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**COMPENSATION MANAGEMENT ON EMPLOYEE JOB
SATISFACTION AT CIMB CALL CENTRE IN KUALA
LUMPUR**



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**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
in Partial Fulfillment of the Requirement for the Master of Human
Resource Management**

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ABSTRACT

Compensation management is the process that provides monetary value to employees. This includes base salary, performance bonuses, health insurance and retirement plans. The aims of this study are to know the compensation management on employee job satisfaction at CIMB call centre in Kuala Lumpur. Besides that, the researcher would like to determine the factors by which gives an important impact towards their job's satisfaction such as compensation policy design, awareness of compensation packages, compensation packages and management and communication. The objectives of this study is to determine the level of job satisfaction among employee at CIMB call centre in Kuala Lumpur, to determine the relationship between compensation policy design and job satisfaction among employee at CIMB call centre in Kuala Lumpur, to determine the relationship between awareness of compensation package and job satisfaction among employee at CIMB call centre in Kuala Lumpur, to determine the relationship between compensation package and job satisfaction among employee at CIMB call centre in Kuala Lumpur, to determine the relationship between Management and Communication and job satisfaction among employees at CIMB call centre in Kuala Lumpur and to determine the effect of compensation management on employee job satisfaction among employees at CIMB call centre in Kuala Lumpur. About 156 of call centre employees involved in this study. This finding of research discovered that all independent variables have significant relationship and affect the job satisfaction.

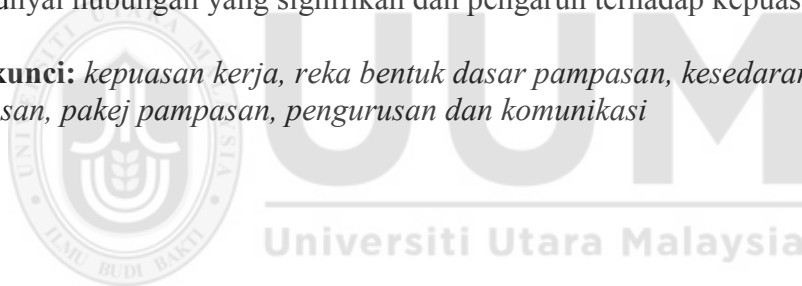
Keywords: *job satisfaction, compensation policy design, awareness of compensation package, compensation package, management and communication*



ABSTRAK

Pengurusan pampasan adalah proses yang memberikan nilai kewangan kepada pekerja. Ini termasuk gaji asas, bonus prestasi, insurans kesihatan dan rancangan persaraan. Tujuan kajian ini adalah untuk mengetahui pengurusan pampasan mengenai kepuasan kerja pekerja di pusat panggilan CIMB di Kuala Lumpur. Di samping itu, penyelidik juga ingin menentukan faktor-faktor yang memberikan kesan penting terhadap kepuasan kerja mereka seperti reka bentuk dasar pampasan, kesedaran mengenai pakej pampasan, pakej pampasan dan pengurusan dan komunikasi. Objektif kajian ini adalah untuk menentukan tahap kepuasan kerja di kalangan pekerja di pusat panggilan CIMB di Kuala Lumpur, untuk menentukan hubungan antara reka bentuk dasar pampasan dan kepuasan kerja di kalangan pekerja di pusat panggilan CIMB di Kuala Lumpur, untuk menentukan hubungan antara kesedaran pakej pampasan dan kepuasan kerja di kalangan pekerja di pusat panggilan CIMB di Kuala Lumpur, untuk menentukan hubungan pakej pampasan dan kepuasan kerja di kalangan pekerja di pusat panggilan CIMB di Kuala Lumpur, untuk menentukan hubungan antara Pengurusan dan Komunikasi dan kepuasan kerja di kalangan pekerja di Pusat panggilan CIMB di Kuala Lumpur dan untuk menentukan kesan pengurusan Pampasan terhadap kepuasan kerja pekerja di kalangan pekerja di pusat panggilan CIMB di Kuala Lumpur. Kira-kira 156 pekerja pusat panggilan yang terlibat dalam kajian ini. Dapatkan kajian ini mendapati bahawa semua pembolehubah bebas mempunyai hubungan yang signifikan dan pengaruh terhadap kepuasan pekerja.

Kata kunci: *kepuasan kerja, reka bentuk dasar pampasan, kesedaran pakej pampasan, pakej pampasan, pengurusan dan komunikasi*



ACKNOWLEDGEMENTS

First of all, all praise to the Almighty Allah S.W.T our creator, I am blessed that I have managed to complete my project's proposal. I would like to thank Him for giving me a good health and ability to go through this project's proposal until the end.

I would like to take this opportunity also to express my heartfelt gratitude and appreciation to Dr. Jasmani Binti Mohd Yunus, my supervisor for her guidance, mentoring, supervision and continuous encouragement throughout this project's proposal. Her guidance has been a big helping hand in planning this proposal and in researching my subject matter.

Many thanks also to the Othman Yeop Abdullah (OYA) Graduate School of Business University Utara Malaysia, Kuala Lumpur for the supports to help me reach out to my subject matter and respondents.

Next, thank to Miss Jasmin Call Centre Officer for giving me the opportunity to conduct this study at CIMB Call Centre Department. To fellow staff of CIMB Call Centre Department too, for their willingness to participate in this study. Last but not least, I would like to also thank my family and closest friends for their support in my decision making and encouragements towards my project's proposal.

Thank you.



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LIST OF ABBREVIATIONS

SHRM	Society Human Resource Management
CPD	Compensation Policy Design
ACP	Awareness of Compensation Packages
CP	Compensation Packages
CM	Communication and Management
SPSS	Statistical Package for the Social Sciences Software
IVs	Independent Variables
DV	Dependent Variables
HR	Human Resource
CIMB	Commerce International Merchant Bankers Berhad
EPF	Employees Provident Fund
SOCSSO	Social Security Organization
JS	Job Satisfaction
SPM	Sijil Pelajaran Malaysia



CHAPTER 1: INTRODUCTION

1.1 Introduction

This paper investigates the compensation management on employee job satisfaction at CIMB Call Centre in Kuala Lumpur. The background of the study, problem statement, research question, objectives, the scope of the study, significant of study and the thesis coordination are discussed in this chapter.

1.2 Background of study

In a banking sector, call centre employees play a vital role in serving their customers. The quality of service that they can offer depends entirely in their employees capability to handle every possible problem. They are the front runner and the representative to the bank. In order to achieve quality services, the employees first needed to have high job satisfaction provided by their employers. In the world, the fact proved that high level of job satisfaction has positive behaviour works (Nazir *et al.*, 2013). Thus, employees with high level of job satisfaction will demonstrate positive attitudes in their work.

In the current days, majorities of the employee are coming from Gen Y and X generation. Their needs are different compared to the past generation. Research done by Society of Human Resource Management reported that there is a slight difference in job satisfaction's contributions and engagements between these generations (Gurchiek, 2016). It is because Gen Y and Gen X employees believed that compensation is the main factor for job satisfaction (Miller, 2016). Gen Y employees are actively planning their career development because they are more knowledgeable

about their career and interest (Deloitte, 2011). Figure 1.1 shows the new hires by age group in CIMB.



Figure 1.1
New hire by age group of CIMB Malaysia in the period 2016-2017
 Sources: CIMB Citizenship Report, 2017

According to Etherington (2017), compensation management plays a vital role in determining employees level of job satisfaction. Compensation management is an essential plan to inspire employees and increase their productivity and achievement. The compensation should be tied to the vision, mission, and strategy of an organization. It is important to ensure that the employees are satisfied with their compensation entitlement. An organization with a good compensation may attract and retain qualified employees (Aziri, 2011). Furthermore, with a good compensation, employees productivity will also be increased. It is also important to understand that compensation management system is also the main reason for employers to retain, promote loyalty and motivate high skilled employees to get high level of job satisfaction (Güngör, 2011). Muguongo *et al.* (2015) also found that the employee claims that their satisfaction is directly related to the extent of compensation provided

to them. Similarly, Sharp (2017) stated that employees will work harder to get rewards from their employer. It is important to have effective compensation because higher salary may attract potential top talent but not necessarily promote long-term performance to the employee. Later in the questionnaire will be review the current compensation package available at the CIMB call centre in Kuala Lumpur.

Employers must be aware of the changes that happen today with their current compensation. This study investigated the other forms of compensation that can be employed and how compensation can be managed better to influence employee job satisfaction. It is important for organizations to upgrade and analyse their compensation management to satisfy the employees. In example, the high cost of childbirth. Employers must review back the amount of incentives given to female employees whether the amount is reliable with the current cost. Hence, effective compensation and benefits will definitely affect the job satisfaction among employee at CIMB call centre in Kuala Lumpur. Respectful treatment of employees, compensation and benefits are the top three drivers of job satisfaction (Miller, 2016). To improve the performance of employees, benefits, and incentives can be used as an effective tool (Ibrar & Khan, 2015).

