

**JOB SATISFACTION AMONG THE EMPLOYEE OF MANUFACTURING FIRM,  
PETALING JAYA**

**By**

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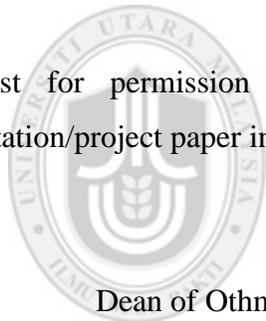
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**Othman Yeop Abdullah Graduate School of Business,  
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## ABSTRACT

*Job satisfaction* is one of the most important subject that need to be considered in today's working environment. Most of the employers are able to achieve their organization goal by increasing their employee's job satisfaction level. At the same time, there are still some of the organization who failed to look into employee's *job satisfaction* towards the organization. This situation may lead to employers failed to compete and sustain in the business world. Manufacturing firm plays an important role to the economy of Malaysia. Employee's *job satisfaction* playing an important role in order to increase firm's goal and target. Researcher found that there are several influencing factors that contribute to employee's *job satisfaction* level. Since, there is major decrease on *job satisfaction* level among employees in manufacturing firm, researcher has selected Petaling Jaya, area as the area to conduct this research. The research is mainly about the influencing factors of *job satisfaction* level among the employees of manufacturing firm in Petaling Jaya. Influencing factors such as *salary, benefit packages, workload, rewards, and training and development* were tested in this study to understand the significant relationship among those influencing factors and *job satisfaction* level among employees in manufacturing firms in Petaling Jaya. Data collection method was done by distributing questioners to random manufacturing firm in Petaling Jaya, Malaysia. SPSS was used to analyze gathered data. *Workload* factor being identified that contribute the most to *job satisfaction* level among employees in manufacturing firm, Petaling Jaya Malaysia. Conclusion was made employees *training and development* having significant relationship between job satisfactions among the employee of manufacturing firm, Petaling Jaya.

Keywords: *Job satisfaction, Workload, Salary, Benefit packages, Rewards, and Training and Development*

## ABSTRAK

*Kepuasan kerja* merupakan salah satu subjek yang amat penting yang perlu dipertimbangkan pada dunia kerja pada masa kini. Kebanyakkan majikan mampu mencapai matlamat organisasi sekiranya mereka memberi sedikit sebanyak tumpuan dalam meningkatkan kepuasan kerja terhadap pekerja mereka. Pada masa yang sama, terdapat beberapa organisasi gagal untuk memberikan perhatian terhadap pekerja mereka. Keadaan sebegini boleh mengakibatkan majikan gagal untuk bersaing dan megekalkan prestasi dalam dunia perniagaan. Perindustrian pembuatan menjadi salah satu perniagaan yang penting dalam menyumbangkan ekonomi Malaysia. *Kepuasan kerja* memainkan peranan penting dalam meningkatkan matlamat dan target organisasi. Pengkaji mendapati terdapat beberapa faktor yang mempengaruhi *kepuasan kerja*. Oleh kerana sejak kebelakangan ini terdapat *kepuasan kerja* semakin berkurang di kalangan pekerja perindustrian pembuatan, pengkaji telah membuat kajian di kawasan demografi sekitar Petaling Jaya, Malaysia. Tujuan utama kajian tersebut dijalankan adalah untuk mengkaji faktor yang mempengaruhi *kepuasan kerja* di antara pekerja perindustrian pembuatan di Petaling Jaya, Malaysia. Faktor seperti *gaji, kebajikan pekerja, kerja seharian, ganjaran, dan latihan dan pembangunan* telah dikaji untuk mengetahui dengan lebih lanjut faktor yang manakah mempunyai hubungan yang signifikan terhadap *kepuasan kerja* di antara pekerja perindustrian pembuatan di Petaling Jaya, Malaysia. Pengumpulan data telah dilakukan dengan mengedarkan soal selidik dengan memilih sampel beberapa kilang perindustrian pembuatan di Petaling Jaya, Malaysia. Kaedah SPSS digunakan untuk menganalisis data yang dikumpul daripada kajian soal selidik. Faktor *kerja seharian* telah dikenalpasti dalam penganalisan data. Faktor tersebut mempengaruhi *kepuasan kerja* di kalangan pekerja perindustrian pembuatan, Petaling Jaya, Malaysia. Faktor tersebut dipercayai adanya hubungan signifikan dengan *kepuasan kerja* kepada pekerja perindustrian pembuatan, Petaling Jaya, Malaysia. Kesimpulannya, Faktor *latihan dan pembangunan* telah dikenalpasti sebagai pembolehubah yang boleh meningkatkan kepuasan kerja kepada pekerja pekerja di firma pembuatan di Petaling Jaya.

Kata kunci: *Kepuasan kerja, Kerja seharian, gaji, kebajikan pekerja, ganjaran, dan Latihan dan pembangunan,*

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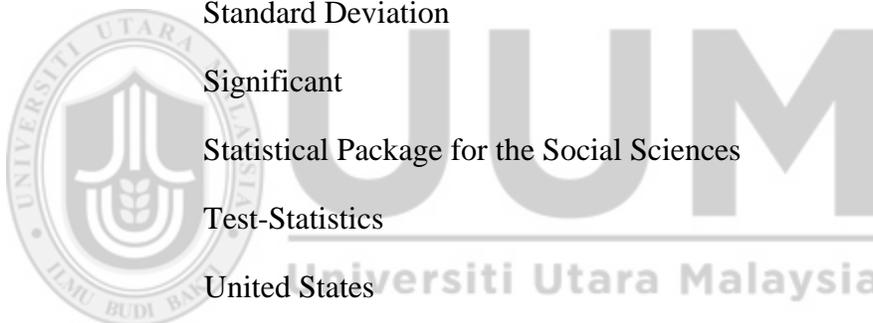
Table 3.1      Research Framework

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## LIST OF ABBREVIATIONS/NOTATIONS/GLOSSARY OF TERMS

B	Beta
df	Degree of Freedom
GNP	Gross National Product
KMO	Kaiser-Meyer-Olkin
M	Mean
NFO	New Fund Offer
Reg	Regression
SD	Standard Deviation
Sig	Significant
SPSS	Statistical Package for the Social Sciences
t	Test-Statistics
U.S	United States



## CHAPTER 1: INTRODUCTION

### 1.1 BACKGROUND OF THE STUDY

Manufacturing firm played a major role in contributing Malaysia economy. Manufacturing firm usually works a man-machine system with detachment of employment in a huge scale of production. Manufacturing firms contributed 67% of the Malaysia's exports in 2012, according to an economic overview report on Malaysia published by the government of Australia. Manufacturing companies in Petaling Jaya contributes 30% of total manufacturing economics to Malaysia. In Malaysia, many multi-national company and organizations have built up their assembly and testing units. Employee's job satisfaction always becomes high attention in manufacturing firms. Many influencing factors can contribute to an individual's level of job satisfaction in an organization.

Several influencing factors such as the transparency of the employer job explanation/requirements, the reward program that an organization provided, the employees leadership and social responsibility in an organization, the grade of employees working environment in an organization, the multiplicity of accountability that involved among the employees in organization, employees responsiveness and contest that created by an organization, salary of an employees, employees benefit packages that provided by a company or organization, training and development to enhance employees career and skills contribute to job satisfaction level among employees. The workload of a person also contributes to the job satisfaction. Training and development also playing a factor that influencing to employees job satisfaction.

Employee's motivation and job satisfaction is not the same, even though both factors are evidently connected. Career strategy purposes toward to improve career fulfillment besides presentation approaches contain career revolution, profession development also employment enhancement. Further influencing factors on job fulfillment contain the organization smartness and principles, workers participation, authorization plus independent working groups. An organizations always dignified every significant level of job satisfaction among employees that attached to the organization. The assessment measures of questionnaires is used as the maximum mutual method of dimension of job satisfaction whereby the employees can response to the use of where employees response their responses to their jobs. The job satisfaction theory, however of significantly current beginning, is thoroughly related to inspiration in the organization and is an influencing factor to enhanced enactment in working organization or company. According to Robbins, S. P., & Judge, T., (2007), Employee job satisfaction has a direct impact on a company's productivity, efficiency, and ultimately its bottom line. Assessing job satisfaction levels requires results from an employee opinion survey, comments from employee focus groups, observation of workplace attitudes and interaction Byars and Rue (2008).

In conjunction with times, psychology contribute major role in many area of human activities. Many underline being enforced on the spiritual comfort of employees in demand to escalation on efficient and efficiency in an organization. Employee's movement is able to remain perceived in informal arena or in day-to-day operational lifetime in an organization in Human Resource Management. As a part of Science

Management, the following topic which is Influencing factors of job satisfaction level among the employee of manufacturing firm, Petaling Jaya being chosen for this research.

To certify the achievement of organization goals, this manufacturing firm produces an organization environment of assurance and effort organized for its workers above guidelines that help manufacturing firm's employee satisfaction. According to Hasebur, R.M., (2013), a firm's human capital can also provide a unique source of competitive advantage that is difficult for its competitors. Multiple segments such as banking, manufacturing, government body has been included in study on job satisfaction in Malaysia. Dawal, S.Z. and Taha Z. (2006) reported factors affecting job satisfaction in two automotive industries in Malaysia. The main objective to drive of this research remains towards explore besides investigate the factor influencing of job satisfaction at manufacturing firm, Petaling Jaya. According to Sempane, R., and Roodt (2002), job satisfaction relates to people's own evaluation of their jobs against those issues that are important to them. Human resource job fulfillment catches close relationship to highly motivated employees. Employees who are motivated, will improve faithfulness or assurance towards the employers. It will causing towards better efficiency and lesser revenue rates.

According to Champion-Hughes (2001), a holistic approach emerged that targets the development of a certain quality of employment life that covers salary, benefits, other employment conditions, and career development to support the facilitation of motivation and job satisfaction focused to organizational assurance. In order to control the method that specific industries improve and reach administrative assurance concluded that employee's motivation and job satisfaction, the research drive to examine considered the

influencing factors of job satisfaction level among the employee of manufacturing firm, Petaling Jaya.

