed that, their job satisfaction level is influenced by their positive working environment. Annakis et al. (2011), discovered great working environment help customer service employees to achieve higher levels of satisfaction from their job.



Good atmosphere of working place able to make the employees of bank to be satisfied with their job (Mehta & Juneja, 2017). Atmosphere of the workplace, including factors such as the amount of background noise and the degree to which fresh air is circulated, may have either favourable or negative contribution on workforces' job satisfaction. Employees who are able to perform well in their jobs are the people who enjoy the environment in which they work (Masood et al., 2014).

Good working environment contribute to better job satisfaction. Surrounding of working places' elements includes hours of working, security feature of job, bonding with co-workers and higher management's role where, employees working in banking, university and telecommunication sectors are found to be agree that these elements able to make them satisfied with their job (Raziq & Maulabakhsh, 2015).

In his research on the subject of industrial manufacturing in West Java, Widodo (2014), discovered that working environment able to make the employees to be satisfied with their job. Therefore, to stimulate employees to be happy with their jobs, management needs to develop a working environment that is more supportive and reminiscent of a family setting. Positive environment of workplace able to make the employees to be satisfied with their job, found by Tio (2014), in his study. As a result, companies need to pay additional attention to the working environment that they provide to their employees.



According to the findings of Kafui Agbozo (2017), who examined the degree of job satisfaction at a merchant bank, stated the workforces' job satisfaction is greatly influenced by their working environment. Shravasti and Bhola (2015), the work satisfaction of employees who are working in service industry can be enhanced through positive working environment as the good environment provide encouragement to the employees.

## 2.7 Relationship with Co-workers

Co-workers can be described as members who are working together in the same organization, has same power and a person an employee interacting in a daily basis in the organization. Employees form relationship with co-workers to add friendship in their workplace and a good friendship in the organization can form good mental and physical health. Co-workers usually have horizontal flow of information within the organization (Ariani, 2015).

### *2.7.1 Relationship between Relationship with Co-workers and Job Satisfaction*

Vuong et al. (2021), conducted research to determine the elements that impact organisational loyalty and job satisfaction amongst medical professionals working in state hospitals in Vietnam. According to the findings of the study, those who has good relationship with their co-workers or fellow doctors have a far greater impact on job satisfaction. Therefore, activities that encourage contact between co-workers can be carried out to enhance the level of mutual understanding among employees, which ultimately results in an improvement in job satisfaction.

According to the findings of Nska-Stangrecka and Nska (2021), workforces who have good relationship with their co-workers able to have greater level of job satisfaction. The interpersonal relationship with people who are working together able to create trust. Strong relationships with co-workers foster the development of good expectations,

which in turn stimulate positive attitudes among the group and enhance levels of satisfaction with group involvement. Therefore, in addition to focusing on performance, employers should place a great emphasis on increasing employees' relationship with one another.

The support of co-workers able to make the apparel merchandisers to be satisfied with their job and also able to lower their stress level (Jalil, Sabri & Murshed, 2018). Relationships between co-workers have a direct and positive impact on how satisfied an employee is with their employment (Azam et al., 2017).

In the pharmaceutical industry, a positive relationship with co-workers able to enhance the workforces job satisfaction (Parvin & Kabir, 2011). According to the findings of Madlock and Booth-Butterfield (2012), there is a favourable correlation between the preservation of positive co-worker interactions and overall job satisfaction of employees.



Workplace relationship can predict the employee's job satisfaction whereby, relationship with co-workers is the strongest predictor. Thus, those who planning workforce need to consider the workplace relationship to enhance employees working experience in their workplace (Harmer & Findlay, 2003).

Ladebo et al (2008) found that fair treatment from co-workers lead to job satisfaction of employees. Ducharme and Martin (2000) identifies co-workers support has significant

positive effects on job satisfaction. Lambrou et al (2010) found positive co-workers relationship stimulate higher level of job satisfaction among employees.

**Table 2.1:** *Definition of Terms*

| Variable | Source | Definitions |
|---|---|---|
| Job Satisfaction | Stanley (2001) | One's attitude toward their job |
| | Locke (1969) | Satisfying emotional feeling which have derived from accomplishment of job tasks |
| Compensation and Benefits | WorldatWork Total Rewards Model (2020) | Compensation is a payment employees received from the employers for the service provided which can be in fixed or variable forms<br>Benefits is related to health and wellbeing, income protection, retirement schemes and paid time off which is intended to give general welfare and security for the employees and their families |
| | Kadir et al (2019) | Compensation are remuneration and allowances. Remuneration includes salary and wages while allowance includes financial benefits other than salary such as pension fund whereas, type of benefits includes incentives such as gift cards, vacation trip and meal treat |
| | Odunlami & Matthew | Compensation is the financial and non-financial reward provide by employer to employees whereas, benefit is a part of compensation |
| Immediate Supervisor | CompassPoint (2012) | A person who is responsible to inform the organization expectation to their employees, manage their subordinate's performance, give guidance, discover employees' development area as well as manage the mutual relationship between their employees and organization |

| Variable | Source | Definitions |
|---|---|---|
| Promotion opportunities | Parvin & Kabir (2011) | Increment in term of position and remuneration of employees in their companies |
| Working Environment | Bhardwaj et al (2020) | The workplace where the workers carry out their work |
| | Jain & Kaur (2014) | Working environment consists of physical environment, mental environment, and social environment |
| Co-workers | Ariani | Members who are working together in the same organization, has same power and a person an employee interacting in a daily basis in the organization. |

## 2.8 Theory Related to The Study

Based on review, there are a lot of theories created by researchers for job satisfaction which explains how people can be more satisfied as well as what criteria make people more satisfied.



### *2.8.1 Hertzberg's Two Factor Theory*

Frederick Herzberg came up with his hypothesis of two factors in 1959 and named it for himself. According to the theory, there are two elements that can affect one's level of job satisfaction, and these are the motivation factor and the hygiene component. The factors of advancement, acknowledgment, the task itself, responsibility, achievement, and growth are all variables that might serve as motivation. Interpersonal relations, remuneration, corporate regulations and administration, relationship with superiors, and working circumstances are all aspects of hygiene that are taken into consideration.

Because workers have a need for self-improvement and self-actualization, variables that motivate workers contribute to increased job satisfaction for such workers. Given that both the hygiene element and the motivation factor are connected to "the urge to avoid unpleasantness," the latter is given a higher priority than the former (Alshmemri et al., 2017). This study applies both hygiene and motivation factor. The independent variables namely compensation and benefits, working environment, relationship with supervisor and relationship with co-workers are acting as hygiene factor in this study while promotion opportunities is acting as motivation factor.

### *2.8.2 Situational Theories*

According to Quarstein et al. (1992), the two components that make up situational theories are situational characteristics and situational occurrences. These are the two components that make up situational theories. Situational characteristics are aspects of a job that employees consider before accepting an offer of employment. These aspects may include pay, promotional opportunities, working conditions, company policies, and supervision. On the other hand, situational occurrences consist of aspects of a job that are not often pre-evaluated and come into play after employees have accepted a job offer. The outcomes of different scenarios might have both positive and negative effects. One example of a good occurrence is when an employer lets employees go home early after they have successfully completed an urgent piece of work whereas an example of a negative occurrence is when a co-worker makes a harsh comment. The independent

variables of current study namely compensation and benefits, promotional opportunities and working environment are the situational characteristics of this study.

### *2.8.3 Maslow Hierarchy of Need Theory*

According to Bob (2009), the Maslow theory is comprised of five levels of needs. These levels are as follows: physiological needs (such as the need for food, water, warmth, and rest); safety needs (such as the need for security and safety); belongingness and love needs (such as the need for intimate relationships and friends); esteem needs (such as the need for prestige and a feeling of accomplishment); and self-actualization needs (achieving one full potential including creative activities). When a person does not have enough of something, it will cause what are known as "deficient needs," which will threaten the four lowest components of Maslow's hierarchy pyramid. "Being needs," which allude to self-actualization, make up the highest level of the pyramid that represents Maslow's hierarchy of needs. An individual has reached the self-actualization phase when they are able to determine who they are and are eventually content with that identification. In this study compensation and benefits indicates the physiological needs, working environment indicates the safety needs, relationship with supervisor and co-workers indicates the belongingness and love needs while promotional opportunities indicate the esteem needs.

## 2.9 Summary

Previous studies on the dependent variable as well as its influential factors has been discussed in this chapter. The past studies proved that the factors analysed in present study has effect on the research subject which is job satisfaction. Besides, the chapter also has discussed various hypotheses that are related to job satisfaction.

# CHAPTER 3

# METHODOLOGY

## 3.1 Introduction

Research methodology needs to be carefully planned out and adhered to in order to acquire accurate results from the study. The process of determining the appropriate steps to perform the research in a manner that contributes to the accomplishment of the study's primary purpose is what is known as research methodology. In this section, the research methodology, hypotheses, research design, a sample of the study, and the data procedure are broken down in further detail. Additionally, the outcomes of the pilot test will be presented.