1.3 Problem statement

In the year 2017, CIMB Berhad has 39 000 staff all over ASEAN countries. The ASEAN countries are Singapore, Laos, Vietnam, Thailand, Malaysia, Indonesia, Brunei, Cambodia, Myanmar, and the Philippines. In Malaysian context, there are some changes of lifestyle in the country. Citizens faced a sudden increase of cost of living. In CIMB Malaysia there is a high turnover problem. Based on CIMB

Citizenship report 2017, the turnover rate at CIMB in 2017 increased marginally, from 17.9% in 2016 to 20.4% in 2017. One of the factors is because of low compensation management. The employee current salary scheme and benefit is not enough to support their cost of living, this resulted in changing their work for better salary and better compensation offer. Below is the turnover rate for employees in CIMB Malaysia.

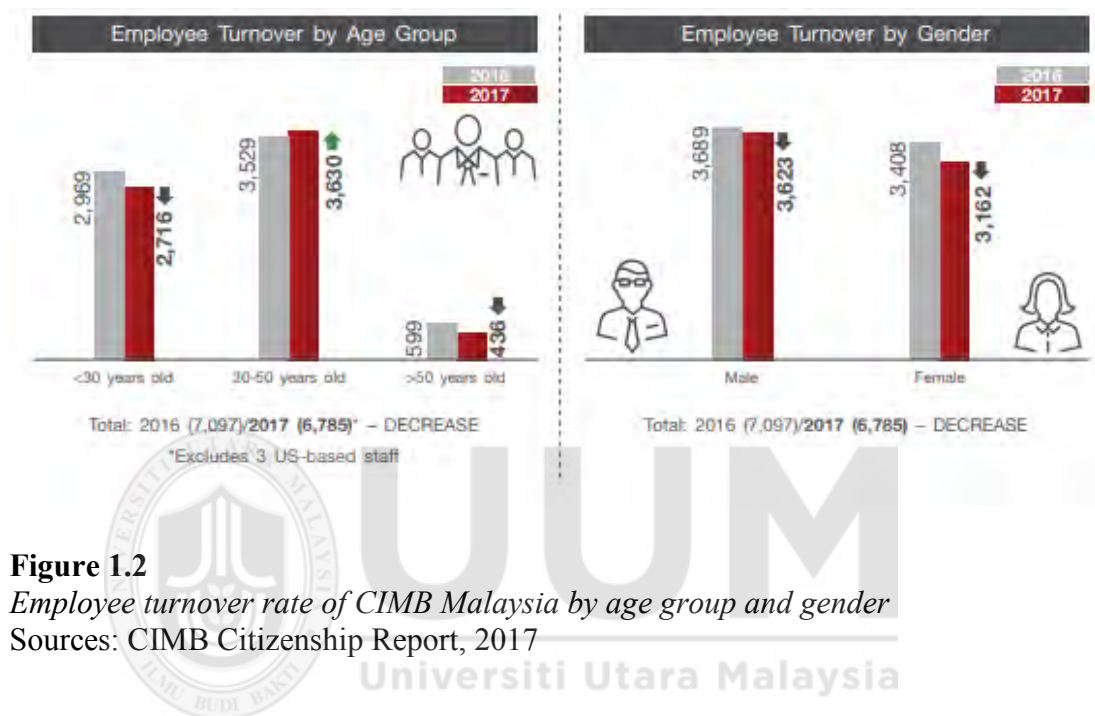


Figure 1.2
Employee turnover rate of CIMB Malaysia by age group and gender
 Sources: CIMB Citizenship Report, 2017

Most Malaysians are complaining about the ever-increasing cost of living in the country (Lo, 2017). In recent years the distinction between mandated and voluntary benefits has become blurred (Society for Human Resource Management, 2015). As an employee at CIMB call centre in Kuala Lumpur, there is interest in studying the effects of compensation management contributing to job satisfaction. In this study, the researcher wants to know either the current company compensation management satisfied the employee or not. The researcher also gives a suggestion to improved the compensation management to be in line with the current economic situation. This study is go through the current compensation provided by the employer and investigate the level of satisfaction of employee with the current compensation.

1.4 Research Questions

The following questions are research questions that the researcher seeks to find answers and they are:

1. What is the level of job satisfaction among employees at CIMB call centre in Kuala Lumpur?
2. What is the relationship between compensation policy design and job satisfaction among employees at CIMB call centre in Kuala Lumpur?
3. What is the relationship between awareness of compensation package and job satisfaction among employee at CIMB call centre in Kuala Lumpur?
4. What is the relationship between compensation package and job satisfaction among employee at CIMB call centre in Kuala Lumpur?
5. What is the relationship between management and communication and job satisfaction among employee at CIMB call centre in Kuala Lumpur?
6. What is the effect of compensation management on employees job satisfaction among employees at CIMB call centre in Kuala Lumpur?

1.5 Research Objective

The objective for this study as below:

- i) To determine the level of job satisfaction among employee at CIMB call centre in Kuala Lumpur.
- ii) To determine the relationship between compensation policy design and job satisfaction among employee at CIMB call centre in Kuala Lumpur.
- iii) To determine the relationship between awareness of compensation package and job satisfaction among employee at CIMB call centre in Kuala Lumpur.

- iv) To determine the relationship between compensation package and job satisfaction among employee at CIMB call centre in Kuala Lumpur.
- vi) To determine the relationship between management and communication and job satisfaction among employees at CIMB call centre in Kuala Lumpur.
- vii) To determine the effect of compensation management on employee job satisfaction among employees at CIMB call centre in Kuala Lumpur.

1.6 Scope of Study

This research focuses on the effects of compensation management on employee job satisfaction at CIMB call centre in Kuala Lumpur. The employee of CIMB call centre in Kuala Lumpur to be sampled in this study. This study covered 4 branches of CIMB call centre in Kuala Lumpur area which is Kampung Kerinchi, Jalan Melaka, Bangsar and Bukit Tunku. The variables discussed are compensation policy design, awareness of packages, compensation package and management and communication.

1.7 Significance of the study

This study provided detailed understanding of compensation managements on employees job satisfaction at CIMB call centre in Kuala Lumpur. The result from this study could provide some recommendations to help the human resource department at CIMB call centre in Kuala Lumpur in developing a strategy to increase the level of employee satisfaction towards their job and to improve their compensation management. This study is to convince the organization that a good compensation management is very important for employees to achieve high job satisfactions. With the strategy recommended by this study, employees will get the higher level of job

satisfaction, increase their performance and feel happy to work at CIMB call centre in Kuala Lumpur.

1.8 Organization of the Thesis

This paper comprises of five chapter. Chapter One describes the introduction of the study, problem statement, research questions, research objectives, the scope of study, significance of study and organization of the research. This chapter introduced the main aims of this paper.

Chapter Two discusses on the elements of the study based on literature reviews. The element that are discussed is the definition of job satisfaction, the relationship between job satisfaction and compensation management factors. The compensation management factors that discussed are the compensation policy design, awareness of compensation package, compensation package and management and communication. This chapter is an important part to show the facts of the elements in this research.

Chapter Three briefly discusses the research methodology which includes Conceptual Framework of this study. That involve the independent variable and dependent variable. In this study, the dependent variable is job satisfaction and for independent variable is the compensation management factor that contributes to job satisfaction. Next, in this chapter too it included the hypothesis, research design, instrumentation, sampling procedures and data collection method.

In Chapter Four, the researcher describes the result and discussion of the study using the SPSS software to evaluate the result of the questionnaire. Which includes the result

of statistical analysis, reliability analysis, mean analysis, correlation coefficient analysis and multiple regression analysis.

Lastly, Chapter Five described the conclusion and recommendation from the study. This chapter also show the researcher's limitation in gathering information for this study and discussed the future research direction for next researcher and its addition information for future research.



CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

This chapter discussed the compensation management factors and job satisfaction. References and citations from the previous researchers are also mentioned. The components of compensation management are compensation policy design, awareness of compensation packages, compensation packages and management and communication.

2.2 Job Satisfaction

Job satisfaction can be defined as a set of employees thoughts towards their works whether they are satisfied or dissatisfied (Mansor et al, 2012). The study by Skaalvik (2011) believed that job satisfaction is positive or negative feeling about their job. Similarly, Bhatti and Qureshi (2015) also agree that job satisfaction is an employees positive feeling result from the evaluation of their jobs experiences by comparing the expectation and the actual task that they get. Job satisfaction is the overall feeling and beliefs that the employees have about their current job (Aziri, 2011). Satisfied employee will result from positive attitude and behaviour.