Firstly, job satisfaction can be a pointer for a person's spiritual comfort. If an individual is unhappy at his/her workplace, it can be concluded that doesn't appearance as expected that this employee drive to become cheerful in mutual. Besides that, the common assumption is that a positive job satisfaction at workplace improves work inspiration and job performance. Job satisfaction playing an important role for an organization. It's become more important to manufacturing firm's employees in order to indicate job satisfaction level as an industrial psychology.

A significant characteristic of organizational developments is management of people. Human resources of an organization and the organization itself came commencing the acknowledgement that they are identical. A multinational manufacturing organization such as manufacturing firms in Petaling Jaya usually reflects the ordinary workforce as per the principal cause to gains efficiency. Manufacturing firm is an organization which reflects employee's satisfaction relatively than principal for example the principal basement of the organizations and suppliers to organization growth.

Many factors that influencing job satisfaction level. The study surveys whether the kinds of experiences and significances of job satisfaction conveyed in the literature are also true for individuals in the manufacturing firms in Petaling Jaya. Specially, there are researches questions are lectured, what is the effect of the five organizational characteristics variables (salary, benefit package, workload, rewards, training and development). Does organizational appearances variables (salary, benefit package,

workload, rewards, training and development) besides the overall job satisfaction effects manufacturing firm's employee intentions to stay with the organization.

## **1.2 PROBLEM STATEMENT**

The backbone of any organization is employees. The most valuable and significant benefit among all the asset of any organization. An employee's part of life satisfaction is job satisfaction. Job satisfaction is amongst the stern encounter by manufacturing firm's leaders, now precise towards accomplish staffs. According to earlier research that had been done, large impact on employees job satisfaction have demonstrated especially on the training and development of the employees. Organization's productivity has a significant impact to level of training and development being produced to employees.

For example, the routine of the business organizations will impact the level of on productivity, lack of motivation level will decreased the repetitive of industry in an organizations. According to MEF, Companies in Malaysia are seeing high attrition rates, with the highest annual average turnover rate in manufacturing sector at 73.8%. This is followed with the highest being the basic and fabricated metallic products (20.9%), electrical and electronics (23%), and plastic and rubber (29.9%) sectors. The study shows manufacturing firms employees somehow having dissatisfaction on their current position and their job.

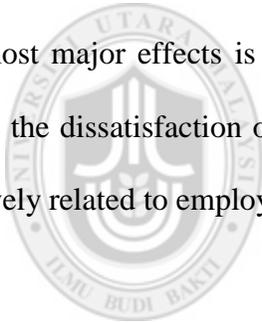
According to Aud, J.B., (2009), employee turnover may be one of the highest, yet most overlooked and overhead expenses a company has". Recent research shows that decline in job satisfaction happened since 1995. Job satisfaction closed to come about 59% at the moment. Besides that, according to Conference Board survey, (2010)

conducted by NFO World group, fewer than half of the 5,000 representative households surveyed, only 48.9%, said they were satisfied with their current jobs Dolliver. M., (2009).

The investigation proven that all ages of employees, salary ranges plus employees workload are lead to consistent contributors for declination of job satisfaction. Employees aged in between 46 to 55 conveyed the minimum level of job satisfaction to their organization. Approximately 46% of employees conveyed that they are satisfied with their organizations. The percentage of 54 lead to the greatest level of job satisfaction claimed as high as by the employees of the age between 65 and older. As per claimed by the survey earlier, in year 1995, the overall job satisfaction level had decreased from 60.9% to 47.2% today. Employee's age between the ranges of 35 to 44, is the most satisfied with the organization.

Employees aged between 45 to 54 years, are the next largest decreased that dropping from 57.3% to 46%. According to the survey U.S. Job satisfaction, (2010), the least satisfied age group according to the survey U .S. Job Satisfaction (2010). Employees earning contribute satisfaction level to spike moderately. Lower job satisfaction level was reported by employees who earn less than \$15000 per year. There was, however, a sharp decline in the job satisfaction of those making \$50,000 or more, with only 53.4% claiming to be satisfied today as opposed to 66.5% in 1995 U.S. Job Satisfaction (2010). In the 1995 survey, job satisfaction decline drastically in every region of the country. South Central and New England region reported lowest levels of satisfaction. South Central region claimed 43.2% job satisfaction and New England region claimed 43.5% to be satisfied.

However, in 2009 the manufacturing firm employee turnover rate in was 10.1%, and increase to the rate of 19.3% analyzed in 2008 (Hewitt Asia Pacific 2009). Besides the costs there is also a loss of productivity and valuable knowledge. Depending on the position the costs range from one and a half to five times of an employee's annual wage. Job satisfaction playing a major role in order to retain the employees in their organization. They are several influencing factors that can lead to job satisfaction level among employees in manufacturing firms. The research targets towards identify influencing factors that may lead to of salary, benefits package, work load, rewards, training and development on job satisfaction of employees in manufacturing firms that based in Petaling Jaya. Whole performance of an organization can effect in some ways. The most major effects is on employee retaining rate. Most of the employers failed to realize the dissatisfaction of their employees and the impact of organization success has positively related to employees job satisfaction.



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### 1.3 RESEARCH QUESTIONS

The main reason this research being conducted is to determine the influencing factors on job satisfaction level among manufacturing firms employees in Petaling Jaya. Variables of categories that can contribute as influencing factors to job satisfaction level among manufacturing firms employees in Petaling Jaya. Researcher considers many categories of variables that influence employee's job satisfaction and are not significant to manufacturing firm job satisfaction level. Such as employees age, education background, and salary/pay level. From conducting this research also, researcher is focusing to determine the most influencing factors that contribute the most to employee's job satisfaction level among employees in manufacturing firm in Petaling Jaya.

There are two types of measurable variables. Hard measurable variables and soft measurable variables. Employee's benefit, salary, and other marginal benefits such as children health coverage or parking convenience, and rewards defined as soft measurable variables. Employee's workload and employees training and development, management communication and relationship with subordinate defined as hard measurable variables. The main reason of the survey is to analysis influencing factors of job satisfaction level among the employee of manufacturing firm, Petaling Jaya. One of the aim of this study is to determine factors influence job satisfaction among manufacturing firm employees in Petaling Jaya.

Below are particular objectives to be tried in this research. Researcher would like to study about:

1. Is there any relationship between salary and job satisfaction among the employee of manufacturing firm, Petaling Jaya?
2. Is there any relationship between benefit packages and job satisfaction among the employee of manufacturing firm, Petaling Jaya?
3. Is there any correlation between workload and job satisfaction among the employee of manufacturing firm, Petaling Jaya?
4. Is rewards factor has any relationship with job satisfaction among the employee of manufacturing firm, Petaling Jaya?
5. Is training and development has relationship with job satisfaction among the employee of manufacturing firm, Petaling Jaya?
6. Are the contributing factors of job satisfaction influence the satisfaction among the employee of manufacturing firm, Petaling Jaya?

#### **1.4 RESEARCH OBJECTIVE**

The main objective of this study has been conducted mainly is to find out the Job satisfaction among the employee of manufacturing firm, Petaling Jaya. It is an effort to find out how are manufacturing firms employees in Petaling Jaya area will feedback about their works, factors satisfies them in their work, what are the fundamental rewards of their jobs, and what factors influencing them to bad responses to discourage them. The information added by observing such causes can be used as guideline in several ways. For an example, as a decision-making guide for a manager in area of organization. The

development of positive job approaches, organizational management can influence the organization in such a method as to encourage a rationally high level of job satisfaction, if certain reasons appear to be related to the development of positive job attitudes. However, the objective of this study can be divided into six major categories:

- 1) To identify the relationship between salary and job satisfaction among the employee of manufacturing firm, Petaling Jaya
- 2) To identify the relationship between benefit packages and job satisfaction among the employee of manufacturing firm, Petaling Jaya
- 3) To identify the relationship between workload and job satisfaction among the employee of manufacturing firm, Petaling Jaya
- 4) To identify the relationship between rewards and job satisfaction among the employee of manufacturing firm, Petaling Jaya
- 5) To identify the relationship between training and development that contribute to job satisfaction among the employee of manufacturing firm, Petaling Jaya
- 6) To identify the contributing factors of job satisfaction influence the satisfaction among the employee of manufacturing firm, Petaling Jaya

### **1.5 SIGNIFICANCE OF STUDY**

Employee job satisfaction, and dissatisfaction, can influence the complete performance of an organization in some ways. One of its most important effects is on employee retention. According to Buffington, J., (2003), a principal at the Prio Group, a communications firm specializing in internal communication, employee turnover may be one of the highest - yet most overlooked - overhead expenses a company has. And a recent report on employee attitudes in the workplace released by Towers Perrin, a New York-based

human resources consulting firm, underscored the significance of this problem when it found that employees for the most part are miserable in their jobs, Aud, J.B., (2009). The other significant of this study is to analysis factors that influence job satisfaction level more significantly among manufacturing firm employee in Petaling Jaya. Information collected will be useful to suggest strategies to increase job satisfaction at manufacturing firm in Petaling Jaya.

## **1.6 SCOPE AND LIMITATIONS OF THE STUDY**

The scope of this study is employee of all level in manufacturing firm in Petaling Jaya area. Few manufacturing firms from Petaling Jaya were selected as a sample size to conduct the study. So, the results of the survey in terms of most important variables can be generalized to other organizations. Time constraint has been the limitation of the study. However, the results of the manufacturing firms, Petaling Jaya survey do align with results from other existing studies and can be considered reliable with this reearch. The results of the survey in terms of how satisfied employees actually are can be considered as a general indicator of employee job satisfaction at manufacturing firm.

## **1.7 ORGANIZATION OF THE THESIS**

This study is structured mainly in five chapters. Chapter one depicting the introduction of the study as well as background of the study. This chapter offered a description of employee job satisfaction in manufacturing firm, Petaling Jaya, recent developments in employee job satisfaction, and its significance in whole managerial achievement. Chapter one also include about problem statement which lead to research take place. A research question of the study is commonly briefed in this research. Besides

that, research objective of the study is briefed in chapter one. Significant of the study also included in chapter one. Apart that, scope and limitations of the study well explained in chapter one.