## 3.2 Research Framework

Following the completion of the problem statement and the review of the relevant literature, the following research framework has developed. Within this framework, job satisfaction functions as the dependent variable, whereas compensation and benefits; relationship with immediate supervisor; relationship with promotion opportunities; working environment; and relationship with co-workers are play as independent variables.

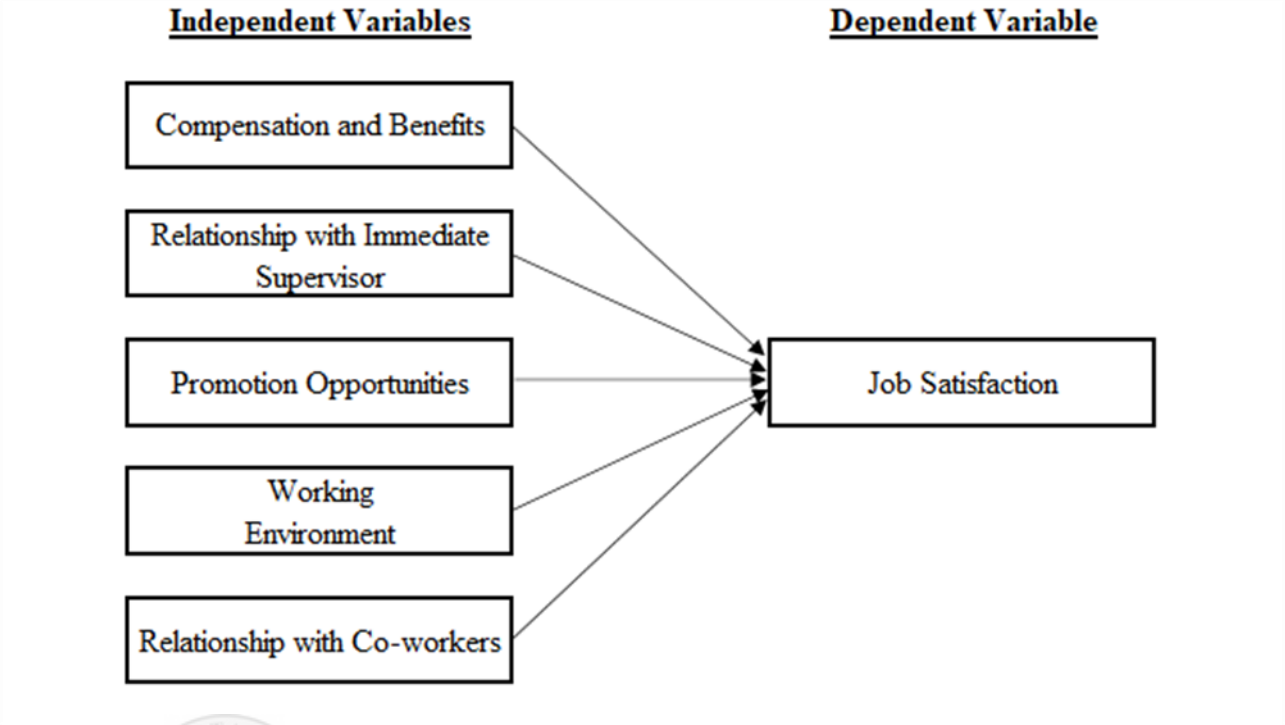


**Figure 3.1:** *Research Framework*



## 3.3 Hypotheses Development

H1: There is a significant relationship between compensation and benefit and job satisfaction in foreign banks' data processing centres at Kuala Lumpur

H2: There is a significant relationship between relationship with immediate supervisor and job satisfaction in foreign banks' data processing centres at Kuala Lumpur

H3: There is a significant relationship between promotion opportunities and job satisfaction in foreign banks' data processing centres at Kuala Lumpur

H4: There is a significant relationship between working environment and job satisfaction in foreign banks' data processing centres at Kuala Lumpur

H5: There is a significant relationship between relationship with co-workers and job satisfaction in foreign banks' data processing centres at Kuala Lumpur

H6: There is an effect of compensation and benefits, relationship with immediate supervisor, promotion opportunities, relationship with co-workers and working environment on employee's job satisfaction in foreign banks' data processing centres at Kuala Lumpur



## 3.4 Research Design

According to Akhtar (2016), the research design includes all of the components of a research effort or, to put it another way, it may be the plan for the suggested research. During the process of planning the research, evidence need to be carefully defined so that, it can be answered the research question created. Descriptive design is employed in this study to identify the link between job satisfaction and its influential factors. The answers to the queries of who, what, when, where, and to what extent are provided by descriptive analysis. The description also provides the understanding and the methods

behinds casual relationship (Loeb et al., 2017). One of the research method is descriptive survey study which focuses on present phenomena such as conditions, practises, relationships, or trend invariability (Salaria, 2003). In addition to the descriptive analysis, this study also employed correlation coefficient and a regression analysis to the test the hypothesis created.

## 3.5 Operational Definition

The goal of the study is to conduct an analysis of the factors that contribute to the level of job satisfaction felt by employees working in data processing centres in Kuala Lumpur that are owned and run by private banks. According to Locke (1969), the enjoyable emotional state achieved from the appraisal due to achieved job values is described as job satisfaction. Falahat et al. (2019), emphasized employee turnover rate has increased in most industries whereby, in Malaysia banking industry recorded the highest turnover rate where job satisfaction has noticeably affect turnover intention. Thus, this research addresses how effective the selected factors influence the employee job satisfaction in the selected banks' data processing centres. Based on study, there are five main independent variables which are contributed to the employees' job satisfaction which are compensation and benefits, relationship with immediate supervisor, promotion opportunities, working environment and relationship with co-workers.

Compensation and benefits is one of the important aspects employees consider when joining to a work. Compensation and benefits are included monetary and non-monetary items such as salary, allowances, incentives, health benefits, reimbursements, performance award and kids care facility. When a company offer good compensation and benefits packages to its employees, they will be motivated towards their work and help them to retain in the same company. Thus, one of the intentions of this research is to identify if compensation and benefits variable is able to stimulate employees job satisfaction.

Relationship with immediate supervisor also crucial as immediate supervisor lead the employees in their job tasks and assist them if they encounter any problem. Employees will not hesitate to share or ask help from their supervisors if there is a good relationship between these two parties. Also, employees will feel motivated towards their work as they know they have their supervisor's support. Hence, this study identifies the connection between relationship with immediate supervisor and job satisfaction.

Promotion opportunities also important to employees in terms of their career growth. Promotion provide increase in terms of salary payment, responsibilities, status and benefits. Employees who are promoted feel that their work is appreciated and valued. Thus, they will be more enthusiastic towards their work. Therefore, this research will be helpful in determining in what extent the promotion opportunities effects employees job satisfaction.

A good working environment helps employees to retain in the organization as it will stimulate their mental health. Also, it will increase the employees' interest to work and enable them to have a good concentration towards their work. Thus, this study examines if there is an association between working environment and job satisfaction.

A healthy bond with co-workers is important as each teammates value and appreciate others' ideas and inputs. Also, it will create trust on each other and motivate them to work together. Moreover, they will help each other in their works. Hence, this research investigates the association between co-workers' relationship and job satisfaction.

## 3.6 Population and Sample

This research is conducted at Kuala Lumpur which is known as capital city of Malaysia. Also, Kuala Lumpur is the fastest developing region as well as the centre for various sectors including finance (*Kuala Lumpur - Forglobal*, n.d.). Thus, it is important for employers of banking sectors in Kuala Lumpur to understand the factors influencing employees' job satisfaction in order to retain them in their organization. Due to data restrictions, only three prominent foreign banks' data processing centres located at Kuala Lumpur are selected for this research as the researcher has known contact in the selected centres which helped in the data collection process. Also, this study focuses on non-managerial role employees. The role and responsibilities of the managerial role employee and non- managerial role employee are different. Non managerial role

employee requires to invest time and energy solely on productivity while the managerial role employee invests time and energy on team management and work management. The difference in job scope may have different expectation towards the employee job satisfaction. Hence, this research on focuses on non- managerial role employees.

**Table 3.1:** *Number of populations in selected private bank's back-end data processing centres*

| Name of Banks' Back-End Data Processing Centres | Total Employee | Non-Managerial Employee |
|---|---|---|
| Citigroup Transaction Services (M) Sdn Bhd | 701 | 655 |
| HSBC Electronic Data Processing (Malaysia) Sdn Bhd | 565 | 528 |
| Standard Chartered Global Business Services Sdn Bhd | 279 | 261 |
| **Total** | **1545** | **1444** |

Krejcie & Morgan (1970) formula was used to calculate the sample size. The formula used is as below: -

$$s = X^2NP(1-P)/d^2(N-1) + X^2P(1-P)$$

whereby,

**s** = sample size

**$X^2$** = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841).

**N** = the population size.

**P** = the population proportion (assumed to be .50 since this would provide the maximum sample size).

**d** = the degree of accuracy expressed as a proportion (.05)

Hence, above formula adapted to predict the sample size as shown below:

$s = 3.841 \times 1444 \times 0.5 \times (1-0.5) / 0.05^2 \times (1444-1) + 3.841 \times 0.5 \times (1-0.5)$

$= 1386.601/4.56775$

$= \mathbf{303.56} \approx \mathbf{304}$

Based on the above calculation, the minimal sample required for this research is 304. Thus, the research is continued with sample size of 304.