Job satisfaction presents a set of factors that cause a feeling of satisfaction. Furthermore, job satisfaction is the employees job that represent the feeling about how happy or unhappy he or she is (Lee *et al.*, 2016). If the employee is happy with his or her jobs the feeling will be positive feeling. In the services sector like banking, effective services are depending on the personnel. The quality of their service and productivity of bank employees are affected from their level of job satisfaction

(Mansor *et al*, 2012). Thus, employees with higher job will more committed to the organization and tend to have high productivity and quality.

According to Sowmya and Panchanatham (2011), job satisfaction refers to individual feelings towards their jobs. Related to this is the individual feeling towards their workplace environment. The management are responsible in providing a safe working environment. Safe in terms of making their employees feeling comfortable to work in, employees regarded in good manner, high moral support from their employer, they are also provided with enough resources such as machinery and office equipment (Istiaque & Molla, 2015). Regardless to say, to provide employees with mentioned elements of a safe working environment, the human resource department is the essential department to ensure that the employees achieved their job satisfaction. Human resource department must first give them a clear information to the employees on the vision and mission of the company, to put them on track and to boost their morale, with that employees will have a clear picture of their career directions. The human resource department is highly regarded in promoting and allowing employees to make a brilliant decision to garner their job satisfaction (Arshadi & Shahbazi, 2013).

Factors that affect the employees job satisfaction is related to the theory by Herzberg's two factors theory. The Herzberg theory is related to the certain factors in the workplace that affect the job satisfaction. This theory focused on two set of condition which is motivation (satisfaction) and hygiene factors (dissatisfaction). The motivation factor includes of the employees satisfaction with their work, productivity and compensation. Hygiene factors shows matter that lead to dissatisfaction. The factors that lead to dissatisfaction are wrong job description, low employer relationship, low

compensation, supervision problem and related to company rules and regulation.

Below is the figure of the Herzberg concept:

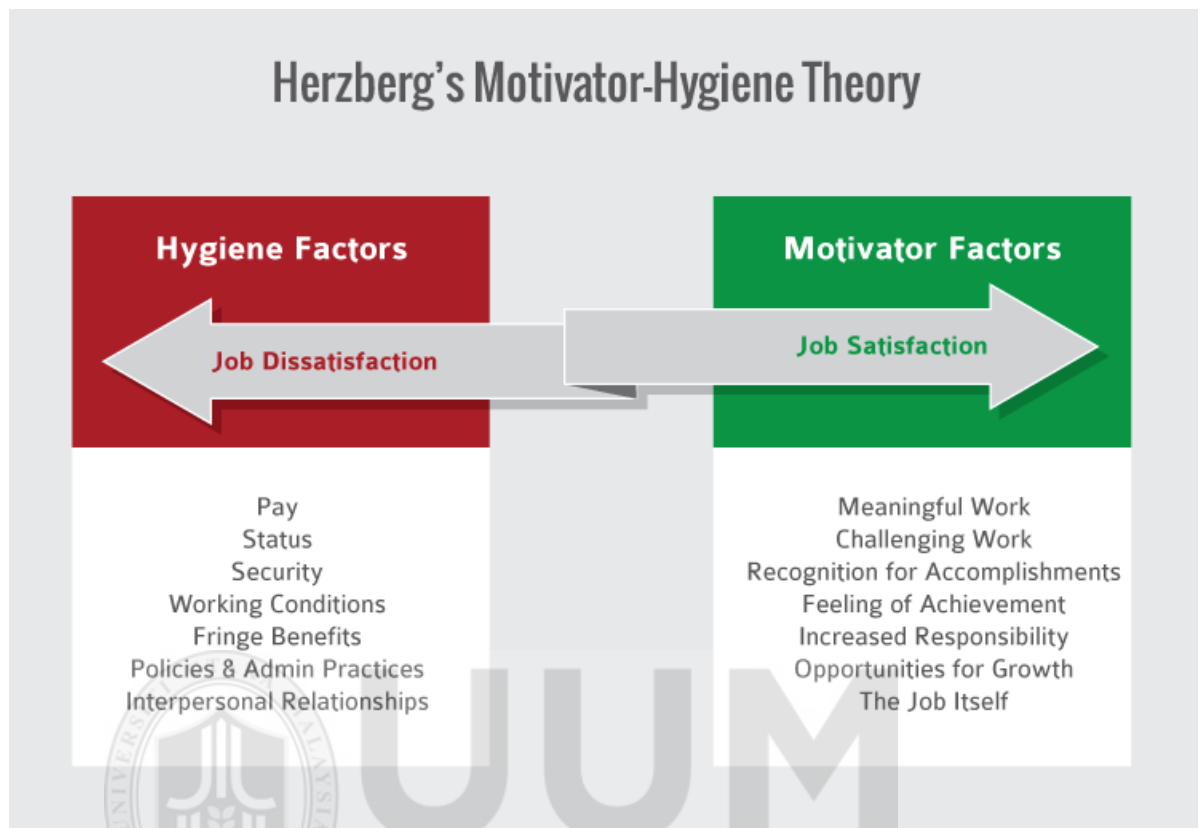


Figure 2.1
Herzberg's Motivator-Hygiene Theory
Source: Robbins and Judge, 2011

2.3 Compensation Policy design

Compensation policy design is a guideline to manage employee compensation. An effective compensation policy design motivates current employees and be a competitive tool to attract a new potential employee to the organization (Lotich, 2017). According to Society for Human Resource Management (2017), the effective compensation policy design can be used to encourage the productivity of employees. Then, it will improve employer-employees relation, retaining employee and promoting employer. If the compensation policy design is managed well the employees will be

satisfied with the employer automatically will increase their loyalty to the organization.

Furthermore, a good compensation policy design should include product of services, duration of services, job description, the goal of compensation and lastly, the bonuses, stock or cash (Society for Human Resource Management, 2017). The component that needs to select for compensation policy design is what are the compensation plan goals and objectives? How will you define the marketplace? How will you determine what job is worth? Who is going to manage the system? How will you keep it up to date? Do you want broad or narrow job classifications? Generic or flexible? What is the desired degree of competitiveness with the market? Will you define differences in the market for different positions? It is important to have an effective compensation policy design to ensure that all employees receive equal compensation for the same kind of work and same qualification (Bhattacharya & Sengupta, 2014). The compensation and benefit affect the productivity and happiness of employees (Hrcouncil, 2017). The employer must have a good compensation policy design to makes employees feel appreciated and so that they will be able to contribute more to company goals. The compensation policy design must be flexible to ensure employer able to recruit and retain a qualified employee while providing the structure of the design so that it will be effective in managing the overall policy design programs (Bhattacharya & Sengupta, 2014).

2.4 The relationship between Compensation Policy design and Job Satisfaction

High job satisfaction increased an overall organizational performance and productivity (Mabaso & Dlamini, 2017). One of the factors that lead to job satisfaction is

compensation. Compensation is the fundamental component of job satisfaction because it is a powerful effect in determining job satisfaction and important instrument of management to contribute to the organizational effectiveness and efficiency (Mabaso & Dlamini, 2017). An effective compensation policy design increased the productivity of the employees. Effective compensation policy design will make sure the compensation offered by the organization is aligned with the current need of the employee. An example, increment for maternity cost for women employee. If employees satisfied with the attractive compensation they will show the positive results in their works.

According to Coker (2015), an effective compensation policy design should include various compensation element to be offered to employees. Next, must be comparable and competitive compensation in the industry. Then, compensation cannot be unbiased. It should be suitable with the job and qualification. It should be an established criterion that will resulted in an increase pay roll and it should be a well design program to measure and control pay roll. Lastly, it should have a better procedure to measure the achievement of the organization's compensation policy. In addition, an effective policy design must compatible with organizations budget as well. The effect of effective policy design will result in a positive performance of employees. The employer must give increment to the employees who have work longer in the company (Coker, 2015). The employer must have an effective plan to have salary increment for their employees. Furthermore, when it comes to job title, skills and abilities the employer must offer a suitable reward to satisfy the employees.

An effective and interactive compensation package is the crucial factors affect the employees job satisfaction (Shoaib, 2009). Thus, an effective compensation policy design and implementation contributed to positive result to job satisfaction and also organization productivity and performance.

2.5 Awareness of Compensation Package

It is important to get employee aware of their compensation entitlements. According to Mwangi (2014), his study concludes that although the employees motivated by their salary they also motivating with their compensation entitlements. To reduce unawareness about the compensation packages the employer need to make a manual of compensation to all employees which are self-education (Larbi, 2014). Furthermore, the employer should communicate to the employee to have their concerns pertaining to compensation issues.