Chapter two reviews the literature which outlines previous research undertaken in relation to job satisfaction and influencing factors to job satisfaction. Chapter two will provide a broad literature review and current views on job satisfaction, classify the most important factors that can influence employee job satisfaction. Literature review on influencing factor such as salary and job satisfaction, benefit packages and job satisfaction, literature review on workload and job satisfaction, influencing factor rewards and job satisfaction, and finally literature review on training and development between job satisfactions.

Chapter three discusses on the theoretical framework which described on the influencing factors to manufacturing firms employees in Petaling Jaya. The sample, the research methods and it defines the concepts used. Chapter three will present the methodology tangled in quantifying levels of job satisfaction and investigate factor subjects at manufacturing firm in Petaling Jaya. Hypotheses/Propositions Development of the study will well explain on this research. The way of the research design also concluded in chapter three. Apart from that, Operational definition for job satisfaction, salary, workload, rewards, and training and development of the study clearly briefed in this chapter. Chapter three also included on Measurements of Variables/Instrumentation. Method of data collection for this study are explained in this chapter. Finally, sampling and techniques of data analysis are included in chapter three.

Chapter four will show the empirical analysis of the research. It descriptive study will cover the demographical characteristics of the respondent, while the inferential analysis will cover reliability analysis, correlation analysis and regression analysis, summary result of hypotheses testing and conclusion are made in this chapter.

Finally, chapter five illustrates the discussions and conclusions of the study. Chapter five will compromise decisions drawn from the study and the recommendations for increasing job satisfaction at manufacturing firm in Petaling Jaya.



## **CHAPTER 2: LITERATURE REVIEW**

### **2.1 INTRODUCTION**

This chapter will discuss the literature reviews and theories that were been used in this study. The review clarify the information that researcher used for this study. Literature reviews on job satisfaction, salary and job satisfaction, benefit packages and job satisfaction, workload and job satisfaction, reward and job satisfaction, training and development and job satisfaction has been analyze in this chapter.

### **2.2 JOB SATISFACTION**

According to Syed, N., and Lin, X.Y., (2012), positive emotional state resulting from the appraisal of one's job experience. In Swarnalatha and Sureshkrishna, (2012) it is found that job satisfaction can be viewed as an emotional state, positive in connotation which is because of the goodness emanating from the job the individual is doing. According to Bidisha, L.D. and Mukulesh, B., (2013), job satisfaction is any combination of psychological, physiological and environmental circumstances, which cause a person truthfully, satisfied with his/her job. According to Kumar Navdeep and Garg Pankaj, (2010), job satisfaction as an affective or emotional response towards various aspects of an employee's work. Job satisfaction is considered to be the most important element in the organization. In order to succeed organization must keep their employees satisfied Wubuli, (2009). According to Ramasodi, (2010) indicated that job satisfaction is a significant factor in healthcare sector for better performance. According to Al-Hussami, M., (2008), people will be more committed and more productive during their job if they are more satisfied. Satisfaction and dissatisfaction not only depend of the job but also

depend upon employee's expectation about job. Prior studies identified that there are different instrument for managing job satisfaction like pay, recognition and working environment Mathauer, (2006).

### **2.3. SALARY**

Cowin, (2002) indicated pay is an important component for the retention of nurses because if they feel inequality regarding pay between their profession and others" profession, they got dissatisfied and disappoint with their profession. According to Brown, (2007) the income, some studies noted that the level of the salary is a secondary variable that cannot stand alone and its influence may be limited when the work quality is unsatisfactory. According to Hill & Wiens Tuers, (2002) earliest strategy is to use wage increases to link job satisfaction and motivation to organizational commitment. According to Duflo and Hanna, (2005) the basic wages may be insufficient to motivate public servants to perform in the job. According to Chandler, (2009) decent pay is commonly conceptualized as a 'hygiene' issue, but once attained it is not sufficient to motivate behavior in itself.

#### **2.3.1 SALARY AND JOB SATISFACTION**

According to NL, (2012), described that pay is one of those satisfying variable which hindered reduces the dissatisfaction level of employees. If an employee is compensated according to his need, he will easily manage overload work if any emergency occurs. For example, if earthquake comes or flood comes and nurses have to work overtime, they will happily do it. So remuneration is most satisfying factor. Dessler, (2008) indicated that employee pay includes all compensation factors which are given to him against his work. Yang, M.Z., (2008) suggested that, in Chinese forces it is

considered that pay and satisfaction influence each other. Pay has direct influence on satisfaction level of employee. Less pay as compared to work done is one of that extrinsic factor which is responsible for job dissatisfaction Robbins, S. P. et al, (2009). Barton, (2002), suggested that organization should take into account financial rewards like salary because it has strong influence on employee motivation and retention.

#### **2.4. BENEFIT PACKAGES**

According to DeCenzo and Robbins, (2010) Employee benefits as a whole have no direct effect on employee performance, however, inadequate benefits do contribute to low satisfaction level and increase absenteeism and turnover in employees. The Society for Human Resource Management, (2012) has defined compensation as systematic approach to providing monetary value to employees in exchange for work performed. According to Cascio, (2003), the objective of the design of compensation program is divided into two, which are, direct and indirect forms of compensation. Integrating the two into a package that will encourage the achievement of an organizations goal is what compensation is all about according by Odunlade, (2012). In the words of McNamara, C. (2008), compensation includes issues regarding wage and/ or salary programs and structures accruing from job descriptions, merit-based programs, bonus-based programs, commission based programs and so on, while benefits typically refers to retirement plans, health life insurance, disability insurance, vacation, employee stock ownership plan and so on.

### **2.4.1 Benefit packages and Job satisfaction**

According to Shallu, S., (2012) in his article Job Satisfaction of Bank Employees in Shimla, A comparative study on private and public sector Bank (Axis Bank and UCB) found that most of the respondents are dissatisfied with the fringe benefits and freedom. Marwan Zoubi, (2012) in his study on the shape of the relationship Between Benefits and Job Satisfaction: A Field study found that government or private sector believe that, the magical way to increase the job satisfaction is to raise the benefit packages. Currently, especially in the developed world, employee benefits packages have become an important part of the total compensation or organizational expenses. Employee benefits average 40% of the total compensation package DeCenzo and Robbins (2010). In a recent study Carraher, (2011) it was been found out that attitudes towards benefits were significant predictors of turnover for employees and entrepreneurs over a four-year time period while satisfaction with pay was typically significant for employees but not for entrepreneurs. The U.S. Chamber of commerce concludes that employee benefits are one of the greatest challenges in business today in attracting and retaining quality employees and fulfilling employee job satisfaction U.S. Chamber of Commerce, (2008).

### **2.5. WORKLOAD**

Workload is defined as demands assigned on the employee by the job Spector, P. E., (2000). Excessive job demands can often lead to job dissatisfaction, stress, and burnout all of which can influence retention. Workload is often studied in two different ways. One way is qualitative workload, which refers to the difficulty of job tasks either physical or mental Spector, P. E., (2000). Working under intense time pressure has been

shown to cause stress and job dissatisfaction by Visser, (2003). According to Keser, (2006), Work satisfaction is the indicator of the physical and mental health of the personnel as well as an indicator of their individual, physiological and psychological feelings. According to Toker, (2008) Workload can be defined as “the amount of work that should be done in a certain period of time and with a certain quality.”

### **2.5.1 Workload and Job satisfaction**

According to Atlay, (2009), individuals who work in accommodation and nutrition establishments have to achieve successful results; on the other hand, they have to cope with heavy workloads, responsibilities and the difficulties that such a working life brings. Shahzad, M., Hayat, and Khan, (2010) have conducted a research to test the mediating effect of job satisfaction on the relationship of compensation and workload with academic quality in the public educational institutions in Pakistan. n. This finding was supported by Amal, A., and Mohammad, A.A., (2011), who found that job overload has a negative impact on job satisfaction. The variable of workload and its relationship with job satisfaction also studied by Zainudin, A., and Junaidah, H.A, (2010) who confirmed a negative significant relationship between workload and job satisfaction among lecturers of Universiti Teknologi MARA (UiTM) Kelantan. Houston, M. and Paewai, (2006) discovered that staffs were moderately satisfied with the freedom to choose their own method of work, their level of responsibility, and the amount of variety in their job.

## **2.6. REWARD**

According to Danish, (2010), reward is defined as ‘in organization employees are rewarded by different status, this process is called as recognition’. According to Nel, (2001) intrinsic rewards like recognition, growth, feedback, opportunities lead employees more towards high job performance and motivation than extrinsic rewards like salary. Robbins, S. P. et al, (2009) described that through the rewards employee get appreciation and status like as a part of organization. Barton (2002) described that rewards is considered the most important factor among non-financial rewards in order to increase job satisfaction level of employees. Romano (2003) pointed out that rewards is the component that is used to strengthen the relationship between organization and people.

### **2.6.1 Reward and Job satisfaction**

NL, (2012) pointed out that our younger generation is motivated more through recognition than money. Young people are more active and vibrant. Recognition is the step through which they can be satisfied in their work. They required that someone like their work, make them to participate in decision making, and value them. It is seen that employees get more motivated through recognition than money. People of fresh blood are more energetic and dynamic so they want recognition regarding their work than others. Recognition can be provided through involving employees in decision making, by increasing their responsibility, by showing empathy towards them and provide them with succession planning and different opportunities to get high designation. According to

Naveed, (2011), if organization provides employees the factors of promotion like facilities, ability and skills, then employees will be automatically motivated and satisfied. However the cost of practical implementation of this component is very low. Through

recognition, employees are being realized that they are valuable for organization and employees feel appreciated through recognition Sarvadi, (2005). Rewards and satisfaction has direct relationship. Romano, (2003) pointed out that recognition is the component that is used to strengthen the relationship between organization and people. Through the recognition employee feel rewarded and motivated. By giving recognition to the employee's competitive advantage can be achieved. Lawler, (2003) suggested that the wellbeing of any organization depend upon how its human resource is treated. Organization achieves its well-being through giving rewards and recognition to its employees.