**Table 3.2:** *Sample size selected from selected private bank's back-end data processing centres*

| Name of Banks' Back-End Data Processing Centres | Population | Sample |
|---|---|---|
| Citigroup Transaction Services (M) Sdn Bhd | 655 | 138 |
| HSBC Electronic Data Processing (Malaysia) Sdn Bhd | 528 | 111 |
| Standard Chartered Global Business Services Sdn Bhd | 261 | 55 |
| **Total** | **1444** | **304** |

## 3.7 Research Instrument

This research used survey questionnaire for data collection purpose where it was conducted through online. Google form platform has been utilized to prepare the questionnaire. Researcher has created the questionnaire and shared the link of the questionnaire through WhatsApp to the chosen data processing centres' employees. Each question was set as required questions hence, respondents would not be able to answer the next question prior to completing the current question. Through this, reasonable result able to be achieved as all the questions will be answered by the respondents.

The survey consists total of seven sections which named from section A to G. Respondents' demographic information were asked in section A. Section B is pertaining to the dependent variable where questions related to respondents' overall job satisfaction were asked in this section.

Section C to section G concentrate on independent variables. Section C is pertaining to the role of compensation and benefits on employees' job satisfaction where questions were asked pertaining to the organization's compensation and benefits policy and how well the employees are satisfied on the compensation and benefits factor. Section D is pertaining to the influence of immediate supervisor on employee job satisfaction where questions were asked on supervisor's behaviour and how well the employees are satisfied with their employer. Section E is on the role of promotion opportunities on employees' job satisfaction. Questions were asked pertaining to the company's promotion policy and how well the employees are satisfied with the promotional opportunities. Section F is regarding to the influence of relationship with co-workers on employee job satisfaction whereby, questions were asked related to co-workers' behaviour and how well the employees are satisfied with their co-workers. Section G is related to influence of working environment on employee job satisfaction whereby, questions are asked about the employees working environment and well the employees satisfied with this factor.

Section B to section G used five-point Likert scale where the score is range from 1 to 5. Based on Lionello et al., (2021), data collection on attitudes and opinions from large sample size, likert scale will be suitable. Hence, likert scale is used to know if the factors analysed in this study are contributing to the job satisfaction. Table 3.3 illustrate the structure of the questionnaire which have designed whereby, table 3.4 shows the scale of measurement of the questionnaire.

**Table 3.3:** *Structure of the questionnaire*

| Section | Variable | No of Questions | Questions |
|---|---|---|---|
| A | Demographic Information | 7 | Section A: Question 1-7 |
| B | Job Satisfaction | 20 | Section B: Questions 1-20 |
| C | Compensation and Benefits | 8 | Section C: Questions 1-8 |
| D | Relationship with Immediate Supervisor | 4 | Section D: Questions 1-4 |
| E | Promotion Opportunities | 4 | Section E: Questions 1-4 |
| F | Relationship with Co-workers | 4 | Section F: Questions 1-4 |
| G | Working Environment | 8 | Section G: Questions 1-8 |

Based on table 3.4, scale 1 to 2 shows the employees' disagreement to the statements in the questionnaire while scale 4 to 5 shows their agreement to the statement whereas, scale 3 shows their neutral opinion where employees are neither agree or disagree to the statements. Thus, based on the stated scale, it is easier for the respondents to choose their answer which represents their opinion. Questions in section B are source from (Martins & Teresa Proença, 2012). Questions in section C to F referred from (Ibrahim et al., 2014) while questions in section G are taken from (Abdullah et al., 2007). Respondents' answers are used for statistical analysis.

**Table 3.4:** *Scale of Measurement of the questionnaire section B to section G*

| Scale | Score |
|---|---|
| Strongly Disagree | 1 |
| Disagree | 2 |
| Neutral | 3 |
| Agree | 4 |
| Strongly Agree | 5 |

**Table 3.5:** *Items applied for all variables.*

| Items |
|---|
| **Job Satisfaction** |
| 1. Being able to keep me busy all the time |
| 2. The chance to work alone on the job |
| 3. The chance to do different things from time to time |
| 4. The chance to be "somebody" in the community |
| 5. The way my boss handles his/her workers |
| 6. The competence of my supervisor in making decisions |
| 7. Being able to do things that do not go against my conscience |
| 8. The way my job provides me for steady employment |
| 9. The chance to do things for other people |
| 10. The chance to tell people what to do |
| 11. The chance to do something that makes use of my abilities |
| 12. The way company policies are put into practice |
| 13. My pay and the amount of work I do |
| 14. The chance of advancement on the job |
| 15. The freedom to use my own judgment |
| 16. The chance to try my own methods of doing the job |
| 17. The working conditions |
| 18. The way my co-workers get along with each |
| 19. The praise I get from doing a good job |
| 20. The feeling of accomplishment I get from the job |
| *Source: (Martins & Teresa Proenca, 2012)* |

| Compensation and Benefits |
|---|
| 1. I feel I am being paid a fair amount for the work I do. |
| 2. Raises are too few and far between |
| 3. I feel unappreciated by the organization when I think about what they pay me |
| 4. I feel satisfied with my chances for salary increases |
| 5. I am not satisfied with the benefits I receive |
| 6. The benefits we receive are as good as most other organizations offer |
| 7. The benefit package we have is equitable |
| 8. There are benefits we do not have which we should have |
| *Source: (Ibrahim et al., 2014)* |
| **Relationship with Immediate Supervisor** |
| 1. My supervisor is quite competent in doing his/her job |
| 2. I like my supervisor |
| 3. My supervisor shows too little interest in the feelings of subordinates |
| 4. My supervisor is unfair to me |
| *Source: (Ibrahim et al., 2014)* |
| **Promotion Opportunities** |
| 1. There is really too little chance for promotion on my job |
| 2. Those who do well on the job stand a fair chance of being promoted |
| 3. I am satisfied with my chances for promotion |
| 4. People get ahead as fast here as they do in other places |
| *Source: (Ibrahim et al., 2014)* |
| **Relationship with Co-workers** |
| 1. I like the people I work with |
| 2. I find I have to work harder at my job than I should because of the incompetence of people I work with |
| 3. I enjoy my co-workers |
| 4. There is too much bickering and fighting at work. |
| *Source: (Ibrahim et al., 2014)* |
| **Working Environment** |
| 1. I am comfortable with the premise in which I work |
| 2. I am comfortable using facilities at my workplace |
| 3. I am comfortable with the physical space at my workplace |
| 4. I am comfortable with the changing room at my workplace |
| 5. I am comfortable with the canteen facilities at my workplace |
| 6. I am comfortable with the level of air quality at my workplace |
| 7. I am comfortable with the level of noise at my workplace |
| 8. I am comfortable with the level of cleanliness at my workplace |
| *(Abdullah et al., 2007)* |

## 3.8 Pilot Study

Pilot test is important to obtain the reliability of the instrument. Sample questionnaire was drafted and sent to 30 respondents from Alliance Bank's data processing employees who would not be involved in the actual study. Respondents were asking to answer all the questions. Respondents also requested to provide feedback to improve the quality of the instrument. The questionnaire has been amended based on the respondent's feedback. The feedback received shown as below:

1. Some questions are in vague sentences where the questions need to be asked specifically

2. Grammatical error

3. Some questions are repetitive



### *3.8.1 Reliability Analysis*

The data from the pilot test, which were obtained from 30 different respondents, were put through a validity and reliability test with the use of Cronbach's Alpha Coefficient (α). The five independent variables, which are compensation and benefits, relationship with immediate supervisor, promotion opportunities, relationship with co-workers, and working environment, was evaluated with the help of the coefficient Alpha, which is

denoted by α. The following scale will be used to determine the reliability of both the independent and dependent variables.