One of the issues about unawareness of compensation packages from the Hindu news reported by Hyderabad (2017), the farmers' association report that the employees who lost their land because of they do not aware about their compensation entitlements. Thus, an employer must give information and updates about employees current compensation package. The employees must know and aware the compensation provides to them. The employer must let employees know all about the benefits they have (Lauby, 2016). The employer also needs to find a way to remind employees of their benefits. Employees must understand the relationship between salary and compensation (Lauby, 2016). In the nutshell, the employer is the responsible person in making sure that their employees aware of their compensation.

2.6 The relationship between Awareness of Compensation Package and Job

Satisfaction

The employer must communicate with employees to make sure they understand and aware of their compensation. The employer should know how to predict the future needs of their employees. The ever-changing needs of employees with the current lifestyle (Terera & Ngirande, 2014). It is an advantage for the organization to have knowledge of these attribute so that the organization can become an employer of choice to employees. Lauby (2016), argues that if an employee did not understand about their compensation, employer can give them an education. It is important to make sure the employees aware and understand about their compensation packages it is because will affect the employees performance. If the employee has low satisfaction towards the employer, they will leave the organization.

Furthermore, if employer helps the employees to understand their total compensation it can raise the morale and increase employees loyalty (Benefit Administration Company LLC, 2014). It is important to speak of total compensation to let employees know how employer determined it (Lauby, 2016). Because each of employees did not receive the same compensation. Even though the pay was low but if the benefits are interactive it also leads to employees satisfaction. It benefits employees if they are aware about their compensation package that is provided for them. Employee who understand their compensation system will have more advantage towards the company benefits and compensation and they will be more aware on how to ask for salary increment (Lauby, 2016).

In addition, a good package of compensation will help the organization to beat out the competition (Taylor, 2017). As employees, they must be aware of compensation provided to them it is because they can be motivated and satisfied with the organization. Thus, compensation packages offered by organization affect the level of job satisfaction. If they get more benefit the level of satisfaction will be high.

2.7 Compensation Package

In the compensation package, there are two types of compensation. Firstly, direct compensation that directly pays to the employee for the work done and secondly, indirect compensation which is others than monetary compensation. Below are the explanation and type of each of compensation.

2.7.1 Direct Compensation

Direct Compensation defined as the direct salary that given by the employer for work done which is monetary compensation that includes two components of basic pay and pays contingent. Basic pay is having to do with hourly or weekly wages or overtime pay, shift differential and uniform allowance. For pay contingent that is focused on employees performance allowances such as productivity increase, incentive pay bonuses and gain sharing. Kappel (2012), believes that the direct compensation is the monetary benefits that is offered to the employees in return for the work done. The key component of direct compensation is salary, wages, car allowances, housing allowances, medical insurance, leave travel allowances, special and other allowances.

A good direct compensation will make the employee retain in the company. The employees will feel appreciate and feel worth what they have done. The direct compensation roles are to encourage and retain the employees (Miller, 2012).

Employer should allocate a good budget to make sure enough to rewards their employees. This however a challenge to employers as they need to always allocate for their employees benefit (Miller, 2012). Nevertheless, a good employer will try to appreciate their employees value.

2.7.2 Indirect Compensation

Indirect Compensation is the non-monetary benefits offer by the employer to their employees in the organization (Naukrihub.com, 2012). The Indirect compensation is the non-monetary compensation that provided to workers (Mighty Recruiter, 2017). It is consisting of the pension scheme, gadget, company facilities, health and life insurance, hospitalization, overtime paid and annual leave. Indirect compensation also covered everything for insurance for social security, childcare and many more. Furthermore, healthcare is also a part of indirect compensation. Indirect compensation is different from direct compensation. As we know early discussion direct compensation is in terms of a monetary term that paid directly to the employees for their job done. While indirect compensation is an extra component of the base salary which is indirectly given to employees. Direct compensation will help the organization to boost the morale of employees which will contribute to high productivity and performance (Ahmed & Ahmed, 2014). In addition, indirect compensation is an essential of every employees compensation whether is indirect monetary or non-monetary remuneration that employer provides for them (Dessler, 2011). The Society for Human Resource Management (SHRM, 2015), has defined the types of indirect compensation provided by the organization as mentioned below.

a) Paid Leave

The employees will get paid in specific leave. Each of the employees is enabling to get an entitle of leave. Such as annual leave, maternity leave, study leave, medical leave and statutory pay.

b) Overtime Policy

This policy is an allowance to the employees for their overtime works that are consist of transportation facilities, overtime paid etc.

c) Hospitalization

This allowance is providing by the employer to their employee such as doctor check-ups. For example, Dental regularly check-up for employees.

d) Insurance

Employer will provide the medical care and life insurance packages for employees. Effect of insurance packages gives the employees the emotional security they will feel valuable to the organization. For example, medical care and life insurance.

e) Leave Travel

To improve employee performance leave is one of the ways to manage employee stress at work. The employee is provided leave and travel allowance such as hotel and flight ticket to go for a holiday with their families.

f) Retirement Benefits

This benefit is a mandatory benefit that are provide by the employer to their employee. In Malaysia, Government provides EPF and SOCSO for the employer to contribute to employee's retirements. According to Employee Provident Fund Act (1991), The mandatory contribution, that amount of

money credited to member individual accounts which are employees in their EPF. This will benefit s employee after they retire from the organization.

g) Holiday Home

The employer provided holiday home and guest house for their employees. This holiday's homes are paid cheaper than usual or free for the employees. This house usually located in hill station and other most holidays famous spot. The provision of resort facilities also applies to civil servants and government retiree as a treat from the government (Property Management Division, 2015). Vacation gives the spiritual and physical comfort needed by civil servant after working hard at the workplace.

2.8 The relationship between Compensation Package and Job Satisfaction

The employer must provide an effective compensation package to the employee to attract them to be more motivated. The findings from SHRM study results show the three top drivers that achieved employee job satisfaction is good treatment from employer, compensation, and benefits (Miller, 2016). The employer must provide suitable compensation packages for their employees to make a sure it will cope with their needs. It is important for the employer to talk early and often about employees compensation packages (Gallo, 2016). To make sure employees understand and aware of their compensation packages. In addition, the effective compensation packages are the most important factor that contributes to employees job satisfaction (Gurchiek, 2016). The compensation is an important to job satisfaction factor especially among Gen Y and Gen X employees (Miller, 2016). The employer must share how the company is performing and how the compensation is offering (Gallo, 2016).

Furthermore, the employer must be ready for the implementation because the employer must make sure their employee emotions are at utmost stability and they need to always find way to address their employees concerns.

Employees will feel satisfied if their employer are concern about them. For example, employer must reward the hard-working employees to show appreciation to what they have done for the company. Thus, compensation packages are the most factors to give employees high job satisfaction.

2.9 Management and Communication

The detail and clear interaction between HR management and the employer is a major aspect to the success of any HR programs (Society Human Resource Management, 2017). The good communication between employee and employer is important (Hrcouncil, 2017). It is advantages to the employer to ensure the employees are aware and knowledgeable of their benefits. According to Gordon and Kaswin (2010), the consistent and methodical communication will ensure the employee to understand their compensation plans. Thus, an effective communication will be a successful implementation of compensation plans. A good communication system is important to have a clear understanding of organization objective to achieve in future (Larbi, 2014). In Addition, equity is important in ensuring that all employees are receiving equal benefit either from internal or external factor (Teine, 2014). Internal equity refers to the job of the employees itself. Employees coming from different department, should get the same compensation. As employees, they must understand the roles they place to achieve organizational objective but at the same time employees should also feel secure in performing those rules.

Compensation management ought to be one of the positive impact on the employees satisfaction (Etherington, 2017). Employees will be more productive if they get an appreciation for awards or promotion from the employer. This will motivate them to put an amount of effort based on the expected award (Etherington, 2017). Good compensation management structure is one design that will compensate the employee adequately and enable the organization to increase profit (Anya, 2017). A good management of compensation will be the proper system managed by the employer. The term “proper” here is used by giving those incentives, reward system and a concern to employees work life balance. These proved to be productive for an organization (Anya, 2017). The employer must provide a complete tool and equipment for working purpose and give a fair compensation to the employees (Larbi, 2014). The organization needs to retain their compensation program to have a positive behaviour among employees. Compensation programs like incentive program and compensation package should be continually upgraded, must be analysed and adapted to ensure the high performing employee have their vision same as the organization vision (Larbi, 2014). Hence, the organization and employees must have a good relationship. Good relationship will lead to having a good working environment in the organizations. A good management and communication will achieve a good compensation management and will increase the level of motivation amongst employees.