## **2.7. TRAINING AND DEVELOPMENT**

Job satisfaction can be defined as the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation Statt, D., (2004). Employees get a lot of benefits from the employee training and development program Jehanzeb and Bashir, (2012). Most employees recognize the importance of a training program and would like to increase their salaries, Dilich, S., (2000). Companies which are willing to spend money on their employees, give value to work with those companies, even though that investment eventually benefits the organization itself Wilson, J.H., (2000). Companies which provide training and development programs for their employees are achieving a high level of employee satisfaction and low employee turnover Wagner, S., (2000).

### **2.7.1 Training and development and Job satisfaction**

According to Herzberg, F., (2003), job satisfaction can be achieved by using two factors theory which is 'motivation' and 'hygiene'. Gupta and Joshi, (2008) has argued the impact and the connection between the job contentment and work inspiration for the employees in this research. Productivity in the work of an employee is outcome of satisfaction and productivity can be taken as indicator of satisfaction. Employees have to spend most of their time at workplace and need satisfaction at that place. Training acts as a pathway for learning, Training and Development is an important factor in creating a sense of progression and purpose that leads to organizational commitment, Armstrong-Staseen, M., (2008). A UK bakery turned around its business after aligning its training with employee development which resulted in an expansion from 2 shops in 2002 to 22 shops in 2010 by Pollitt, (2010). A variety of factors motivate people at work, some of which are tangible, such as money, and some of which are intangible, such as a sense of achievement Spector, P. E., (2000). Training increases an organization's reliability for the reason that employees recognize their organization is investing into their future career Rosenwald, M. (2000). Employee training remains one of the widely driven forces toward job satisfaction Batool, A. and Batool, B (2012).

### **2.8 CHAPTER SUMMARY**

This chapter covers literature reviews on independent and dependent variables. Besides, the chapter also studies on the relationship between independent variables and dependent variable. In the following chapters, the researchers will discuss the research methodology meticulously and bring to a close with the findings on the relationship between variables.

## CHAPTER 3: METHODOLOGY

### 3.1 INTRODUCTION

This chapter will discuss on how this research has been conducted via quantitative methods. Research design, population and sampling, sampling procedure and data collection technique will be elaborated. Further, relevant aspects on quantitative is also discussed.

Theoretical framework used for this research is as follows

### 3.2 THEORETICAL FRAMEWORK

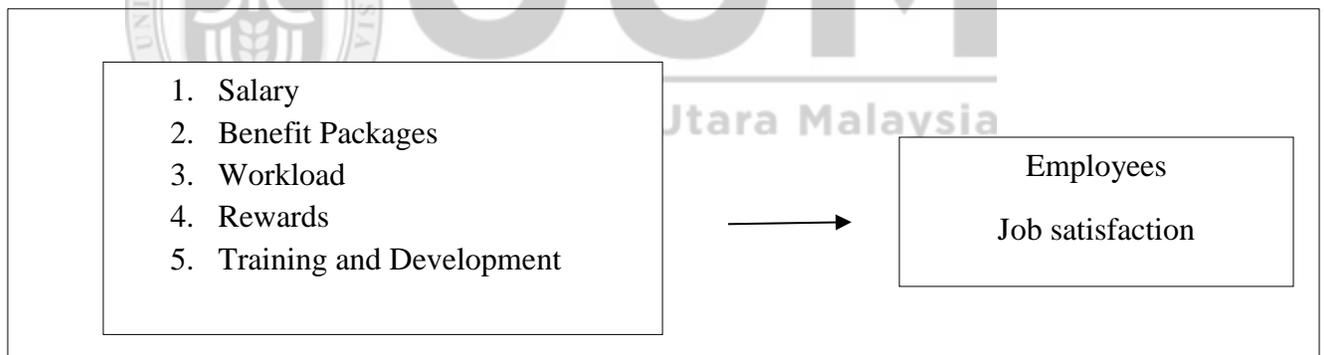


Figure 3.1: Research Framework

### 3.3 HYPOTHESES

Study proposes a variability of causes that can influence employee job satisfaction, and some general types of aspects that influence job satisfaction unrelatedly of age, gender, position or trade. Roughly of the more dominant features that have been considered in respects to job satisfaction levels include wages, benefits, management communication,

subordinate relationships, work-life balance, and growing and progress opportunities. Researcher believe that to changing levels, all of these key causes playing a part to influence job satisfaction. The hypothesis is that elusive, hard variables, such as training and development and workload relationships have more influence on employee job satisfaction than the soft variables such as salary, benefits, and rewards.

Ha1: There is a positive relationship between salary and job satisfaction among the employee of manufacturing firm, Petaling Jaya

Ha2: There is a positive relationship between benefit packages and job satisfaction among the employee of manufacturing firm, Petaling Jaya

Ha3: There is a positive relationship between workload and job satisfaction among the employee of manufacturing firm, Petaling Jaya

Ha4: There is a positive relationship between reward factor and job satisfaction among the employee of manufacturing firm, Petaling Jaya

Ha5: There is a postitive relationship between training and development and job satisfaction among the employee of manufacturing firm, Petaling Jaya

Ha6: There is a significant influence between job satisfaction factors and job satisfaction among the employee of manufacturing firm, Petaling Jaya

### **3.4 RESEARCH DESIGN**

The current study used survey research design to examine the influencing factors of job satisfaction level among the employee of manufacturing firm, Petaling Jaya. The survey research design was a suitable choice for two reasons which is it is a cross-sectional study

the data was collected at one point in time, and the study aimed at measuring the perception of employees about the job satisfaction they are getting for their work. The respondents would be asked about how they feel toward the manufacturing firms in Petaling Jaya organization offers and how does that effect their job satisfaction. The movement of this research plan will occupy collecting of information in respects to factors that influences job satisfaction among manufacturing firms employees. There is no any handling is required on variables by researcher will be possible.

### **3.5 OPERATIONAL DEFINITION**

#### **3.5.1 Job satisfaction**

Job satisfaction can be defined as the level of gratification a person feels regarding his or her work. Job satisfaction can be inclined by a person's capability to complete required job, the level of communication in an organization, and the way managements treats employees. Measuring job satisfaction can be challenging as the definition of the satisfaction can be different for different people. Job satisfaction defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Locke, E.A., (1976).

#### **3.5.2 Salary**

Definition of salary is what an employee gets against his work after fulfilling his duty, include all type of financial and non-financial rewards. Erasmus, Van, W., and Schenk, (2001).

### **3.5.3 Benefit packages**

Benefits packages defines as the total amount of pay and all the other advantages that an employee may receive from the employers such as bonuses, health insurance, car loan subsidiary, housing loan, increments, promotions, and dental claim. Definition of benefit packages as payment, in which include many components like basic salary, benefits, bonuses, and pay for doing extra work and incentives. Heery and Noon, (2001).

### **3.5.4 Workload**

Workload defined as the amount of work performed or capable of being performed (as by a mechanical device) usually within a specific period. The concept of work satisfaction, which is generally defined as a reaction of personnel towards their feelings regarding their jobs, was first put forward in the 1920s. The importance of this concept came to be understood between the 1930s and the 1940s Ungüren, (2009).

### **3.5.5 Rewards**

Employee reward systems refer to programs set up by a company to reward performance and motivate employees on individual and/or group levels. They are normally considered separate from salary but may be monetary in nature or otherwise have a cost to the company. Reward is defined as in organization employees are rewarded by different status. This process is called as recognition Danish, (2010).

### **3.5.6 Training and Development**

Any definition of human resource management should include elements of employee motivation and employee training and development. Employee business training for your

personnel will not only equip them, but it can also be an excellent source of employee motivation. Skilled employees have a greater capacity to be empowered and perform with excellence, which also builds their sense of ownership, confidence and willingness and also employee motivation. Motivation can be defined as the extent to which persistent effort is directed toward a goal.

### **3.6 MEASUREMENTS OF VARIABLES/INSTRUMENTATION**

The technique used to collect data was a questionnaire. The questionnaire was designed to extent overall levels of job satisfaction, identify the causes that influence job satisfaction the most, and implore employee endorsements on increasing jobs satisfaction at manufacturing firms in Petaling Jaya. The original review and agreement of the survey by manufacturing firm's executive team in Petaling Jaya helped the determination of increasing the internal validity of the study, ensure the questionnaire questions were designed to focus on the issues and causes related to manufacturing firms employees. This study is commonly low in external validity and cannot be comprehensive to a larger population, as it focused exclusively on the data and comments gathered by employees at manufacturing firms in Petaling Jaya.

#### **3.6.1 Factor Analysis**

Factor analysis were conducted on the data extracted from this study to group variables with similar characteristics in one set. Using this test, the factors were rotated to maximize the relationship between the variables. The KMO (Kaiser-Meyer-Olkin) and Bartlett's Test were obtained in which the KMO measures the sampling adequacy while Bartlett's Test show the strength of relationship between variables. KMO for this study is better because greater than 0.5 and the Bartlett's test is significant at 0.000 (Table 3.4)

Table 3.2 : KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.616
Bartlett's Test of Sphericity	Approx. Chi-Square	140.157
	Df	15
	Sig.	.000

Table 3.3: Communalities

Variables	Initial	Extraction
Salary	1.000	0.861
Increment	1.000	0.834
Benefit packages	1.000	0.871
Flexibility	1.000	0.81
Workload	1.000	0.887
Rewards	1.000	0.876
Retirement	1.000	0.853
Training and development	1.000	0.911



Extraction Method:  
Principal Component Analysis.

The table 4.5 shows the percentage of variance in the variables that is accounted for the factor extraction. More than 90% of the variance in Training is accounted while more than 80% of the variance in salary, increment, benefit, flexibility, workload, rewards and retirement were extracted for factor analysis.