**Table 3.6:** *Strength of Association Determination*

| Alpha Coefficient Range | Strength of Association |
|---|---|
| < 0.6 | Poor |
| 0.6 to < 0.7 | Moderate |
| 0.7 to < 0.8 | Good |
| 0.8 to < 0.9 | Very Good |
| 0.9 > | Excellent |

Source: Mat Nawi et al., (2020)

**Table 3.7:** *The pilot test results are exhibited in the below table.*

| Dependent Variable | No of Questions | Cronbach's Alpha |
|---|---|---|
| Job Satisfaction | 20 | 0.993 |
| **Independent Variable** | **No of Questions** | **Cronbach's Alpha** |
| Compensation and Benefits | 8 | 0.817 |
| Relationship with Immediate Supervisor | 4 | 0.982 |
| Promotion Opportunities | 4 | 0.978 |
| Relationship with Co-workers | 4 | 0.960 |
| Working Environment | 8 | 0.984 |

Job satisfaction and its influential factors namely relationships with immediate supervisors, promotion opportunities, relationships with co-workers, and working environments found to have excellent reliability since the Cronbach's Alpha values is greater than 0.90. Whereas compensation and benefits have extremely good reliability as it Cronbach's Alpha value is greater than 0.80. Considering the above pilot test result, it

can be concluded that all the questions in the questionnaire all reliable hence, real survey can be carried out..

### 3.9 Data Collection Procedure

Questionnaire was created in Google form. According to Munir et al. (2021), the usage of online media has increased due to the Covid-19 pandemic whereby, WhatsApp is one of the most used online media applications. WhatsApp application act as media in doing online learning process, act as educational media, act as evaluation and assessment benchmarks, act as application of sharing information, act as application to do group discussion and act as media to increase literation and to share learning materials. Hence, due to the convenient purpose, the link of the questionnaire has been shared through WhatsApp application to the known contact of researcher in each bank's data processing centres. The known contact of the researcher act as representative of the researcher has assisted to send the questionnaire's links to their respective colleagues. This method makes the sharing of questionnaire to be easier and convenient. Respondents were given stipulated time to complete the questionnaire. Once respondents answered all the questions, the data saved in the online database of the researcher called Google Drive. Once all the questionnaires are answered, Statistic Package Social Sciences (SPSS) software is used to analyse the data.

## 3.10 Data Analysis

For the purpose of doing the analysis, the SPSS programme was utilised. The code for the questionnaire has been developed by the researcher, and the data on the responses to the questionnaire have been downloaded from the Google form and saved in an excel file. After that, the researcher imported the data from Excel into SPSS and performed descriptive analysis, correlation analysis, and regression analysis on the data. The purpose of the data analysis is to convert the unprocessed data into factual information and to provide support for the hypothesis developed in Chapter 3. Both the generation of the data and the verification of the hypothesis have been carried out with the assistance of Statistic Package for the Social Sciences (SPSS). The researcher used three different types of analysis namely descriptive analysis, correlation analysis, and regression analysis.



### *3.10.1 Descriptive Analysis*

Descriptive Analysis is to describe the characteristic and background information of the respondents. In this research, descriptive statistics tool which is percentage (%) is used to provide clear pictorial illustration to the readers. Descriptive Analysis is not to be used to test the hypothesis.

### *3.10.2 Correlation Analysis*

Corelation analysis adapted in this study to determine the strength and direction of the relationship between job satisfaction and its influential factors. A Pearson correlation is used to determine the nature of the relationship between the dependent variable namely job satisfaction and the independent variables namely compensation and benefits, relationship with immediate supervisor, promotion opportunities, relationship with co-workers, and working environment. Correlation analysis' result can be either positive or negative.

**Table 3.8:** *Correlation Coefficient Interpretation*

| Size of correlation | Interpretation |
|---|---|
| 0.00–0.10 | Negligible correlation |
| 0.10–0.39 | Weak correlation |
| 0.40–0.69 | Moderate correlation |
| 0.70–0.89 | Strong correlation |
| 0.90–1.00 | Very strong correlation |

Source: Schober & Schwarte, (2018)

### *3.10.3 Regression Analysis*

The hypothesis produced throughout this research is examined via the lens of regression analysis. The p value will be used to determine the significance of the relationship between the dependent variable, job satisfaction, and the independent variables, which

include compensation and benefits, relationship with immediate supervisor, promotion opportunities, relationship with co-workers, and working environment.

## 3.11 Summary

This chapter mainly demonstrated the hypothesis development, how the sample size has been derived from the total population, research instrument used for the questionnaire, pilot study to analyse the reliability of variables and what are the data analysis conducted to test the hypothesis. Data analysis will be discussed in the following chapter.

# CHAPTER 4

# RESULTS AND DISCUSSION

## 4.1 Introduction

This chapter provides the results and discussion of the statistical analysis performed on the data collected. The demographics of the respondents were examined first, followed by the reliability, descriptive and inferential statistics.

## 4.2 Data Collected and Data Cleaning

A total of 304 responses were received from the non-management employees of CTSM, HDPM and SCB on voluntarily basis. As there are no missing answer to the questionnaire, none of the responses received were deleted.



**Table 4.1:** *Questionnaire Collected*

| Questionnaire | Number of Respondents |
|---|---|
| Distributed | 304 |
| Collected | 304 |
| Usable | 304 |

The results for skewness for job satisfaction was found at -1.321, compensation and benefits at -.716, relationship with immediate supervisor at -.738, promotion

opportunities at -1.046, relationship with co-workers at -.683, and working environment at -1.118.

The kurtosis results for job satisfaction were found at .868, compensation and benefits at -.496, relationship with immediate supervisor at -.382, promotion opportunities at .477, relationship with co-workers at -.509, and working environment at .693.

The skewness and kurtosis analysis conducted on the data indicated the data is within the normal distribution. As stated by George and Mallery (2010) that the values for asymmetry and kurtosis between -2 and +2 are considered acceptable to prove normal univariate distribution. While Hair et al. (2010) and Bryne (2010) argued that data is normal if skewness is between -2 to +2 and kurtosis is between -7 to +7. (Please refer to the Appendix for the output)



## 4.3 Demographics Analysis

The table below depicts the distribution of the questionnaires to the respondents based on their organizations. CTSM, HDPM and SCB are the three data processing centres of Banks addressed by the study. The Krejcie & Morgan (1970) formula has been utilised to determine the initial sample size necessary from each data processing centres. Consequently, 138 (45.4%) of the respondents represent CTSM, 111 (36.5%) represent HDPM, and the remaining 55 (18.1%) represent SCB.

**Table 4.2:** *Current Organization of Respondents*

| | Frequency | Percent |
|---|---|---|
| Citigroup Transaction Services (M) Sdn Bhd | 138 | 45.4 |
| HSBC Electronic Data Processing (M) Sdn Bhd | 111 | 36.5 |
| Standard Chartered Global Business Services Sdn Bhd | 55 | 18.1 |
| Total | 304 | 100 |

The study's target population consists of respondents in non-management positions. Thus, surveys were provided to employees with non-managerial roles, and all have answered to the questionnaires.

**Table 4.3**: *Position of Respondents*

| | Frequency | Percent |
|---|---|---|
| Non-Managerial Role | 304 | 100 |
| Managerial Role | 0 | 0 |



When looking at the gender breakdown of the respondents, we find that 53.6% of them are female while the remaining 46.4% are male. The distribution between the sexes is rather balanced, which corresponds to the gender makeup of the country's overall population in general.

**Table 4.4**: *Gender of Respondents*

| | Frequency | Percent |
|---|---|---|
| Male | 141 | 46.4 |
| Female | 163 | 53.6 |
| Total | 304 | 100 |

Based on age of the respondents, nearly half population (41.8%) are within 20 to 30 years old, closely followed by 38.2% of them are between 31 to 30 years old. 18.1% are age range from 41 to 50 years old and another 2.0% of the sample said that they are over 50 years old.

**Table 4.5**: *Age of Respondents*

| | Frequency | Percent |
|---|---|---|
| 20-30 | 127 | 41.8 |
| 31-40 | 116 | 38.2 |
| 41-50 | 55 | 18.1 |
| Above 50 | 6 | 2 |
| Total | 304 | 100 |

From the perspective of continuous service with the current organization, most of the respondents (34.9%) averagely work between 2 to 5 years, followed by 30.6% of them have worked with the current organizations for less than 2 years. On top of that, 25.3% of them have worked with the bank for 6 to 10 years and another 9.2% of the respondents have worked at the same organization for more than 10 years.

**Table 4.6:** *Length of Service*

| | Frequency | Percent |
|---|---|---|
| Less than 2 years | 93 | 30.6 |
| 2-5 years | 106 | 34.9 |
| 6-10 years | 77 | 25.3 |
| Over 10 years | 28 | 9.2 |
| Total | 304 | 100 |

As for the education level, more than half population which is 70% are graduated with a bachelor's degree. Moreover, 19.1% of them had a Diploma and another 11.5% of the respondents have master's degree as their highest qualification in their education. PhD is actually one of the options in the questionnaire, however none of the respondents has a PhD qualification.

**Table 4.7:** *Education Level of Respondents*

| | Frequency | Percent |
|---|---|---|
| Diploma | 58 | 19.1 |
| Degree | 211 | 69.4 |
| Master's Degree | 35 | 11.5 |
| Total | 304 | 100 |



The table below shows respondents' marriage status. The responses are distributed quite equally between Single (51.6%) and Married (47.7%). There are 2 exceptions by the respondents, 1 has divorced and another respondent has widowed.