2.10 The relationship between Management and Communication and Job Satisfaction

Communication management is the important weapon to achieved employee job satisfaction. Attitude and happiness of employees have been recognized by communication (Proctor, 2014). The good compensation management can be

addressed with a proper communication (Lauby, 2016). The employer must communicate their employees values (Gallo,2014). It is because by doing so employees will realise that they too are important to the organization. The employee is the partnership with the employer, the employer must know how to appreciate employees contribution. Furthermore, employer should not just let the contribution speaks to them, but employer must make it clear that company appreciate everything that their employees did. It is important to have communication management. Communication comes in many forms it depends on management how they want to communicate with their employees (Feigenbaum, 2017). For example, communication through email, face to face communication and employees presentation. Two ways communication promotes the feelings of being appreciated and will increase employees job satisfaction (Proctor, 2014).

In addition, from regular communication will make a good relationship between employer and employees. Employees will feel near to the employer. Furthermore, any conflict occurs in the organization can be solved effectively with communication. Face to face communication with employees will be more effective to convey depth and meaning than another type of communications (Feigenbaum, 2017). The employer that help and working with employees will be more successful with more satisfied employees. An effective communication will improve organizational success and employee relations (Proctor, 2014). Communication also effects on employees performance and job satisfaction. To create a positive environment the managers, supervisor, and employees must communicate effectively and learn to be happiness (Proctor, 2014). Hence, to the happy and cheerful relationship between employer and

employees. When employee happy with management and organization it will lead to increase job satisfaction.

2.11 Summary

This chapter has described the extant literature of both theoretical and past empirical studies. The chapter specifically discussed development of compensation policy design, factor that showed job satisfaction, Herzberg theory and two factors theory which is related to factors in workplace that affect job satisfaction. This chapter mentioned previous studies to support this research. The next chapter showed the conceptual framework that was develop and explained based on the literature review.



CHAPTER 3: METHODOLOGY

3.1 Introduction

This chapter illustrates the methodology that applied in the study. It covers the conceptual framework, research design, questionnaire design, sampling design and sample size, the hypothesis of the study and data collection methods that enable to enhance the value of the study.

3.2 Conceptual Framework

The conceptual framework explained the effect of compensation management on employee job satisfaction.

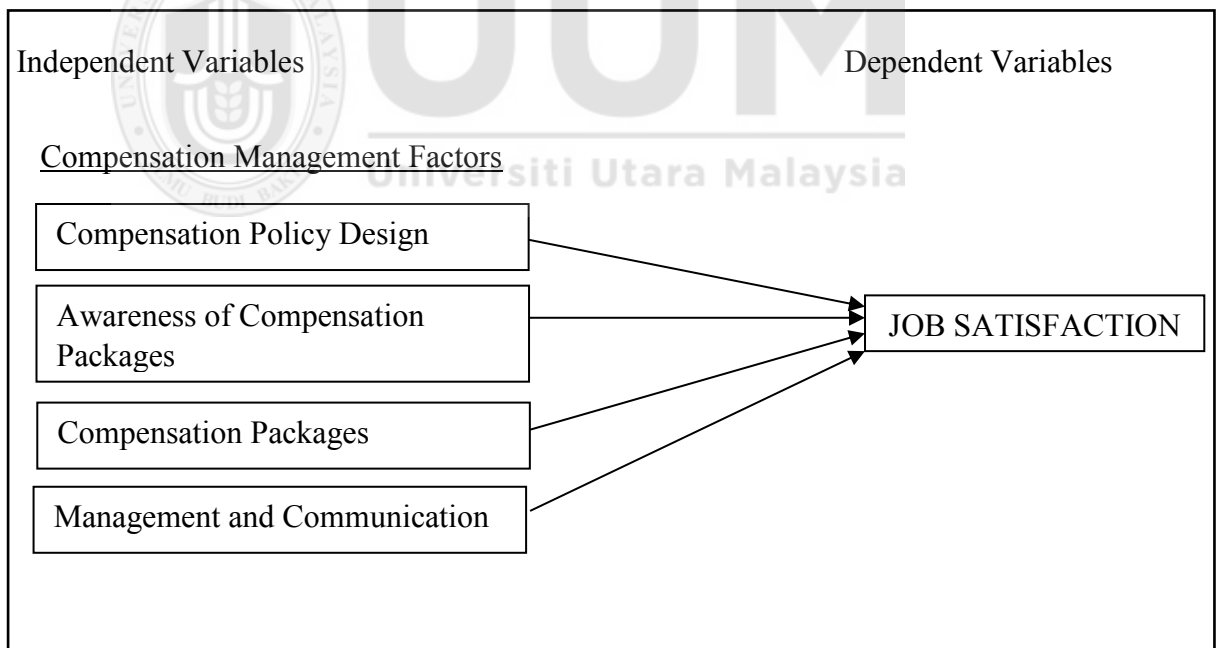


Figure 3.1

Research framework on the effect of compensation management on employee job satisfaction.

3.3 Hypothesis

Below is the following hypothesis development with the determine relationship:

Hypothesis 1: There is a significant relationship between compensation policy design and employee job satisfaction at CIMB call centre in Kuala Lumpur

Hypothesis 2: There is a significant relationship between awareness of compensation packages and employee job satisfaction at CIMB call centre in Kuala Lumpur

Hypothesis 3: There is a significant relationship between compensation packages and employee job satisfaction at CIMB call centre in Kuala Lumpur

Hypothesis 4: There is a significant relationship between management and communication and employee job satisfaction at CIMB call centre in Kuala Lumpur

Hypothesis 5: There is a significant effect of compensation management and job satisfaction of employee at CIMB call centre in Kuala Lumpur

3.4 Research Design

3.4.1 Type of study

This study is quantitative research. It examines the effects of compensation management components that contribute to the employees job satisfaction among employees at CIMB call centre in Kuala Lumpur.

3.4.2 Data analysis

This study is a quantitative research. The data is used to evaluate and conclude from the test. The cross-sectional survey is used in this study to get feedback from

respondents to look at the variables contribute to employees job satisfaction. The information of the results is displayed in the tables in the next chapter.

3.4.3 Statistical base

This study used the correlation study to measures the variables and to assess the measurable relationship between them. There are reasons to conduct a correlational study as it uses the statistical relationship between variables rather than an experiment. This type of study is used to discover the association between compensation policy design, awareness of compensation packages, compensation packages, management and communication on employees job satisfaction.

3.4.4 Source of Data

3.4.4.1 The Primary data

In this study, a set of questionnaires are used to gather the information from the respondents which are the CIMB call centre employees in Kuala Lumpur. The data are collected through questionnaire from the selected respondent. This technique is efficient in gathering information as it will be more transparent and also aligned with the objectives of this research. In addition, it costs less and less time to consume in compared to another way. The questionnaire is a clear and straightforward question. It is because to ensure the CIMB call centre employees in Kuala Lumpur understood and happy to answer the questionnaire. The questionnaire was given to the representative of CIMB employees. This study made used of prepared survey questionnaire that has three sections divided into different parts namely:

- I. Part A: Demographic section.

- II. Part B: Effect of compensation management on employee job satisfaction among call centre department at CIMB, Kuala Lumpur.
- III. Part C: Employees awareness of compensation packages and satisfaction with management of compensation packages in policy manuals.

3.4.4.2 The Secondary data

This study used online channel like the trusted website and articles from the year of 2010 to 2018 using the specific keywords such as compensation and job satisfaction. Text books such as organizational behaviour book and compensation management book. It is less expensive because there is no cost required and it requires a shorter time to gather the information.

3.4.5 Population Frame

The target population for this study is the employees at CIMB call centre in Kuala Lumpur. There are four branches of CIMB at Kuala Lumpur are approach to involved in this study. All four branches give permission to distribute the questionnaire.

The total number of population in this study is 300. Questionnaires will be used to collect data from the respondents. The focus of this study is to determine the compensation management components that are consisted of compensation policy design, awareness of compensation packages, compensation packages, management and communication that contribute to employees job satisfaction.

3.4.6 Sampling Method

The sampling of the population is adopted from Krejcie and Morgan (1970). The population of this study is 300 employees, from call centre department staff at four branches of CIMB in Kuala Lumpur. The sample size of 156 employees was selected to represent the whole population found to be adequate. The execution of sampling method used systematic random sampling technique. This sampling method is easy to select the sample needed.

Table 3.1

CIMB branch in Kuala Lumpur

CIMB Kuala Lumpur	Total of Respondent
Bukit Tunku	10
Jalan Melaka	13
Kampung Kerinchi	76
Bangsar	57
Total	156

3.5 Operational Definition

Compensation Policy Design (CPD) refers to the general guidelines about the compensation policy in the organization (Miller, 2016).

Awareness of Packages (AP) refers to the employees knowledge and understanding of the total payment and benefits (Larbi, 2016).

Compensation Packages (CP) refers to the sum of packages regarding employee compensation and benefits (Kappel, 2012).