Table 3.4: Rotated Component Matrix<sup>a</sup>

	Component				
	1	2	3	4	5
Salary			0.885		
Increment			0.873		
Benefit packages				0.683	
Flexibility		0.782			
Workload		0.826			
Reward					
Retirement				0.649	0.694
Training and development	0.765				

The rotated component matrix in Table 4.6 shows the variable that has high impact on job satisfaction that sorted by factors. Based on the investigation, it is identified that training and development regarded as the only variable in Factor 1 with the value of 0.765. Flexibility and workload is under Factor 2, salary and increment correlated under Factor 3, benefit packages and retirement in Factor 4 and Rewards loaded in Factor 5.

In conclusion five factors were identified under the Factor Analysis. They are sorted as produced rotated component matrix namely training and development, workload, salary, benefit packages and rewards.

### 3.7 DATA COLLECTION

The study was directed to investigate job satisfaction among the employee of manufacturing firm, Petaling Jaya by their direct superior underneath the path of the Human Resources department. A letter from the researcher, clarifying the purpose of the questionnaire and intent of the research project, was delivered to each employee in the target population along with a copy of the questionnaire. Once each superior collected the completed surveys from each of their employees, all surveys were given to the Manager of Human Resources at manufacturing firms in Petaling Jaya, who then delivered them to the researcher for compilation of results and a detailed analysis.

Questionnaire was designed in order to collect data for this study. The questionnaires begin with welcome note to the respondents, briefly explained about the researcher and the objective of the study being conduct. The questionnaire was designed into three sections. English medium been used to designed the questionnaire. The question includes three sections which are Section A, Section B & Section C. Section A consists of respondents demographic factors. Such as, Age, working experience, marital status, education level, job position and gender. The projected study contained with two devices to figure out 5 independent variables and one of dependent variable. The framework as per below:-

Table 3.5: Layout of the Questionnaires

<b>Section</b>	<b>Variables</b>	<b>No of Item</b>
A	Age	1
	Gender	1
	Working experience	1
	Marital Status	1
	Position	1
B	Salary	5
	Benefit packages	5
	Workload	5
	Rewards	5
	Training and Development	5
C	Job satisfaction level among employees	2

**Independent Variable** – Influence factors is the independent variable in this proposed study. Developed by Ruwan Abeysekera, (2007), is an influences inventory that focuses on five main aspects includes (a) Salary (b) Benefit Packages (c) Workload (d) Rewards (e) Training and Development. The questionnaire consists with 48 item instrument and design in 5 point Likert scale. The author reported an alpha coefficient of (0.71-0.91) for the whole scale.

**Dependent Variable** – The dependent variable in this proposed research is job satisfaction among manufacturing firms employees in Petaling Jaya. It is consists with 5 item Likert Scale, developed by Kishore, K., (1999). To find out the degree to which subject differentiate to possess the strategies frequently connected with manufacturing

firms employees in Petaling Jaya. Kishore, K., (1999) reported a reliability coefficient 0.87 for the scale. Moreover, both domestic and analytical validity of the instrument has been verified to be high.

### **3.8 SAMPLING**

The research was exploring job satisfaction and all of the causes that can possibly affect it, only 20 manufacturing firms in Petaling Jaya were chosen to conduct the study. Employees at manufacturing firms in Petaling Jaya enclosed the target population. Participation in this research was voluntary, so people making up the actual population are all self-selecting from manufacturing firms in Petaling Jaya who agreed to participate. The employees therefore covered all departments of the organization, including Production, Engineering, and Training and Development.

Participating employees also covered all levels of the organization in positions of salary, gender, and duration of working at manufacturing firms in Petaling Jaya. The Production includes all employees who supported the manufacturing outcomes. The Training and Development includes all those who work in hiring, training, and staffing and industrial relations department. Engineering employees includes industrial engineering, process engineering, tooling engineering and product engineering.

According to Krejcie and Morgan, (1970) proposed formula for sample size calculation respondents from the total 400 manufacturing firm's employees in Petaling Jaya were directed as sample for this study. The sample size of 200 respondents was calculated based on Krejcie and Morgan (1970) formula on defining sample size for this research activity.

$$s = \frac{X^2 NP (1 - P)}{d^2 (N - 1) + X^2 P (1 - P)}$$

s = required sample size.

$X^2$  = the table value 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 0.50 since this would provide the maximum sample size).

d = the degree of accuracy expressed as a proportion (0.05).

Below would be the calculation to identify the sample size:-

s = required sample size.

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

(3.841).

N = 400

P = assumed to be 0.50

d = the degree of accuracy expressed as a proportion (0.05).

$$s = \frac{3.841 (400) (0.5) (0.5)}{(0.05)^2 (399) + 3.841(0.5) (0.5)}$$

$$s = 99.992$$

$$s \approx 200$$

Random sampling technique has been used as the sampling technique in this research study. The researcher has casually distributed 200 questionnaires to the manufacturing firms in Petaling Jaya.

### 3.9 INSTRUMENTS

The researcher used a five-point Likert scale for measuring the relationship between influencing factors of job satisfaction level among the employee of manufacturing firm, Petaling Jaya. (1) Strongly disagree, (2) disagree, (3) Neither agree nor disagree, (4) Agree, (5) strongly agree. The question for Section B and section C, which measures the Influencing Factors to job satisfaction level among manufacturing firms employees in Petaling Jaya.

The questions for Influencing factors to job satisfaction level such as Salary, Benefit packages, Workload, Rewards, Training and Development were adapted from Abeysekera, R., (2007). Besides, the questions for dependent variable such as job satisfaction level among manufacturing firms employees were adapted from Kishore, K., (1999). The particulars of the adapted questionnaire and the source are concise in Table 3.1.

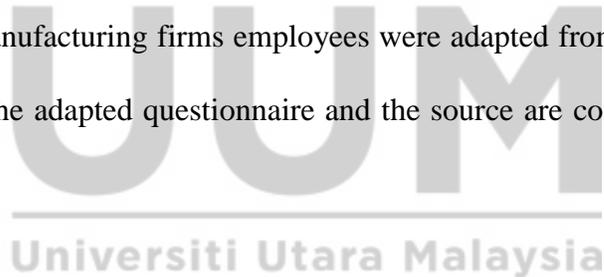
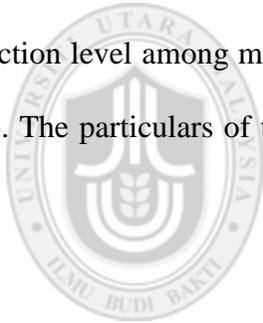


Table 3.6: Variable Name and Sample Item

<b>Variable Name</b>	<b>Statement</b>	<b>Source</b>
<p><b><u>Dependent Variable</u></b></p> <p>Job satisfaction level among manufacturing firms employees in Petaling Jaya</p>	<p>1. The employees can increase their enthusiasm in performing task in work team</p> <p>2. The employees can generate innovation and work through problem exists when employer be with them</p> <p>3. The intentions to stay in this company increased</p> <p>4. The employees cannot perform the task in group discussion</p> <p>5. The employees will leave the company when get high offers from other companies</p>	<p align="center">K. Kishore (1997)</p>



<p><b><u>Independent Variables</u></b></p> <p>Salary</p>	<ol style="list-style-type: none"> <li>1. The employees base pay is equal to their position</li> <li>2. The employees convenience with company's annual increment</li> <li>3. The process used for increment is clear &amp; understandable</li> <li>4. The employees annual increment is based on their job performance</li> <li>5. The employees based pay is adjusted according to their academic qualification</li> </ol>	<p>Ruwan Abeysekera (2007)</p>
<p><b><u>Independent Variables</u></b></p> <p>Benefit Packages</p>	<ol style="list-style-type: none"> <li>1. The employees have enough leaves to plan for their vacation</li> <li>2. The employees convenience with their company's retirement plan</li> <li>3. Company's medical coverage totally benefits employees and dependent</li> <li>4. The employees clearly understand benefits packages that company provided</li> <li>5. The employees convenience with other benefits offer by the company</li> </ol>	<p>Ruwan Abeysekera (2007)</p>
<p><b><u>Independent Variables</u></b></p> <p>Workload</p>	<ol style="list-style-type: none"> <li>1. The employees feel underutilized in their job</li> <li>2. The amount of work that expected of employees is reasonable</li> <li>3. The employees able to complete the task given within office hour</li> <li>4. The employees receiving reasonable on call during their rest day</li> <li>5. The employees need to come early to office/back home late to complete their task</li> </ol>	<p>Ruwan Abeysekera (2007)</p>

<p><b><u>Independent Variables</u></b></p> <p>Training &amp; Development</p>	<ol style="list-style-type: none"> <li>1. The employees have the training they need to do their job</li> <li>2. The morale in their department very high</li> <li>3. The employees supervisor actively listens to their suggestions</li> <li>4. The employees supervisors evaluates their work performance in regular basis</li> <li>5. The employees supervisors provides them with actionable suggetions on what they can do to improve</li> </ol>	<p>Ruwan Abeysekera (2007)</p>
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### 3.10 PILOT TEST

In the beginning, pilot test was conducted by researcher. About 30 questionnaires were distributed to some manufacturing firm in Petaling Jaya. The main reason to conduct pilot test is to ensure that the respondents clearly understand the content of the questionnaire. According to Burns and Bush (1998), a pretest which includes minimum of 30 representative participants is sufficient enough to authenticate the questionnaire. Pilot test is classified as important tools in research as the tools lead researcher to solve any misleading item in the questionnaire before actual data collection take place.

Mainly, the researcher need to conduct the pilot test beforehand to ensure the respondents understand the whole questions that being asked in questionnaire. It will help the researcher to make some amendments to the questions if found the respondent unsure on questionnaire provided. Validity, reliability can be ensure to the questionnaire by conducting the Pilot test. The researcher could ensure the validity, reliability and detect

the errors by conducting the pilot test. Pilot test performs as preliminary stage before any research is being carried out. Based on Zikmund (2003), pilot test act as examining research method where the test conducts sampling without applying specifics standard.