**Table 4.8**: *Marital Status of Respondents*

| | Frequency | Percent |
|---|---|---|
| Single | 157 | 51.6 |
| Married | 145 | 47.7 |
| Divorced | 1 | 0.3 |
| Widowed | 1 | 0.3 |
| Total | 304 | 100 |

## 4.4 Reliability Analysis

The level of reliability of the dependent variable, employee job satisfaction, as well as the level of reliability of the independent variables, compensation and benefits, relationship with immediate supervisor, promotion opportunities, working environment, and relationship with co-workers, was determined with the help of Cronbach's Alpha Coefficient. The reliability analysis was tested using the responses from 304 different respondents. The findings of the investigation are presented in the sections that follow.

### . *4.4.1 Reliability Statistics for Job Satisfaction*

The reliability value of dependent variable namely Job Satisfaction can be known from the below table. None of the items are negative hence, no recoding is needed. Based on the result, this variable has excellent reliability considering the Cronbach's Alpha value which shows as 0.995.



**Table 4.9:** *Reliability Statistics for Job Satisfaction*

| Cronbach's Alpha | N of Items |
|---|---|
| .995 | 20 |

### *4.4.2 Reliability Statistics for Compensation and Benefits*

The reliability value of first independent variable namely Compensation and Benefits can be known from the below table. 4 items (CB2, CB3, CB5 and CB8) out of 8 items are negatively constructed. These 4 items are recoded separately. Based on the result, this variable has excellent reliability considering the Cronbach's Alpha value of 0.938.

**Table 4.10**: *Reliability Statistics for Compensation and Benefits*

| Cronbach's Alpha | N of Items |
|---|---|
| .938 | 8 |

### *4.4.3 Reliability Statistics for Immediate Supervisor*

The reliability value of second independent variable namely Relationship with Immediate Supervisor can be known from the below table. 2 items (IS3 and IS4) out of 4 items are negatively constructed. These 2 items are recoded separately. Based on the result, this variable has good reliability considering the Cronbach's Alpha value of 0.879.

**Table 4.11**: *Reliability Statistics for Immediate Supervisor*

| Cronbach's Alpha | N of Items |
|---|---|
| .879 | 4 |

### *4.4.4 Reliability Statistics for Promotion Opportunities*

The reliability value of third independent variable namely Promotion Opportunities can be known from the below table. 1 item (PO1) out of 4 items is negatively constructed. This item is later recoded. Based on the result, this variable has good reliability considering the Cronbach's Alpha value of 0.884.

**Table 4.12:** *Reliability Statistics for Promotion Opportunities*

| Cronbach's Alpha | N of Items |
|---|---|
| .884 | 4 |



### *4.4.5 Reliability Statistics for Relationship with Co-workers*

The reliability value of fourth independent variable namely Relationship with Co-workers can be known from the below table. 2 items (RWC2 and RWC4) out of 4 items are negatively constructed. These 2 items are recoded separately. Based on the result, this variable has good reliability considering the Cronbach's Alpha value of 0.869.

**Table 4.13**: *Reliability Statistics for Relationship with Co-Worker*

| Cronbach's Alpha | N of Items |
|---|---|
| .869 | 4 |

### *4.4.6 Reliability Statistics for Working Environment*

The reliability value of fifth independent variable namely Working Environment can be known from the below table. None of the items are negative hence, no recoding is needed. Based on the result, this variable has excellent reliability considering the Cronbach's Alpha value of 0.981.

**Table 4.14:** *Reliability Statistics for Relationship with Environment*

| Cronbach's Alpha | N of Items |
|---|---|
| .981 | 8 |



## 4.5 Descriptive Analysis

The below sections point out the summary of the 304 respondents' responses.

### *4.5.1 Descriptive Statistics for Job Satisfaction*

The descriptive statistics value of dependent variable namely, Job Satisfaction is demonstrated in below table. "JS19 - I get praise for doing a good job" scored the

highest mean of 4.17. The second highest mean score is belonging to "JS8 - My job provides me better way for steady employment" and "JS12 - My company have good plan in translating policies into practice" which both share the same mean of 4.16. "JS3 - I have the chance to do different things from time to time" scored the least mean score of 4.08.

**Table 4.15:** *Descriptive Statistics for Job Satisfaction*

| | Mean | SD |
|---|---|---|
| JS1 - My job able to keep me busy all the time | 4.11 | 1.058 |
| JS2 - I have the chance to work alone on the job | 4.1 | 1.065 |
| JS3 - I have the chance to do different things from time to time | 4.08 | 1.099 |
| JS4 - My job provides me the chance to be somebody in the community | 4.12 | 1.093 |
| JS5 - My boss handles his/her workers in a good way | 4.14 | 1.086 |
| JS6 - My supervisor has high competence in making decisions | 4.12 | 1.117 |
| JS7 - I am being able to do things that do not go against my conscience | 4.13 | 1.112 |
| JS8 - My job provides me better way for steady employment | 4.16 | 1.101 |
| JS9 - I have the chance to do things for other people | 4.11 | 1.13 |
| JS10 - I have the chance to tell people what to do | 4.13 | 1.139 |
| JS11 - I have the chance to do something that makes use of my abilities | 4.13 | 1.151 |
| JS12 - My company have good plan in translating policies into practice | 4.16 | 1.135 |
| JS13 - My pay is fair for the work I do | 4.12 | 1.15 |
| JS14 - I have the chance of advancement on my job | 4.11 | 1.138 |
| JS15 - I have freedom to use my own judgment | 4.14 | 1.134 |
| JS16 - I have the chance to try my own methods of doing the job | 4.12 | 1.132 |
| JS17 - I have good working conditions | 4.12 | 1.149 |
| JS18 - My co-workers are good in get along with each | 4.13 | 1.112 |
| JS19 - I get praise for doing a good job | 4.17 | 1.107 |
| JS20 - I get a feeling of accomplishment from my job | 4.14 | 1.109 |

Based on overall review, the mean score of the dependent variable is range from 4.08 to 4.17 which is very close to each other while the grand mean score is 4.13 (SD = 1.064).

This indicates that respondents show positive response on in terms of their satisfaction towards their job career.

### *4.5.2 Descriptive Statistics for Compensation and Benefits*

The descriptive statistics value of first independent variable namely, Compensation and Benefits is demonstrated in below table. Two items “CB1 - I feel I am being paid a fair amount for the work I do” and “CB7 - The benefit package we have is equitable” sharing the highest mean of 4.15. The second highest mean score is belonging to “CB4 - I feel satisfied with my chances for salary increases” with mean of 4.14. “CB3 - I feel unappreciated by the organization when I think about what they pay me” scored the least mean score of 3.66.

Based on overall review, the mean score of the first independent variable is range from between 3.66 to 4.15 while the grand mean score is 3.92 (SD = 1.071). This indicates that respondents show positive response in terms of their satisfaction towards compensation and benefits.

**Table 4.16**: *Descriptive Statistics for Compensation and Benefits*

| | Mean | SD |
|---|---|---|
| CB1 - I feel I am being paid a fair amount for the work I do | 4.15 | 1.169 |
| CB2 - Raises are too few and far between | 3.73 | 1.449 |
| CB3 - I feel unappreciated by the organization when I think about what they pay me | 3.66 | 1.355 |
| CB4 - I feel satisfied with my chances for salary increases | 4.14 | 1.173 |
| CB5 - I am not satisfied with the benefits I receive | 3.67 | 1.401 |
| CB6 - The benefits we receive are as good as most other organizations offer | 4.12 | 1.154 |
| CB7 - The benefit package we have is equitable | 4.15 | 1.151 |
| CB8 - There are benefits we do not have which we should have | 3.67 | 1.356 |

### *4.5.3 Descriptive Statistics for Relationship with Immediate Supervisor*

The descriptive statistics value of second independent variable namely, Relationship with Immediate Supervisor is demonstrated in below table. “IS1 - My supervisor is quite competent in doing his/her job” scored the highest mean score of 4.12. The second highest mean score is belonging to “IS2 - I like my supervisor” with mean of 4.11. “IS3 - My supervisor shows too little interest in the feelings of subordinates” scored the least mean score of 3.70.

Based on overall review, the mean score of the second independent variable is range from 3.70 to 4.12 while the grand mean score is 3.93 (SD = 1.053). This indicates that respondents show positive response in terms of their satisfaction towards Relationship with Immediate Supervisor.