Management and Communication (MC) refers to the interaction between management and employees to reach a mutual understanding (Proctor, 2014).

3.6 Measurement

3.6.1 Questionnaire Structure

The cross-sectional survey used in this study. The questionnaires were distributed to four branches of CIMB in Kuala Lumpur and the questionnaire is estimated to complete around 10-15 minutes. It took around one week to get back all of 156 questionnaires from the respondent.

3.6.2 Questionnaire Design

The questionnaires consist of section A that discussed on demographic, section B discussed on importance of compensation management on employees job satisfaction and Section C discussed on employees awareness of compensation packages and satisfaction with management of compensation packages in policy manuals. In section A part, a set of multiple choice question has been designed to gather the respondent profile information that consists of gender, age, education level, races, income, marital status, length of service, CIMB branch and distance to the workplace. For section B and C part, the researcher used 5-point Likert scale answer where number one (1) represent strongly disagree and number five (5) represent strongly agree. The researcher wants to determine the respondent opinion with the question asked to them. This sections and variables used in this study are adopted and adapted from the following sources:

Table 3.2*Structure of variables in the questionnaire*

Independent Variables	Question	Total number of question	Type of scale	Sources
Section A: Demographic Profile				
Demographic Information	General information about gender, races, age, level of education, income, marital status, length of service, which CIMB branch do you work and distance from your home to workplace.	9		
Section B: Effect of Compensation Management on Employee Job Satisfaction Among Call Centre Department At CIMB, Kuala Lumpur				
Compensation Policy Design	View about the effective compensation policy design.	10	Likert Scale 1-5	Larbi, 2014
Section C: Employees awareness of compensation packages and satisfaction with management of compensation packages in policy manuals				
Awareness of Compensation Packages	Indicate the level of awareness with the following statement	2	Likert Scale 1-5	Larbi, 2014
Compensation Packages	Choose the current compensation packages	21	Likert Scale 1-5	Larbi, 2014
Management and Communication	View about the current management and communication	10	Likert Scale 1-5	Larbi, 2014

3.6.3 Pilot Test

To find the reliability and validity of question a set of 30 questionnaires were distributed to CIMB call centre employee in Kuala Lumpur. The pilot test to determine the results of Cronbach's alpha for each of the questions. Team leader of CIMB call centre in Kuala Lumpur is the targeted respondent for this test.

Table 3.3*Reliability Analysis for Pilot Test*

Items	No. of Items	Cronbach's Alpha
Job Satisfaction (JS)	6	0.844
Compensation Policy Design (CPD)	10	0.940
Awareness of Compensation Packages (ACP)	2	0.838
Compensation Packages (CP)	21	0.952
Management and Communication (MC)	10	0.878

Table 3.3 shows the result of a pilot study. All the Cronbach's alpha for compensation policy design, awareness of compensation packages, compensation packages, management, and communication have values $0.80 < 0.90$ which means the results is very good.

3.7 Data Collection and Administration

The distribution of questionnaire is done by appointing a representative of CIMB call centre employees. The representative then distributed all the questionnaire to the targeted respondent. The data were identified to look for any blank questionnaire to make sure all surveys are completely finished.

3.8 Data Analysis Techniques

3.8.1 Descriptive analysis

Descriptive analysis is the tools that organized and summarized data of study (Holcomb, 2017). It used to calculate in part A section such as a gender, races, age, level of education, income, marital status, length of service, which CIMB branch do they work at and distance of your home to work place. This test is used to calculate the frequency, percentage distribution.

3.8.2 Reliability Test

The reliability test to measure the consistency and stability. Cronbach's alpha is a reliability coefficient that measured the relationship to one another (Sekaran & Bougie, 2016). This test is performed by using SPSS version 23. Table 3.4 shows the score of the SPSS result in detail.

Table 3.4

Reliability that adapted from Mahlangu and Kruger (2015)

Cronbach's 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

3.8.3 Mean analysis

Mean analysis is to determine the average of the data. This analysis will use to test the first objective of this study. To see the mean statistics for the employees job satisfaction which is the dependent variables. Table 3.5 shows the score of the SPSS result in detail.

Table 3.5

Mean score that adapted from Izham et al., (2016)

Mean Score	Interpretation
1.00 - 1.80	Very Low
1.81 - 2.60	Low
2.61 - 3.20	Medium
3.21 - 4.20	High
4.21 - 5.00	Very High

3.8.4 Inferential Analysis

3.8.4.1 Pearson Correlation analysis

Pearson correlation is to measure the relationship between employees job satisfaction and four independent variables (compensation policy design, awareness of compensation packages, compensation packages, management and communication).

This test is to see the results of each relationship of variables with job satisfaction (Hinton *et al.*, 2014). The larger the correlation coefficient, the high level of affiliation.

Table 3.6 shows the rule of coefficient range.

Table 3.6

The coefficient range that adapted from Mahlangu and Kruger (2015)

Coefficient range	Strength of association
$\pm 0.91-1.00$	Very strong
$\pm 0.71-0.90$	High
$\pm 0.41-0.70$	Moderate
$\pm 0.21-0.40$	Small, but definite relationship
$\pm 0.00-0.20$	Slight, almost negligible

3.8.4.2 Multiple Regression

Multiple linear regression is a statistical technique that uses to explain the variables to predict the outcome of a response variable. The goal of multiple linear regression is to find the relationship between the explanatory and response variables. The regression equation consists of independent variables such as compensation policy design, awareness of compensation packages, compensation packages, management and communication to determine the connection with employees job satisfaction. This test

will be used to test hypotheses 7. The below equation used to show the relationship of all variables with employees job satisfaction:

$$\text{Job satisfaction} = a + b_1 (\text{compensation policy design}) + b_2 (\text{awareness of compensation packages}) + b_3 (\text{compensation packages}) + b_4 (\text{management and communication})$$

3.10 Summary

Chapter 3, the conceptual framework shows the clear figure about the relationship between the independent variables and dependent variables. This includes the hypothesis relationship between the independent variables and dependent variables. This chapter also examines the population, samples as well as sampling selection procedure, questionnaire design and the measurement of variables.



CHAPTER 4: RESULTS AND DISCUSSION

4.1 Introduction

Chapter four will describe and discuss the results of data collection. This chapter also presents the results of the research objectives in Chapter 1. It includes the demographic analysis, descriptive analysis, mean analysis, correlation and regression analysis.

4.2 Data Processing

Data Coding

Data from the questionnaire for five variables such as job satisfaction, compensation policy design, awareness of compensation packages, compensation packages, management, and communication are coded to reduce the quantity of information.

Table 4.1 showed the coding of the variables.

Table 4.1

Variables Coding

Independent and Dependent Variables	
Variables	Items
Job Satisfaction (JS)	JS1: My work gives me a feeling of personal accomplishment JS2: I like the kind of work I do JS3: The people I work with cooperate to get the job done JS4: I am satisfied with the recognition that company reward for doing an excellent job JS5: I am satisfied with the opportunity to get a better job in the company JS6: I am satisfied with the information that receives from the management on what going on in the company
Compensation Policy Design (CPD)	CPD1: Motivates employees to perform better CPD2: Improves employee punctuality to work and reduces employee absenteeism CPD3: Improves employee willingness to do extra work and go the extra mile CPD4: Makes employees committed to the organization and therefore the commitment to work increases

Variable Coding; Continue;

CPD5: Increases employees readiness to learn new skills and preparedness to transfer skills onto the job

CPD6: Creates a healthy environment for work and improves the health (soundness) of employees

CPD7: Creates a very good working relationship between management and employees to improve employee satisfaction

CPD8: Makes employees feel appreciated and they give their best

CPD9: Attracts and motivates qualified personnel to work better

CPD10: Rewards hardworking employees to sustain high performance

Awareness of Compensation Packages (ACP)

ACP1: I am aware of the compensation policy of the CIMB Berhad in the conditions of a service manual

ACP2: I am aware of how the compensation packages are administered

Compensation Packages (CP)

CP1: Vehicle maintenance allowance

CP2: Extra duty allowance

CP3: Free recreation

CP4: Provident fund

CP5: Retirement benefit package

CP6: Fuel allowance

CP7: Rent allowance

CP8: Career development opportunity

CP9: Pension scheme

CP10: Vacation leave

CP11: Study leave

CP12: Free medical services

CP13: Free medical insurance

CP14: Regularity of promotion

CP15: Car & motor cycle loan

CP16: Long service awards

CP17: Free training workshops

CP18: Maternity leave

CP19: Sick leave

CP20: Free accommodation

CP21: Free transportation

Management and Communication (MC)

MC1: The packages of compensation are managed well

MC2: Employees receive adequate notice and information on any changes that will affect their compensation packages