The table 3.3 explained the Cronbach's Alpha for the measurements of influencing factors to job satisfaction among manufacturing firm employees. The Cronbach's Alpha value for dependent variable which is job satisfaction level among manufacturing firm employees in Petaling Jaya would be 0.907. The Cronbach's Alpha values for all the independent variables were above 0.6. Variables such as Rewards has ranked the highest with 0.981, followed by influencing factors such as Training and Development has ranked with 0.972. Influencing factors such as Salary has ranked with 0.940. Besides that, influencing factor such as Benefit Packages has ranked with 0.905. Lastly, influencing factors such as workload has ranked the lowest with 0.832. Due to then reliability result of more than .70 researcher continue the distributing of questionnaire and received 200 which is enough to represent the whole population.

Table 3.7: Cronbach's Alpha Reliability Test

<b>Variables</b>	<b>Number of Items</b>	<b>Cronbach's Alpha Value</b>
Salary	5	0.940
Benefit	5	0.905
Workload	5	0.823
Rewards	5	0.981
Training	5	0.972
Job satisfaction	5	0.928

### **3.11 DATA COLLECTION PROCEDURES**

Basically, the tool to complete the objective of study is questionnaire. Besides that, questionnaires been distributed to 300 respondents in randomly selected manufacturing firms in Petaling Jaya. The questionnaire was distributed by researcher through email and a hard copy questionnaire was distributed to some manufacturing firms in Petaling Jaya by researcher. Besides that, the objective of this research and the questionnaires content was clearly briefed to respondents via phone calls by researcher.

About five to ten minutes were taken by each respondent in order to complete the questionnaire. A frequent follow-up and monitoring was enforcing to ensure respondents complete the questionnaire within the time frame given.

### 3.12 TECHNIQUES OF DATA ANALYSIS

Three type of analysis being generated for this research. In the line to offer an explanation of sample from which data will be gathered and setting will be illustrated. In addition, the means, modes, and standard deviations for factors that influence job satisfaction level among manufacturing firms employees in Petaling Jaya were analyzed.

Method on the way data and gathered information being analyzed to identify the relationship between the variables is defined as analysis technique. According to Sekaran, U., (2003) has mentioned whereby analysis technique includes three elements which are measuring central tendency and variability (descriptive analysis), testing developed hypotheses (inferential analysis) and reliability (scale measurement). SPSS version 22 program will be used as a tool to generate the descriptive analysis by calculating the means and standard deviations for dependent items and independent variable's items. Besides that, tables are also being figure out in order to ensure the easier analyzing method. The means will symbolize the grade of defend to variables high mean specifies that respondents extremely agree with a specific declaration and dissimilarity if the respondents extremely disagree with the statement.

The reliability test was generated by researcher in order to find out the Cronbach's Alpha value for each variable. Cronbach's Alpha test is created to evaluate the reliability of respondent's response for each independent variable in the way of dependent variable or not. Besides, Pearson's coefficient correlation and multiple linear regression also been examine in order to find out the grade of relationship between each variables. The Statistical Package for Social Science (SPSS) software version 22 was used in order to generate the analysis. Research framework has been applied and

discussed in detail throughout this chapter. This chapter also well explained on data gathered techniques by explaining the entire stages involve and on how the research is going to be executed and performed.



## CHAPTER 4: RESULT AND DISCUSSION

### 4.1 INTRODUCTION

The results extracted from the questionnaire were represented via statistical analysis in this chapter. The result elicited by the following details: (i) demographic variables, (iii) reliability analysis, (iv) descriptive analysis, (v) correlation analysis and (vi) regression analysis.

### 4.2 RESPONDENT'S DEMOGRAPHIC CHARACTERISTICS

The demographic analysis of the respondents provides the general background of the manufacturing employees at Petaling Jaya who agreed to participate in this study.

Table 4.1: Respondents' Demographic Profile

Demographic	Characteristics	Frequency	Percentage (%)
Age	22 - 34 years old	83	41
	35 - 44 years old	72	36
	45 - 54 years old	45	23
Gender	Male	122	61
	Female	78	39
Service years	Less than 3 years	53	27
	3 to 10 years	82	41
	11 to 20 years	65	32

Inside the table can be single spacing. This study participated by 200 respondents that work in manufacturing firms around Petaling Jaya. There were 122 males and 78 females respectively. About 41 percent of the respondents were from the age group of 22 to 34 years old and majority about 82 respondents has service year from 3 to 10 years in the manufacturing industry. 45 respondents from the age range of 45 to 54 years old also participated in this study to reveal their job satisfaction factor. 65 percentages of respondents has maximum service years from 11 to 20 years in manufacturing firm.

Table 4.2 : Department and Education Cross tabulation

	Education			Total
	Master degree	Bachelor Degree	Diploma	
Department				
Production	0	62	5	67
Engineering	2	88	2	92
Others	0	31	10	41
<b>Total</b>	<b>2</b>	<b>181</b>	<b>17</b>	<b>200</b>

The respondents in this study were from both production and engineering department in which majority about 46 percent from engineering background. Graduates with minimum of Diploma qualification participated in this study to share their views an experience on the factors that contribute to job satisfaction in manufacturing firms. Greater number of respondents (91 percent) holds Bachelor's Degree while 17 respondents have their diploma and 2 respondents graduated with Master's Degree to work in manufacturing firms at Petaling Jaya.

Table 4.3 : Education and Position Cross tabulation

	Designation					Total
	Engineer	Senior Engineer	Staff Engineer	Senior Staff Engineer	Principal Engineer	
Education						
Master degree	0	0	0	0	2	2
Bachelor	60	43	46	22	10	181
Diploma	12	5	0	0	0	17
<b>Total</b>	<b>72</b>	<b>48</b>	<b>46</b>	<b>22</b>	<b>12</b>	<b>200</b>

The relationship between education and designation were analyzed using cross tabulation method is SPSS. The results shows that majority of the respondents who have Bachelor's Degree were assigned as Engineers while the 2 respondents with higher qualification of Master's Degree working as Principal Engineers. There are 24 percentage of Senior Engineers with Bachelor's Degree participated in this study.

### 4.3 RELIABILITY ANALYSIS

Table 4.4: Reliability Analysis

<b>Variables</b>	<b>Number of Items</b>	<b>Cronbach's Alpha Value</b>
Salary	5	0.940
Benefit packages	5	0.905
Workload	5	0.823
Rewards	5	0.981
Training and development	5	0.972
Job satisfaction	5	0.928

Table 4.4 shows the reliability of the five variables used in this study. The respondents of this study were asked to present their views or answers in five Likert Scale. Cronbach's Alpha was used to measure the internal consistency which will resemble how closely the set of items are related as a group. The Cronbach's Alpha value for all the variables are more than 0.60 in which it proves that all the variables used in this study are reliable. The dependent variable, job satisfaction also produces higher value of Cronbach's Alpha. High internal consistency is important in order to further analysis of hypothesis of this study.

#### 4.4 DESCRIPTIVE ANALYSIS

Table 4.5: Descriptive Analysis

Variables	Mean	Standard Deviation
Salary	3.87	0.98939
Benefit packages	2.87	0.88283
Workload	4.32	0.63437
Rewards	1.3	1.20185
Training and development	4.5	0.87219
Job satisfaction	2.02	0.24506

The table 4.5 represents the mean and standard deviation for all the variables. The dependent variable which job satisfaction has the lowest value of mean and standard deviation ( $M=2.0200$ ,  $SD=0.24506$ ). Training and development factor has the highest value of mean and standard deviation with ( $M=4.5000$ ,  $SD=0.87219$ ) followed by workload and ( $M=4.3200$ ,  $SD=0.63437$ ) respectively. This is followed by salary with ( $M=3.8700$ ,  $SD=0.98939$ ), benefit packages factor ( $M=2.8700$ ,  $SD=0.88283$ ) rewards ( $M=1.3000$ ,  $SD=1.20185$ ).

## 4.5 CORRELATION ANALYSIS

Table 4.6: Correlation Analysis

	Job satisfaction	Salary	Benefit	Workload	Rewards	Training
Job satisfaction Sig.(2-tailed)	1.000 -					
Salary Sig.(2-tailed)	0.367** 0.000	1.000 -				
Benefit packages Sig.(2-tailed)	0.279** 0.000		1.000 -			
Workload Sig.(2-tailed)	0.559** 0.000			1.000 -		
Rewards Sig.(2-tailed)	0.179** 0.000				1.000 -	
Training and development Sig.(2-tailed)	0.635** 0.000					1.000 -

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

The table 4.6 shows the correlation between the independent and dependent variable of this study. The Pearson product-moment correlation coefficient is used to measure the linear correlation between the independent and dependent variable and between the independent variables itself. The value between +1 and -1 inclusive, 0 means no correlation and negative means no relationship between the variables.

This correlation test is important for hypothesis testing as the values determine the factors that mostly or less likely influence the job satisfaction among manufacturing employees in Petaling Jaya.

## 4.6 HYPOTHESES TEST

### (i) Hypothesis 1

Ho1: Salary influenced job satisfaction among the employee of manufacturing firm, Petaling Jaya

Table 4.7: Correlation between salary and job satisfaction

		Job satisfaction
Salary	Pearson Correlation	0.367**
	Sig.(2-tailed)	0.000

The Table 4.7 indicates the correlation between salary and job satisfaction at  $r = 0.367$ ,  $p < 0.01$  in which the result shows that there is a positive weak relationship between these two factors salary and job satisfaction.

### (ii) Hypothesis 2

Ho2: Benefit packages influenced job satisfaction among the employee of manufacturing firm, Petaling jaya

Table 4.8: Correlation between benefit and job satisfaction

		Job satisfaction
Benefit packages	Pearson Correlation	0.279**
	Sig.(2-tailed)	0.000

The table 4.8 shows the correlation between the factors of benefit packages and job satisfaction at 0.279. The positive relationship with p-value  $< 0.01$ . Benefit packages factor also has the weak relationship

(ii) Hypothesis 3

Ho3: Workload influenced job satisfaction among the employee of manufacturing firm, Petaling Jaya

Table 4.9: Correlation between workload and job satisfaction

		Job satisfaction
Workload	Pearson Correlation	0.559**
	Sig.(2-tailed)	0.000

Table 4.9 showed there is a positive and moderate relationship between workload and job satisfaction in which the correlation is  $r = 0.559$  at  $p\text{-value} < 0.01$ .