**Table 4.17**: *Descriptive Statistics for Immediate Supervisor*

| | Mean | SD |
|---|---|---|
| IS1 - My supervisor is quite competent in doing his/her job | 4.12 | 1.121 |
| IS2 - I like my supervisor | 4.11 | 1.107 |
| IS3 - My supervisor shows too little interest in the feelings of subordinates | 3.7 | 1.342 |
| IS4 - My supervisor is unfair to me | 3.76 | 1.315 |

### *4.5.4 Descriptive Statistics for Promotion Opportunities*

The descriptive statistics value of third independent variable namely, Promotion Opportunities is demonstrated in below table. "PO2 - Those who do well on the job stand a fair chance of being promoted" scored the highest mean score of 4.15. The second highest mean score is belonging to "PO3 - I am satisfied with my chances for promotion" and "PO4 - People get ahead as fast here as they do in other places" where both items are sharing the mean of 4.13. "PO1 - There is really too little chance for promotion on my job" scored the least mean score of 3.59.

Based on overall review, the mean score of the third independent variable is range from 3.59 to 4.15 while the grand mean score is 4.01 (SD = 0.994). This indicates that respondents show positive response in terms of their satisfaction towards Promotion Opportunities.

**Table 4.18:** *Descriptive Statistics for Promotion Opportunities*

| | Mean | SD |
|---|---|---|
| PO1 - There is really too little chance for promotion on my job | 3.59 | 1.315 |
| PO2 - Those who do well on the job stand a fair chance of being promoted | 4.15 | 1.086 |
| PO3 - I am satisfied with my chances for promotion | 4.13 | 1.11 |
| PO4 - People get ahead as fast here as they do in other places | 4.13 | 1.086 |

### *4.5.5 Descriptive Statistics for Relationship with Co-workers*

The descriptive statistics value of fourth independent variable namely, Relationship with Co-Workers is demonstrated in below table. "RWC3 - I enjoy my co-workers" scored the highest mean score of 4.15. The second highest mean score is belonging to "RWC1 - I like the people I work with" with mean score of 4.11. "RWC2 - I find I have to work harder at my job than I should because of the incompetence of people I work with" scored the least mean score of 3.64.



Based on overall review, the mean score of the fourth independent variable is range from 3.64 to 4.15 while the grand mean score is 3.90 (SD = 1.030). This indicates that respondents show positive response in terms of their satisfaction towards Relationship with Co-Workers.

**Table 4.19**: *Descriptive Statistics for Relationship with Co-Worker*

| | Mean | SD |
|---|---|---|
| RWC1 - I like the people I work with | 4.11 | 1.058 |
| RWC2 - I find I have to work harder at my job than I should because of the incompetence of people I work with | 3.64 | 1.367 |
| RWC3 - I enjoy my co-workers | 4.15 | 1.065 |
| RWC4 - There is too much bickering and fighting at work | 3.67 | 1.336 |

### *4.5.6 Descriptive Statistics for Working Environment*

The descriptive statistics value of fifth independent variable namely, Working Environment is demonstrated in below table. "WE1 - I am comfortable with the premise in which I work" scored the highest mean score of 4.04. The second highest mean score is belonging to "WE8 - I am comfortable with the level of cleanliness at my workplace" with mean score of 3.98. "WE4 - I am comfortable with the changing room at my workplace" and "WE5 - I am comfortable with the canteen facilities at my workplace" scored the least mean score of 3.91.

Based on overall review, the mean score of the fourth independent variable is range from 3.91 to 4.04 while the grand mean score is 3.96 (SD = 0.911). This indicates that respondents show positive response in terms of their satisfaction towards Working Environment.

**Table 4.20**: *Descriptive Statistics for Working Environment*

| | Mean | SD |
|---|---|---|
| WE1 - I am comfortable with the premise in which I work | 4.04 | 0.984 |
| WE2 - I am comfortable using facilities at my workplace | 3.96 | 0.962 |
| WE3 - I am comfortable with the physical space at my workplace | 3.94 | 0.968 |
| WE4 - I am comfortable with the changing room at my workplace | 3.91 | 1.003 |
| WE5 - I am comfortable with the canteen facilities at my workplace | 3.91 | 0.988 |
| WE6 - I am comfortable with the level of air quality at my workplace | 3.96 | 0.945 |
| WE7 - I am comfortable with the level of noise at my workplace | 3.94 | 0.968 |
| WE8 - I am comfortable with the level of cleanliness at my workplace | 3.98 | 0.946 |

## 4.6 Inferential Analysis

This section explains the relationship between independent variables namely compensation and benefits, relationship with immediate supervisor, promotion opportunities, working environment and relationship with co-workers towards the dependent variable namely employee job satisfaction.



### *4.6.1 Correlation Analysis*

Table 4.21 shows the corelation between dependent variable-job satisfaction and independent variables-compensation and benefits, relationship with immediate supervisor, promotion opportunities, relationship with co-workers and working environment. Based on the Pearson correlation result, all the independent variables are significant and positively related to job satisfaction. Promotion Opportunities has the strongest relationship with the score of ($r = .828$, $p < .001$), followed by compensation

and benefits (r = .806, p < .001), relationship with immediate supervisor (r = .794, p < .001), relationship with co-workers (r = .774, p < .001) and working environment (r = .712, p < .001).

**Table 4.21**: *Correlations Statistics Results*

| | | JS | CB | IS | PO | RWC | WE |
|---|---|---|---|---|---|---|---|
| Job Satisfaction (JS) | Pearson Correlation | 1 | .806** | .794** | .828** | .774** | .712** |
| | Sig. (2-tailed) | | <.001 | <.001 | <.001 | <.001 | <.001 |
| | N | 304 | 304 | 304 | 304 | 304 | 304 |
| Compensation & Benefits (CB) | Pearson Correlation | | 1 | .946** | .905** | .949** | .685** |
| | Sig. (2-tailed) | | | <.001 | <.001 | <.001 | <.001 |
| | N | | 304 | 304 | 304 | 304 | 304 |
| Immediate Supervisor (IS) | Pearson Correlation | | | 1 | .888** | .945** | .677** |
| | Sig. (2-tailed) | | | | <.001 | <.001 | <.001 |
| | N | | | 304 | 304 | 304 | 304 |
| Promotion Opportunities (PO) | Pearson Correlation | | | | 1 | .891** | .766** |
| | Sig. (2-tailed) | | | | | <.001 | <.001 |
| | N | | | | 304 | 304 | 304 |
| Relationship with Co-Workers (RWC) | Pearson Correlation | | | | | 1 | .682** |
| | Sig. (2-tailed) | | | | | | <.001 |
| | N | | | | | 304 | 304 |
| Working Environment (WE) | Pearson Correlation | | | | | | 1 |
| | Sig. (2-tailed) | | | | | | |
| | N | | | | | | 304 |

**. Correlation is significant at the 0.01 level (2-tailed).



### *4.6.2 Regression Analysis*

All the independent variables, namely promotion opportunities, compensation and benefits, relationship with immediate supervisor and working environment, effect job satisfaction significantly. Result shows that 72.4% of the variance in job satisfaction is collectively accounted by the five independent variables, (F (5,298) = 156.235, p<.000). Based on the individual contributors of predictors, the result shows that promotion

opportunities (β=386, t=4.628, p=.000) is the most influential variable. This is followed by compensation and benefits (β=.303, t=2.608, p=.010), relationship with immediate supervisor (β=.216, t=2.014, p=.045) and working environment (β=.194, t=4.101, p=.000) positively predict job satisfaction, while relationship with co-workers (β=-.194, t=-1.761, p=.079) negatively influence the job satisfaction.

**Table 4.22:** *Regression Analysis Model Summary*

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .851[a] | .724 | .719 | .564 |

a. Predictors: (Constant), Working Environment, Immediate Supervisor, Promotion Opportunities, Co-workers, Compensation & Benefits

**Table 4.23:** *Regression Analysis ANOVA Statistics*

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 248.15 | 5 | 49.63 | 156.235 | .000[b] |
| | Residual | 94.664 | 298 | .318 | | |
| | Total | 342.813 | 303 | | | |

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Working Environment, Immediate Supervisor, Promotion Opportunities, Co-workers, Compensation & Benefits

**Table 4.24:** *Regression Analysis Coefficients Statistics*

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .319 | .150 | | 2.127 | .034 |
| | CB | .300 | .115 | .303 | 2.608 | .010 |
| | IS | .219 | .109 | .216 | 2.014 | .045 |
| | PO | .413 | .089 | .386 | 4.628 | .000 |
| | RWC | -.200 | .114 | -.194 | -1.761 | .079 |
| | WE | .227 | .055 | .194 | 4.101 | .000 |

a. Dependent Variable: Job Satisfaction

### *4.6.3 Hypothesis Testing*

As illustrated in Table 4.25, all independent variables have significant relationship with job satisfaction as the p value of the all the independent variables are <.001. Hence, all the hypotheses formed are accepted.