Variable Coding; Continue;

MC3: Compensation is managed to ensure that all employees receive equal compensation for the same kind of work

MC4: My colleague in another department with the same qualification receives more compensation than I do

MC5: The managers of compensation packages are well trained to do so

MC6: Communication of issues concerning compensation is generally good in the organization

MC7: Every detail of available compensation package is well communicated to the employees

MC8: Employees are well informed and involved in the formulation, discussion and implementation of policies concerning compensation

MC9: I do not know what is going on as far as compensation is concerned in this organization

MC10: The compensation packages are well defined and explained to employees

Demographic Information		
Variable	Value	Items
Gender	1	Male
	2	Female
Races	1	Indian
	2	Malay
	3	Chinese
	4	Others
Age	1	18-28 years old
	2	29-38 years old
	3	39-48 years old
	4	48 years old and above
Level of Education	1	SPM
	2	Diploma
	3	Degree
	4	Others
Income	1	Below RM 1000
	2	RM 1000-RM 2000
	3	RM 2001- RM 3000
	4	RM 3001- Above
Marital Status	1	Single
	2	Married
	3	Single Parent
Length of Service	1	Less than 1 Year
	2	1-5 years

Demographic Information; Continue;	3	5-10 year
	4	Above 10 Years
Which CIMB branch you work	1	Kampung Kerinchi
	2	Jalan Melaka
	3	Bangsar
	4	Bukit Tunku
The distance from your home to workplace	1	Less than 2 Kilometre
	2	2-4 Kilometre
	3	4-10 Kilometre
	4	Above 10 Kilometre

Data Re-Coding

Table 4.2

Re-coded Variables

Variable	Value	Items
JS	Total Average Score of Job Satisfaction	$(JS1+JS2+JS3+JS4+JS5+JS6)/6$
CPD	Total Average Score of Compensation Policy Design	$(CPD1+CPD2+CPD3+CPD4+CPD5+CPD6+CPD7+CPD8+CPD9+CPD10)/10$
ACP	Total Average Score of Awareness of Compensation Packages	$(ACP1+ACP2+ACP3+ACP4+ACP5+ACP6+ACP7+ACP8+ACP9+ACP10)/10$
CP	Compensation Packages	$(CP1+CP2+CP3+CP4+CP5+CP6+CP7+CP8+CP9+CP10+CP11+CP12+CP13+CP14+CP15+CP16+CP17+CP18+CP19+CP20+CP21)/21$
MC	Management and Communication	$(MC1+MC2+MC3+MC4+MC5+MC6+MC7+MC8+MC9+MC10)/10$

Data Entry

All the variables data entered is coded accordingly into the Statistical Package for Social Sciences Software (SPSS). 300 of the questionnaire distributed to the targeted respondent after one week only 156 questionnaires were returned with complete responses. The incomplete and void questionnaire considered as unacceptable it was removed. Data were removed due to:

- i. Incomplete questionnaires
- ii. Patterns of the responses show all the answer is neutral

A total of the 156 completed questionnaire were analyzed for this study. The final response rate is 52%. This number of questionnaires is acceptable according to Kreicic and Morgan. Researcher had tried to get the amount of 169 which is the appropriate number of sample according to Kreicic & Morgan, (1970) but nevertheless only 156 were received.

4.3 Scale of Measurement

4.3.1 Reliability Test

This test is to identify the internal consistency and validity of the instruments used in the study. The reliability tested the five variables such as job satisfaction, compensation policy design, awareness of compensation packages, compensation packages, management, and communication. The values that range between 0.7 and above are considered reliable and for values below than 0.6 are considered as weak. Table 4.3 showed the results of the reliability test in details.

Table 4.3*Cronbach Alpha value of the main study*

Variables	No. of Items	Cronbach's Alpha
Job Satisfaction (JS)	6	0.934
Compensation Policy Design (CPD)	10	0.953
Awareness of Compensation Packages (ACP)	2	0.925
Compensation Packages (CP)	21	0.803
Management and Communication (MC)	10	0.896

Table 4.3 showed the results of current Cronbach Alpha. The Cronbach alpha values for job satisfaction is 0.934 which means the score is excellent. Next, the alpha values for compensation policy design is 0.953 which means the score is excellent. Awareness of compensation packages score is 0.925 which means the score is excellent. Then compensation packages and management and communication score 0.803 and 0.896 respectively which means the score is very good. All the values of Cronbach's alpha are above 0.7 which consider high value reliability. There variables are valid to be used for this study.

4.3.2 Validity Test

The validity of this study is examined by tests that are as follows:

a) Content validity

The instrument that used in this study are not constructed by the researcher, but the instrument was adopted from an established instrument that developed by Annor Larbi, (2014) with the research entitled, "Compensation Management on Employees Performance at the St. Micheal's Catholic Hospital, Pramso". Unfortunately, a factor analysis cannot be conducted because the number of respondents was less than three hundred. The research conducted reliability and validity tests to see the reliability and validity of the instruments.

4.4 Testing the Research Data

4.4.1 Normality Test

In the normality distribution, all the variables scores must within the limit of acceptable value which is less than -2 and +2 of Skewness and Kurtosis which indicates the normality of the data (Sheridan, 2013). Table 4.2 shows all the variables are normally distributed.

Table 4.4

Result of skewness and kurtosis for every variable

Variables	Range		Conclusion
	Skewness	Kurtosis	
Compensation Role (IV)	0.035	-1.580	Normal distribution
Compensation Policy Design (IV)	0.816	0.289	Normal distribution
Awareness of Compensation Packages (IV)	-0.494	-0.002	Normal distribution
Compensation Packages (IV)	-1.942	5.155	Normal distribution
Management and Communication (IV)	-0.213	0.700	Normal distribution
Job Satisfaction (DV)	0.272	-0.953	Normal distribution

4.5 DESCRIPTIVE ANALYSIS

4.5.1 Demographic variables

The descriptive analysis analyses the information about the respondent profile. This study covered the 156 of the respondent that were obtained from CIMB branch Jalan Melaka, Bukit Tunku, Bangsar and Kampung Kerinchi.

Table of 4.5

Summary of all demographical factors

No	Characteristics	Frequency	Percentage
1	Gender	Male	74
		Female	82
		Total	156
2	Races	Indian	25
		Malay	105
		Chinese	21
		Others	5
		Total	156
3	Age	18-28	64
		29-38	75
		39-48	14
		49 and above	3
		Total	156
4	Level of Education	SPM	1
		Diploma	8
		Degree	112
		Master	35
		Total	156
5	Income	RM1000- RM2000	3
		RM2001- RM3000	66
		Above RM3001	87
		Total	156
6	Marital Status	Single	80
		Married	75
		Single Parent	1
		Total	156

7	Length of Service	Less than 1 years	23	14.7
		1-5 years	78	50.0
		6-10 years	43	27.6
		Above 10 years	12	7.7
		Total	156	100
8	CIMB Branch	Kampung Kerinchi	76	48.7
		Jalan Melaka	13	8.3
		Bangsar	57	36.5
		Bukit Tunku	10	6.4
9	The distance to workplace	Less 2Km	23	14.7
		2-4Km	41	26.3
		5-10Km	42	26.9
		Above 10Km	50	32.1
		Total	156	100

Table 4.3 showed 74 (47.4 %) are male respondents and the total of 82 (52.6 %) are female. In this study, the nationality of CIMB employees are Malaysian. Most of the employees are Malay which is 105 (67.3 %), Indian is 25 (16 %), Chinese is 21 (13.5 %) and others is 3 (32%). Whereas the majority of the age group of employees is in the age of 29-38 years old which is 48.1 % followed by 18-28 which are 41.0 %, the age 39-48 which is 9 % and the age above 49 is 1.9 %. In the level of education, most of the employees are degree level which is 71.8 %, followed by Master which is 22.4 %, Diploma is 5.1 % and SPM which is 0.6 % which is one employee only.

The income of respondents was found high with income 3001 and above which is 55.8 %, followed by income RM2001 to RM3000 with 42.3 %, 1.9 % is for the employees who earned the income between RM1000-RM2000. The marital status of the employees is the majority of them is single which is 51.3 %, 48.1 % is already married and only 0.6% is single parents. Next, the duration of employees service with CIMB, most of the employees that have been working there for 1 to 5 years which is 50 % of

them, followed by 6- 10 years with 27.6 %, less than 1 year is 14.7 % and 10 years and above is 7.7 %. For this study will cover 4 branches of CIMB of Kuala Lumpur. Majority of employees from Kampung Kerinchi with 48.7 % because the main call centre is allocated here. Then, followed by Bangsar branch with 36.5 %, Jalan Melaka branch 8.3 % and lastly Bukit Tunku branch is 6.4 %. It is important to know the distance of employees stays in the workplace. Most of the employees stay in the range of 10 km from workplace which is 32.1 %, followed by 5-10 km which is 26.9 %, 2-4 km which is 26.3 % and less 2km is 14.7%.