(ii) Hypothesis 4

Ho4: Reward influenced job satisfaction among the employee of manufacturing firm, Petaling Jaya

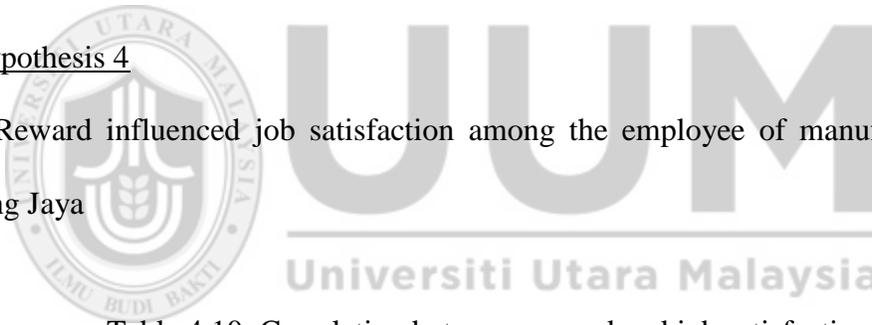


Table 4.10: Correlation between reward and job satisfaction

		Job satisfaction
Reward	Pearson Correlation	0.179**
	Sig.(2-tailed)	0.000

The table 4.10 pinpoints the relationship between reward and job satisfaction. The correlation value is 0.179 at  $p\text{ value} < 0.01$ . There is relationship between reward and job satisfaction among manufacturing employees in Petaling Jaya. Reward factor has the weak relationship.

(ii) Hypothesis 5

Ho5: Training and development influenced job satisfaction among the employee of manufacturing firm, Petaling Jaya.

Table 4.11: Correlation between training and job satisfaction

		Job satisfaction
Training and development	Pearson Correlation	0.635**
	Sig.(2-tailed)	0.000

The table 4.11 reveals the relationship between training and development and job satisfaction among the employee of manufacturing firm, Petaling Jaya. The value of correlation at 0.635 with p-value of  $< 0.01$ . Training and development has the strong relationship to job satisfaction among the employee of manufacturing firm, Petaling Jaya.

Thus, it can be understood that all the five variables or factors namely salary, benefit packages, workload, rewards and training and development positively influenced the job satisfaction in manufacturing firm at Petaling Jaya. Among these independent variables, training and development was identified as the major factor contributes to job satisfaction among the employee of manufacturing firm, Petaling Jaya.

## 4.7 REGRESSION ANALYSIS

Table 4.12: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Salary	0.080	0.180	-0.075	-0.408	0.685
Benefit packages	0.074	0.109	-0.089	-0.730	0.468
Workload	0.199	0.235	0.167	0.847	0.400
Reward	0.179	0.180	0.163	1.192	0.238
Training and development	0.524	0.175	0.451	2.992	0.004

a. Dependent Variable

Adjusted  $R^2 = 0.322$

\*\* $p \leq 0.05$ ;  $F$  – Statistic = 5.509

$$Y = 1.033E-17 + 0.105X_1 + 0.328X_2 + 0.287X_3 + 0.319X_4 + 0.045X_5 - 0.002X_6$$

### Hypothesis 6:

Hypothesis 6 is stated in the null and alternate as follows:

Ha6: There is a significant influence between job satisfaction factors and job satisfaction among the employee of manufacturing firm, Petaling Jaya.

The Ha 6 showed a significant result with the variables chosen only explain 32.2% of the variance of the job satisfaction among the employee of manufacturing firm, Petaling Jaya.

This table shows four out of five of the variable were not significant, only one namely training and development have influenced on job satisfaction among the employee of manufacturing firm, Petaling Jaya. Meaning, if appropriate training and development are to be given to the employees, it will increase the job satisfaction among the employee of manufacturing firm, Petaling Jaya. Nevertheless salary, benefit packages, workload and reward have no influence on job satisfaction. There are other variables that influenced the job satisfaction among the employee of manufacturing firm in Petaling Jaya.



#### 4.8 SUMMARY RESULT OF HYPOTHESIS TESTING

Hypothesis	Outcome
<p><b>Ho1:</b> There is a positive relationship between salary and job satisfaction among the employee of manufacturing firm, Petaling Jaya</p>	Accepted
<p><b>Ho2:</b> There is a positive relationship between benefit packages and job satisfaction among the employee of manufacturing firm, Petaling Jaya</p>	Accepted
<p><b>Ho3:</b> There is a positive relationship between workload and job satisfaction among the employee of manufacturing firm, Petaling Jaya</p>	Accepted
<p><b>Ho4:</b> There is a positive relationship between reward factor and job satisfaction among the employee of manufacturing firm, Petaling Jaya</p>	Accepted
<p><b>Ho5:</b> There is a positive relationship between training and development and job satisfaction among the employee of manufacturing firm, Petaling Jaya</p>	Accepted
<p><b>Ho6:</b> There is significant influence between job satisfaction factors and job satisfaction among the employee of manufacturing firm, Petaling Jaya</p>	Accepted

#### 4.9 CHAPTER SUMMARY

The statistical analysis reveals that training and development factor has high significant relationship with job satisfaction among the employee of manufacturing firm, Petaling Jaya. Other factors such as salary, benefit packages, workload, and rewards not significantly related to job satisfaction among the employee of manufacturing firm, Petaling Jaya when comes for their job satisfaction. Correlation results shows there is positive relationship between salary, benefit packages, rewards and job satisfaction among the employee of manufacturing firm, Petaling Jaya. But, weak relationship. Followed by workload has moderate relationship with job satisfaction among the employee of manufacturing firm, Petaling Jaya. Training and development factor has the highest significant relationship with job satisfaction among the employee of manufacturing firm, Petaling Jaya.



## CHAPTER 5: CONCLUSION AND RECOMMENDATION

### 5.1 INTRODUCTION

Through the data analyze and findings in previous chapter, conclusion and discussion provided in this study. Usually, recommendation will be provided to be use in future research. Discussion that been discuss will be supported by previous research/study.

### 5.2 CONCLUSION

The Pearson correlation has been conducted to analyze the influencing factors to contribute job satisfaction among the employee of manufacturing firm, Petaling Jaya. According to the findings on the Pearson correlation results it showed that among the five variables salary, benefit packages, workload, rewards, and training and development, all the five factors are significantly correlated with job satisfaction among manufacturing firms employees. The correlation values are salary  $r = 0.367$ , benefit packages  $r = 0.279$ , workload  $r = 0.559$ , rewards  $r = 0.179$  and training and development  $r = 0.635$ . Among the five factors, the highest correlation is training and development  $r = 0.635$  while the lowest is reward  $0.179$ .

The finding for the correlation on salary is different from the finding of Brown, (2007) the income, some studies noted that the level of the salary is a secondary variable that cannot stand alone and its influence may be limited when the work quality is unsatisfactory.

The finding for the correlation benefit packages is same with the finding of Carraher, (2011), that attitude towards benefits is a significant predictor of turnover for employees and entrepreneurs over a four-year time period while satisfaction with benefit

packages is typically not significant for employees but not for entrepreneurs. Other than that the correlation between workload and job satisfaction, is the same with finding of Buckholdt & Miller, (2008), that workload is a contributor of employee's satisfaction.

The finding on the correlation between rewards and job satisfaction is the same with the findings of NL, (2012) who pointed out that younger generation is motivated more through money than rewards. Young people are more active and vibrant. Rewards is seen as a secondary variables to step through which they can be satisfied in their work.

The findings for the correlation training and development is same as previous case study of Parvin, (2011) has mentioned training and development have a profound impact on employee job satisfaction comprising salary, efficiency in work, fringe supervision, and co-worker relations.

Besides that, based on regression analysis results, the five variables explained 32.2% of the variance to job satisfaction among the employee of manufacturing firm, in Petaling Jaya. The is remaining 67.8% of other influences factors that were not surveyed in this study but also contribute in job satisfaction among the employee of manufacturing firm, Petaling Jaya. This remaining 67.5% explained other unknown variables that should be surveyed in future research. Besides that, this research was done on 200 respondents. In order to get more accurate and reliable data, the number of respondents and manufacturing should be increased.

The study examines the relationship between factors influencing to job satisfaction among the employee of manufacturing firm, Petaling Jaya. From the data collected, few analysis was made to get factors influencing that have significant relationship to job satisfaction level in manufacturing firm. It was proven that training

and development variables have influenced on job satisfaction among the employee of manufacturing firm, Petaling Jaya.

The evidence in this study can be used in many different ways by many organizations. Although the manufacturing companies in this study were described as to some extent ideal, employers do not provide flawless explanations in all situations. The key idea is that manufacturing firms must put the highest value on their human resources and improve a culture and practices that show that type of employee's commitment. Employees need to feel like they are making a substantial difference to manufacturing firms business success or else, employees will run out of reasons to focus on their jobs well.

Although all manufacturing firms cannot develop completely and offer widespread prospects for internal promotion, employer can help their employees to improve career goals and train the employees to create action plans to develop all the way through their careers. Some manufacturing firm may discover that they develop employees who leave and utilize their knowledge and skills for other organizations, but employers will also find that they impress a sense of trustworthiness from other employees. Moreover, the risk of losing employees is worth the advantage of remained loyal and satisfied employees to the organization.

Influencing factors such as training and development contributing high significant relationship to job satisfaction level among manufacturing firms employees. The manufacturing firm employees are more interested to enhance their skill through training and development. The employees also had a very hard believe, training that provide to them will contribute some valuable input to develop manufacturing productivity. The

manufacturing firms employees should be given cross functional -training, and make them volunteer to do something different to achieve productivity in manufacturing firm. A training and development program can adoptive learning new practices and procedures to perform careers with the fullest proficiency and efficiency.