**Table 4.25:** *Summary of Hypothesis Testing*

| Hypothesis | Description | Findings | Result |
|---|---|---|---|
| **H1** | There is a significant relationship between compensation and benefit and job satisfaction in foreign banks' back-end data processing centres at Kuala Lumpur | r = .806<br>p < .001 | Accepted |
| **H2** | There is a significant relationship between relationship with immediate supervisor and job satisfaction in foreign banks' back-end data processing centres at Kuala Lumpur | r = .794<br>p < .001 | Accepted |
| **H3** | There is a significant relationship between promotion opportunities and job satisfaction in foreign banks' back-end data processing centres at Kuala Lumpur | r = .828<br>p < .001 | Accepted |
| **H4** | There is a significant relationship between working environment and job satisfaction in foreign banks' back-end data processing centres at Kuala Lumpur | r = .712<br>p < .001 | Accepted |
| **H5** | There is a significant relationship between relationship with co-workers and job satisfaction in foreign banks' back-end data processing centres at Kuala Lumpur | r = .774<br>p < .001 | Accepted |
| **H6** | There is an effect of compensation and benefits, relationship with immediate supervisor, promotion opportunities, relationship with co-workers and working environment on employee's job satisfaction in foreign banks' back-end data processing centres at Kuala Lumpur | $R^2$=0.724<br>p < .001 | Accepted |

## 4.7 Chapter Summary

This chapter provided an explanation of the results and argued in favour of either accepting or rejecting the hypothesis that was formulated before. The research concluded that a substantial positive link exists between the dependent variable of employee job satisfaction and all five of the independent factors, namely promotion opportunities, remuneration and benefits, relationship with immediate supervisor, and working environment. The results of the regression analysis also demonstrated that a strong positive significant association exists between employee job satisfaction and the five independent variables when they are all combined.

# CHAPTER 5

# CONCLUSIONS AND RECOMMENDATIONS

## 5.1 Introduction

This chapter explains the most important findings of the research based on the research purpose, as well as the conclusion and recommendation for further research. In order to evaluate the result of the current investigation, the research findings from previous studies were utilized.

## 5.2 Recapitulation of the Study

The primary objective of this study was to conduct an analysis of the elements that determine the level of job satisfaction experienced by personnel working in the data processing centers of foreign banks in Kuala Lumpur. The non-managerial staff of selected foreign banks' data processing were the subject of the study. These banks include CTSM, HDPM and SCB. This study's dependent variable is employees' levels of job satisfaction; the independent variables include factors such as compensation and benefits, relationships with immediate supervisors and immediate supervisors' direct reports, opportunities for promotion, relationships with coworkers, and working environments.

The first chapter focused mostly on discussing the history of the study, the problem statement, as well as the research purpose, and the research questions that were produced. The importance of the study as well as the constraints of the study have both been covered in the first chapter.

The second chapter included an overview of previous studies and hypotheses that were relevant to the ongoing investigation of job satisfaction. Previous research has uncovered a number of factors that have an effect on job satisfaction; these have been incorporated into the present investigation as independent variables.

In the third chapter, we talked about the research approach that was used for this particular study. There was the formation of hypotheses. A pilot test was carried out with the intention of determining the reliability of the questionnaire, and the results of the test indicated that every item contained in the questionnaire is both valid and reliable.

In the fourth chapter, the data analysis of the 304 survey questionnaire's results was covered. The hypothesis was examined using three different types of analysis: descriptive analysis, correlation analysis, and regression analysis. The research results demonstrated that each of the five independent variables had a substantial positive link with the dependent variable. The results of the regression analysis also demonstrated that

when all five independent factors are taken together, there is a strong positive significant association with the dependent variable that is known as employee job satisfaction.

## 5.3 Conclusion

Employees are an organization's most valuable resource. The level of job satisfaction that an organization's workers experience has a substantial impact on the organization's productivity, the employees' level of dedication to their jobs, and the turnover rates. According to the current study, opportunities for promotion are the single most important factor in determining job satisfaction. This is followed by compensation and benefits, relationships with immediate supervisors, and working environments, all of which positively predict job satisfaction. On the other hand, relationships with co-workers have a negative influence on job satisfaction. To summarise, there is a strong association between each independent variable and the level of job satisfaction experienced by workers. Since, promotion opportunities is the most influential factors, employers need to consider enhancing the promotion opportunities by take a personal interest in employees' career goals, promote training and development of employees and rotate employee roles in order to increase employees' job satisfaction.

### *5.3.1 To determine the relationship between compensation and benefits with job satisfaction in foreign banks' data processing centres at Kuala Lumpur*

The primary purpose of the research is to investigate whether or not there is a connection between an employee's compensation and benefits and their level of satisfaction in their employment. According to Odunlami & Matthew (2014), compensation refers to the monetary and non-monetary rewards that are provided by employers to their staff members, whereas benefits are considered to be a component of compensation. According to the findings, which show that job satisfaction is significantly related to compensation and benefits (r =.806, p .001), this association is significant.

This demonstrates that employees of the selected banks' data processing centers are satisfied with the pay they are receiving such as receiving competitive salaries and bonuses, satisfied with chances for salary increases and satisfied with the benefits they are receiving such as health insurance, generous vacation and sick leave policies.

Getting compensated for one's job and enjoying the perks that come with working for a certain organization are two of the primary motivations for taking on any kind of employment. Because of this, providing employees with competitive pay and benefits has a tendency to boost their level of job satisfaction. The findings of this research are consistent with the findings of research conducted by Humayun et al. (2014), who found that there is a positive relationship between compensation and job satisfaction. The authors of that study found that the components of compensation that are included in compensation are fixed pay and benefits. The result of this study is consistent with those findings.

### *5.3.2 To determine the relationship between relationship with immediate supervisor with job satisfaction in foreign banks' data processing centres at Kuala Lumpur*

The second purpose of this research is to investigate the connection between an employee's relationship with their immediate supervisor and the level of happiness they experience in their work. According to the findings, there is a statistically significant connection between having a positive relationship with one's immediate supervisor and feeling satisfied in one's employment (r =.794, p .001). This demonstrates that workers have the expectation of maintaining a positive connection with their direct supervisor.

The employees of the selected banks' data processing centers are satisfied by their supervisors' competency and agreed that their supervisors are show interest in their feelings as well as fair to them. This finding is backed even further by the findings of research conducted by Stringer, (2006), who found that a positive relationship between a supervisor and an employee has a favorable affect on both the intrinsic and the extrinsic aspects of job satisfaction for employees. Employees who have a good relationship with their supervisor will have a mutual trust with their supervisor, will receive care from their supervisor, will have strong communication, attention, and esteem, all of which will make it possible for them to receive more benefits from their supervisors. Additionally, the extrinsic and intrinsic needs of the employee will be met through the establishment of a positive working relationship with their supervisor, which will result in an increased degree of job satisfaction for the employee.

### *5.3.3 To determine the relationship between promotion opportunities with job satisfaction in foreign banks' data processing centres at Kuala Lumpur*

The third objective of this research is to determine the relationship between promotion opportunities with job satisfaction among employees. Research result ($r = .828$, $p < .001$) indicates that, there a strong relationship between promotion opportunities with job satisfaction. This concludes that employees have opinion that promotion opportunities able to grow employees within the company and they able to reach their full potential. The sampled employees agree that, they have fair chance for promotional opportunities and able to get promotion if they meet or exceed their target. This commensurate with research result of Abdulla et al. (2011), which shows that, promotional opportunities significantly influence employees job satisfaction besides any other factors.

### *5.3.4 To determine the relationship between working environment with job satisfaction in foreign banks' data processing centres at Kuala Lumpur*

The next goal of the research is to establish whether or not there is a connection between a positive work environment and high levels of job satisfaction among employees. According to the findings (r =.712, p .001), there is a significant connection between the working environment and one's level of contentment in their current position. It demonstrates that employees are of the opinion that factors such as physical environment (such as ventilation and temperature), mental environment (such as fatigue,

boredom, monotony), and social environment (such as the group or cluster an employee belongs to) are able to increase employees' job satisfaction. The sample employees involved in the study satisfied with the premise they are work, comfortable using the facilities, comfortable with the physical space, comfortable with the changing room, comfortable with the canteen facilities, comfortable with the level of air quality, comfortable with the level of noise and comfortable with the level of cleanliness. This is consistent with the findings of research conducted by Monga et al. (2015), who found that aspects of the working environment, such as the availability of seating, cafes, air circulation in the working area, and safety features, positively influence employees' feelings of contentment in their jobs.

### *5.3.5 To determine the relationship between relationship with co-workers with job satisfaction in foreign banks' data processing centres at Kuala Lumpur*



The following objective is to determine the relationship between relationship with co-workers with job satisfaction. As stated in chapter four, there is a significant relationship between co-workers and job satisfaction with result of ($r = .774$, $p < .001$). This reflects that employees would like to have good relationship with their co-workers since co-workers add friendship in their workplace and a good friendship in the organization can form good mental and physical health which can increase employees' job satisfaction. The sampled population of the current study indicates that they like the people their working with, enjoy their co-workers, agrees that the surrounding peoples are competent

and there is no bickering and fighting at work. This finding in line with research finding by Azam et al. (2017), which indicated that, there is a direct positive impact between co-workers relationship and job satisfaction.

### *5.3.6 To determine the effect of compensation and benefits, relationship with immediate supervisor, promotion opportunities, working environment and relationship with co-workers on employees' job satisfaction in foreign banks' data processing centres at Kuala Lumpur*

The final objective of this study is to determine the effect of five independent variables namely, compensation and benefits, relationship with immediate supervisor, promotion opportunities, working environment and relationship with co-workers on dependent variable namely, employees' job satisfaction. The finding was measured using regression analysis and the result ($R^2$=0.724, $p<0.01$) shows that when all the five independent variables combined has strong positive significant relationship with employee job satisfaction. As stated earlier, promotion opportunities with p=.000 is the most influential variable of employee job satisfaction. As discussed earlier, promotion shows the recognition to an employee's hard work, commitment and achievement. It will give a higher pay to the employees which will give happiness to them. This is further supported by study conducted by Sinha & Shukla (2017), on employees' job satisfaction in private banks and found that, promotional opportunities has positive relationship with job satisfaction. A job need to contain horizontal and vertical growth

and need to provide sufficient opportunities for employee's' promotion and transfer. Promotions influence employees job satisfaction and commitment due to it mainly led to better pay and job. Hence, employers need to consider enhancing the promotion opportunities by take a personal interest in employees' career goals, promote training and development of employees and rotate employee roles in order to increase employees' job satisfaction

### 5.4 Recommendation for Future Research

The purpose of this study was to examine the characteristics that influence employee work satisfaction in the data processing centres of foreign banks based in Kuala Lumpur and centred on employees in non-managerial roles. It is possible for subsequent research to follow the same line of inquiry by covering the data processing centres of both Malaysian and foreign banks in order to compare and contrast the levels of job satisfaction experienced by workers in the two types of banks' data processing centres. In addition, future researchers can concentrate their efforts on personnel in management as well as non-managerial roles to obtain conclusions that are more precise.

In the future, research can also be carried out on a large sample size, given that input from the general community would produce more valuable results. In addition, different independent variables like job security, the culture of the organisation, and the nature of the work can be analysed in future studies. This will help employers understand more

factors that contribute to employees' job satisfaction, which in turn will enable employers to improve those factors in order to increase the level of job satisfaction that their employees experience in their jobs.

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## Appendix A: Questionnaires

### A STUDY ON THE FACTORS THAT INFLUENCE EMPLOYEES JOB SATISFACTION IN FOREIGN BANKS' BACK END DATA PROCESSING CENTRES AT KUALA LUMPUR

**Dear Respondent,**

This survey is conducted in order to analyze the factors that influence employees job satisfaction in foreign banks' back end data processing centres at Kuala Lumpur. Your cooperation in answering this research questions is really appreciated as this will help the completion of the research. All information given will be kept strictly confidential and for the purpose of this research only. Appreciate so much for your help and efforts in participating in this survey. Thank you in advance.

**Section A: Demographics Profile**

1. Please choose the organization that you are working currently.

- ○ **Citigroup Transaction Services (M) Sdn Bhd**
- ○ **HSBC Electronic Data Processing (Malaysia) Sdn Bhd**
- ○ **Standard Chartered Global Business Services Sdn Bhd**

2. Kindly choose the role you held in your current team.

- ○ **Managerial Role**
- ○ **Non-Managerial Role**

3. What is your gender?

- ○ **Male**
- ○ **Female**

4. What is your age?

- ○ **20-30**
- ○ **31-40**
- ○ **41-50**
- ○ **Above 50**

**5.** Length of continuous service with the current organization.

- ○ **Less than 2 years**
- ○ **2-5 years**
- ○ **6-10 years**
- ○ **Over 10 years**

6. What is your highest education level?

- ⬭ **Diploma**
- ⬭ **Degree**
- ⬭ **Master's Degree**
- ⬭ **PhD**

7. Please specify your marital status.

- ⬭ **Married**
- ⬭ **Single**
- ⬭ **Divorced**
- ⬭ **Widowed**

**Section B: Job Satisfaction**

| Statement | Very Dissatisfied with This Aspect of My Job | Dissatisfied with This Aspect of My Job | Can't Decide If I'm Satisfied or Dissatisfied with This Aspect of My Job | Satisfied With This Aspect of My Job | Very Satisfied with This Aspect of My Job |
|---|---|---|---|---|---|
| 8. My job able to keep me busy all the time | | | | | |
| 9. I have chance to work alone on the job | | | | | |
| 10. I have chance to do different things from time to time | | | | | |
| 11. My job provides me chance to be "somebody" in the community | | | | | |
| 12. My boss handles his/her workers in a good way | | | | | |

| | | | | | |
|---|---|---|---|---|---|
| 13. My supervisor has high competence in making decisions | | | | | |
| 14. I am being able to do things that do not go against my conscience | | | | | |
| 15. My job provides me better way for steady employment | | | | | |
| 16. I have chance to do things for other people | | | | | |
| 17. I have chance to tell people what to do | | | | | |
| 18. I have chance to do something that makes use of my abilities | | | | | |
| 19. My company have good plan in translating policies into practice | | | | | |
| 20. My pay is fair for the work I do | | | | | |
| 21. I have chance of advancement on my job | | | | | |
| 22. I have freedom to use my own judgment | | | | | |

| | | | | | |
|---|---|---|---|---|---|
| 23. I have chance to try my own methods of doing the job | | | | | |
| 24. I have good working conditions | | | | | |
| 25. My co-workers are good in get along with each | | | | | |
| 26. I get praise for doing a good job | | | | | |
| 27. I get a feeling of accomplishment from my job | | | | | |

**Section C: Influence of Compensation and Benefits on Employee Job Satisfaction**

| Statement | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|---|---|---|---|---|
| 28. I feel I am being paid a fair amount for the work I do | | | | | |
| 29. Raises are too few and far between | | | | | |
| 30. I feel unappreciated by the organization when I think about what they pay me | | | | | |
| 31. I feel satisfied with my chances for salary increases | | | | | |
| 32. I am not satisfied with the benefits I receive | | | | | |
| 33. The benefits we receive are as good as most other organizations offer | | | | | |

| | | | | | |
|---|---|---|---|---|---|
| 34. The benefit package we have is equitable | | | | | |
| 35. There are benefits we do not have which we should have | | | | | |

**Section D: Influence of Immediate Supervisor on Employee Job Satisfaction**

| Statement | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|---|---|---|---|---|
| 36. My supervisor is quite competent in doing his/her job | | | | | |
| 37. I like my supervisor | | | | | |
| 38. My supervisor shows too little interest in the feelings of subordinates | | | | | |
| 39. My supervisor is unfair to me | | | | | |



**Section E: Influence of Promotion Opportunities on Employee Job Satisfaction**

| Statement | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|---|---|---|---|---|
| 40. There is really too little chance for promotion on my job | | | | | |
| 41. Those who do well on the job stand a fair chance of being promoted | | | | | |
| 42. I am satisfied with my chances for promotion | | | | | |
| 43. People get ahead as fast here as they do in other places | | | | | |

**Section F: Influence of Relationship with Co-workers on Employee Job Satisfaction**

| Statement | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|---|---|---|---|---|
| 44. I like the people I work with | | | | | |
| 45. I find I have to work harder at my job than I should because of the incompetence of people I work with | | | | | |
| 46. I enjoy my co-workers | | | | | |
| 47. There is too much bickering and fighting at work | | | | | |

**Section G: Influence of Working Environment on Employee Job Satisfaction**

| Statement | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|---|---|---|---|---|
| 48. I am comfortable with the premise in which I work | | | | | |
| 49. I am comfortable using facilities at my workplace | | | | | |
| 50. I am comfortable with the physical space at my workplace | | | | | |
| 51. I am comfortable with the changing room at my workplace | | | | | |
| 52. I am comfortable with the canteen facilities at my workplace | | | | | |
| 53. I am comfortable with the level of air quality at my workplace | | | | | |

| | | | | | |
|---|---|---|---|---|---|
| 54. I am comfortable with the level of noise at my workplace | | | | | |
| 55. I am comfortable with the level of cleanliness at my workplace | | | | | |

End of the survey. Thanks for the time and effort

## Appendix B: Questionnaires

**Statistics**

| | | JS | CB | IS | PO | RWC | WE |
|---|---|---|---|---|---|---|---|
| N | Valid | 304 | 304 | 304 | 304 | 304 | 304 |
| | Missing | 0 | 0 | 0 | 0 | 0 | 0 |
| Skewness | | -1.321 | -.716 | -.738 | -1.046 | -.683 | -1.118 |
| Std. Error of Skewness | | .140 | .140 | .140 | .140 | .140 | .140 |
| Kurtosis | | .868 | -.496 | -.382 | .477 | -.509 | .693 |
| Std. Error of Kurtosis | | .279 | .279 | .279 | .279 | .279 | .279 |