A successful training and development program supports the intentional requirements of the manufacturing firm's organization and also satisfies the manufacturing firm's employee's needs of the people working in manufacturing firms. Employees can more concentrate on their individual career development, which eventually contributes in achieving both manufacturing firm's short and long-term objectives if the training programs that are provided to employees are effective enough. The study's findings show that influencing factors such as training and development significantly related to employees job satisfaction in manufacturing firms, Petaling Jaya. A training and development program should be a fundamental tool of human resource practices in manufacturing firms in order to have satisfied, loyal, and efficient employees in manufacturing firms.

The second influencing factor which is having significant relationship between job satisfactions is workload. In this study, daily workload contributes a lower indicator to job satisfaction level among manufacturing firms employees in Petaling Jaya. The contrary correlation between daily workload reflects that manufacturing firms employees in Petaling Jaya are more satisfied when lesser workload given to them. Manufacturing firms should consider workload that being task to an employee is equaling their pay and being standardize among other employees who are working under same job scope.

Manufacturing firm's employers should support employees from all positions to achieve a reasonable satisfaction in order to enhance employees and a promising organizational performance. Besides that, the findings of this study can be useful to other researchers. It is believed that the findings of this study are useful to other researchers to study the job satisfaction among employees in manufacturing firms. Many variables can be explored on the future study such as by exploring other variables such as working environment, organizational culture, management style, and other measurement of job satisfaction characteristics. The manufacturing firms should take into explanation by considering practical daily workload in order to enhance manufacturing firm's employee's satisfaction and loyalty.

The employees will be more motivated if they are given with reasonable workload. Moreover, employee's part of the time should be allocated for another field of their life. Part of their time should be allocated for another field of their life. Manufacturing firms should create or develop their working situation to be aligned with employee's physical and psychological needs in order to improve their productivity to next level.

In this research, influencing factor of training and development was identified to be the very important aspect to look into in order to increase job satisfaction level among manufacturing firm employees in Petaling Jaya. According from analyzed data from respondent's feedback, influencing factors which is training and development is more preferred factors by respondents to be emphasis more too manufacturing firm employees in Petaling Jaya. Influencing factor which is training and development was ranked the most important to be look into compare to other variables/influencing factors. Employees

in manufacturing firm, Petaling Jaya truly believed that training and development factors play a major role in order to enhance employee's skills. In order to achieve economic development and the effectiveness of organizational in manufacturing firm, proficient employees is necessary.

An effective and operative employee in manufacturing firm is able to run production in proactive manner. In order to achieve the effectiveness, training and development activity should be included in human resource management goal for organizational effectiveness in manufacturing firm in Petaling Jaya. The effort carries out that training and job satisfaction are completely accompanying to organizational effectiveness. Job dissatisfaction among manufacturing firms employees in Petaling Jaya deters organizational effectiveness. According to Stephen P. R., (2009), competent employees don't remain competent forever. Skills deteriorate and become obsolete and new skills need to be learned.

The results of the study showed that manufacturing firms are well organized in term of salary, benefit package and rewards. This clearly shows organizations putting effort to ensure their employees feel secured and retain in the organization. Besides that, employees are looking forward to possess the necessary skills and competencies. In order to create satisfaction to their employees, training and development opportunities need to be emphasis in an organization. Enforcement in training and development not only will develop employee's skill, also employers goal will enhance to next level. By advancing the training and development program, employees to take improvement of the training and development opportunities that are offered at the manufacturing firm and prepare themselves with the necessary skills.

### **5.3 RECOMMENDATION FOR FUTURE RESEARCH**

The future research study must be extended to the other aspects or elements from both employer and employee perspective to analyze the factor influencing to job satisfaction in manufacturing firm in Petaling Jaya.

In addition, the future research should add other factors such as organizational culture in manufacturing firm. The material gathered and studied could also expand if possible to add many more independent variables comprise in the future studies. In addition, the it also recommended to broadened the scope of the future research by including the manufacturing firms in other demographic areas in Malaysia in order to obtain large amount of targeted respondents which would highly supportive for the analysis and findings.

Besides that, it is very significant to mention the methodological limitations of the studies involved in this study. In future, researcher suggests including more methodological analysis in order to expand the studies objective. The questionnaire that provided also can be expanding to more detailed questions in future research. Some limitation that found in this study can be use as milestone to create a much expanded studies in future research.

The research performed as a guideline to recognize the influencing factors to job satisfaction among the employee of manufacturing firm, Petaling Jaya. Besides that, researches explained are also other aspect to be concealed to achieve job satisfaction among the employee of manufacturing firm, Petaling Jaya.

The research has been clarified by the findings and analysis conducted by researcher. The researcher would suggest that future research on evaluating the level of

job satisfaction among manufacturing firms employees should be stretched by not only focusses on influencing factors such as salary, benefit packages, workload, rewards and training and development but also focus on other influencing factors that contribute to job satisfaction level as well.

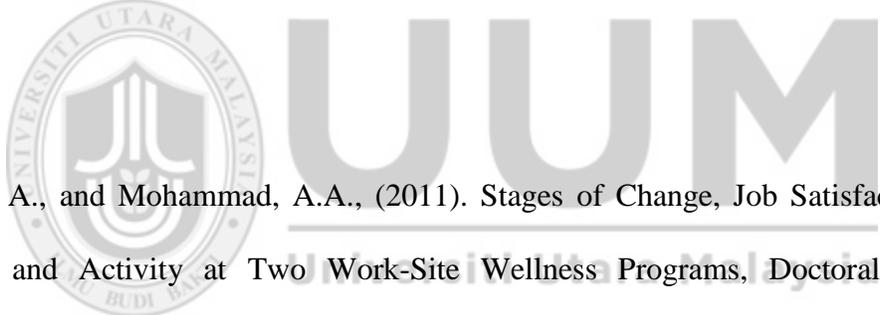
Apart from that, the most preferred aspects or features from an organization or factors that influencing employee's job satisfaction level in manufacturing firms could deliver a better understanding for manufacturing firm's employer to establish an opportunity for them to revise their management practices in order to achieve high job satisfaction level among employees.



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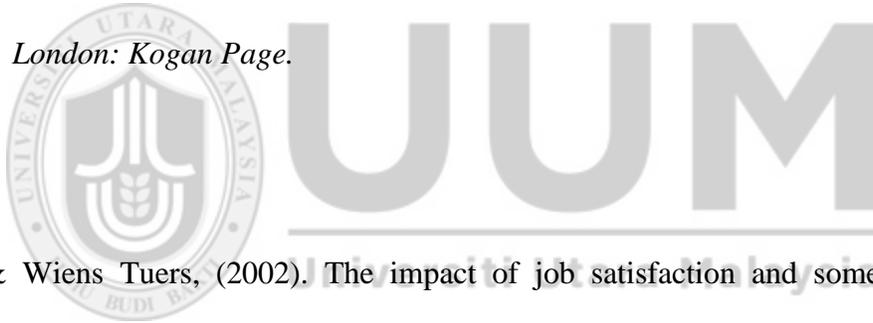
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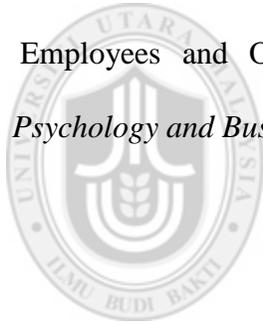
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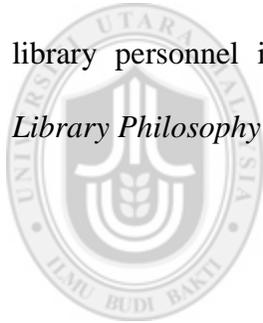
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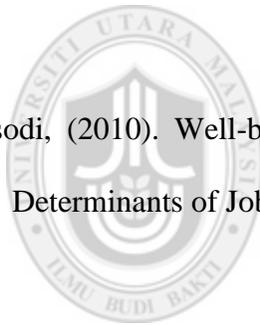
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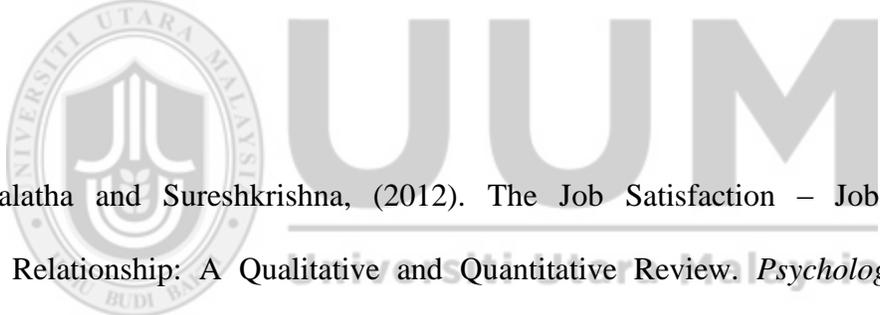
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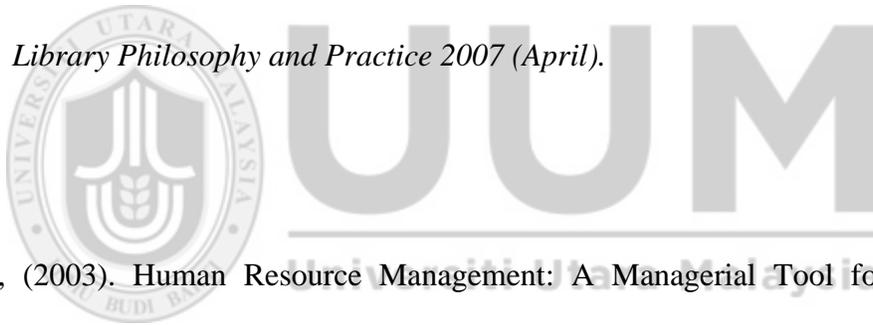
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