4.5.2 Mean's Test

Mean's test to see the results of objectives 1 of the study as follows:

Objective 1: To determine the level of Job Satisfaction among employee at CIMB Berhad

i)Level of job satisfaction

Descriptive statistics are utilized to investigate the data collection that summarize, then describe those data (Sheridan, 2013). The means that less than 3 is lower and mean more than 4 is higher (Sekaran & Bougie, 2015). Table 4.6 will show the result of descriptive statistics of DV (Job Satisfaction).

Table 4.6*Mean, median, mode and cut-off points for level of job satisfaction*

	Valid	156
	Missing	0
Mean		3.766
Median		4.00
Mode		3.00
Std. Deviation		1.827
Minimum		1.00
Maximum		5.00
Percentiles	25	3.00
	50	4.00
	75	5.00

Table 4.7*Mean score that adapted from Izham et al., (2016)*

Mean value	Level of job satisfaction
1.00-1.80	Very Low
1.81-2.60	Low
2.61-3.20	Medium
3.21-4.20	High
4.21-5.00	Very High

From the result at Table 4.7, the level of job satisfaction is 3.766 which is in the range of a high level. Thus, it showed that the employees of call center department at CIMB are experiencing high level of job satisfaction.

4.6 INFERENCE ANALYSIS (HYPOTHESIS TESTING)

To see the relationship between each variable, the researcher has developed five hypothesis 1,2,3 and 4 as follows.

Hypothesis 1: There is a significant relationship between compensation policy design and employee job satisfaction at CIMB call center in Kuala Lumpur

Hypothesis 2: There is a significant relationship between awareness of compensation packages and employee job satisfaction at CIMB call center in Kuala Lumpur

Hypothesis 3: There is a significant relationship between compensation packages and employee job satisfaction at CIMB call center in Kuala Lumpur

Hypothesis 4: There is a significant relationship between management and communication and employee job satisfaction at CIMB call center in Kuala Lumpur

In this study, all the five hypothesis are tested using inferential statistics. For the relationship of between IV and DV (Hypothesis 1 to 4) researcher tested using Pearson Correlation. Then, for the effect of IV and DV (Hypothesis 5) researcher tested by using linear regression

4.6.1 Use of Pearson Correlation Analysis

The Pearson correlation is used for the hypothesis 1 to 4. Pearson correlation is to measure on how much the scores of the two variables vary together (Hinton, 2014). This test to see the results of each relationship of variables such as compensation policy design, awareness of compensation packages, compensation packages, management

and communication with job satisfaction. The result of Pearson correlation is shown in Table 4.8.

Table 4.8
The Result of Pearson correlation analysis

	Job Satisfaction	Compensation Policy design	Awareness of Packages	Compensation Packages	Management and Communication
Job Satisfaction	1	.509**	.572**	-.248**	.428**
Sig. (2-tailed)		.000	.000	.002	.000
Compensation Policy Design	.509**	1	-.424**	-.265**	.338**
Sig. (2-tailed)	.000		.000	.001	.000
Awareness of Packages	.572**	-.424**	1	.233**	-.412**
Sig. (2-tailed)	.000	.000		.003	.000
Compensation Packages	-.248**	-.265**	.233**	1	-.399**
Sig. (2-tailed)	.002	.001	.003		.000
Management and Communication	.428**	.338**	.412**	.399**	1
Sig. (2-tailed)	.000	.000	.000	.000	

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

Hypothesis 1

Hypothesis 1 is stated as follows:

Ha1: Compensation Policy Design has a relationship with job satisfaction

Table 4.9
Correlation between compensation policy design and job satisfaction

CPD	JS
Pearson Correlation	.509**
Sig. (2-tailed)	.000

Table 4.9 shows the results of the analysis and there is a significant relationship between Compensation Policy Design and Job Satisfaction. The value of $r = 0.509$, p

<0.01. a positive and moderate relationship with job satisfaction. This finding is consistent with previous studies that found out that the compensation policy design is an effective way to motivate current employees and enhance the employees job satisfaction (Lotich,2017). The effective compensation plan will increase the employees productivity and job satisfaction (SHRM, 2017).

Hypothesis 2

Hypothesis 2 is stated as follows:

Ha2: Awareness of compensation packages has relationship with job satisfaction

Table 4.10

Correlation between Awareness of compensation packages and job satisfaction

		JS
ACP	Pearson Correlation	.572**
	Sig. (2-tailed)	.000

Table 4.10 shows the results of the analysis that there is a relationship between Awareness of compensation packages and Job Satisfaction. The value of $r = 0.572$, $p < 0.01$. A positive and moderate relationship with job satisfaction. This finding is similar to the finding of Mwangi (2014), His study concludes that although the employees motivated by their salary they are also being satisfied with their compensation entitlements. This shows that there is a significant relationship between the awareness of the compensation packages and job satisfaction.

Hypothesis 3

Hypothesis 3 is as follows:

Ha3: Compensation packages have a relationship with job satisfaction

Table 4.11*Correlation between Compensation packages and job satisfaction*

CP	JS	
	Pearson Correlation	-.248**
	Sig. (2-tailed)	.002

Table 4.11 shows the results of the analysis that there is a significant relationship between Compensation packages and Job Satisfaction. The value of $r = -.248^{**}$, $p < 0.01$. A negative and low relationship with job satisfaction. This finding stated that non-effective compensation packages contributes to employees' job satisfaction.

Hypothesis 4

Hypothesis 4 is stated as follows:

Ha4: Management and communication has a relationship with job satisfaction

Table 4.12*Correlation between Management and communication and job satisfaction*

MC	JS	
	Pearson Correlation	.428**
	Sig. (2-tailed)	.000

Table 4.12 shows the results of the analysis that there is a significant relationship between Management and communication and Job Satisfaction. The value of $r = 0.428$, $p < 0.01$ a positive and moderate relationship with job satisfaction. This finding is similar to the finding of Proctor (2014), two ways communication promotes the feelings of being appreciated and it will increase employees job satisfaction.

4.6.2 Multiple regression

Multiple regression is a statistical technique to test the best relationship of dependent variables from the independent variables (Coakes, 2013). The high score of B-value resulted the major effect influencing the dependent variables. This test will used on Ha5.

Table 4.13

Summary of R values

Model	R	R ²	Adjusted R ²	Change Statistics		
				R ² Change	F Change	Sig. F Change
1	.662 ^a	.438	.424	.438	29.473	.000

- a. Predictors: (Constant) Compensation Policy Design, Awareness of Compensation Packages, Compensation Packages and Management and Communication.
- b. Dependent Variable: Job Satisfaction

Based on the model summary in Table 4.13, R² value is 0.438 this means the variables of this study only explain 43.8% of the disparity in the dependent variable. Then, the adjusted R² value is 0.424 which is the dimension of compensation management contributed only 42.4% of job satisfaction. The remaining 57.6% were contributed by other factors that are not included in this study.

Table 4.14

Analysis of Variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig. (p-value)
1	Regression	1942.945	4	485.736	29.473	.000 ^b
	Residual	2488.613	151	16.481		
	Total	4431.558	155			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant) Compensation policy design, Awareness of compensation packages, Compensation packages and Management and communication

Table 4.15

Multiple regression analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	22.145	2.520	-	8.787	.000
Compensation Policy Design	.198	.048	.288	4.156	.000
Awareness of Compensation Packages	-1.077	.203	-.377	-5.308	.000
Compensation Packages	-.005	.022	-.016	-.243	.808
Management and Communication	-.127	.054	-.169	-2.343	.020

a. Dependent Variable

The equation for the job satisfaction as below:

Job satisfaction = 0.288 (compensation policy design) – 0.377 (compensation packages) – 0.016 (compensation packages) – 0.169 (management and communication)

Hypothesis 5

Hypothesis 5 is stated as follows:

Ha5: There is a significant effect of compensation management and job satisfaction of employee at CIMB call center in Kuala Lumpur

Table 4.15 shows the result of regression analysis on all four variables of compensation management were significant at $R^2 = 0.438$, $F = 29.473$, $P < 0.05$. Only three variables are significant with p-value < 0.05 they are compensation policy design, awareness of

compensation packages and management and communication. The variable that was not significant is compensation packages since its p-value is 0.808. As the conclusion, three out four variables of compensation management that are compensation role, compensation policy design, awareness of compensation packages and management and communication have effect on job satisfaction.

Table 4.16

Summary of the Hypotheses Results

NO.	IV	Hypotheses statement	RESULTS
H₂:	CPD	There is a positive significant relationship between compensation policy design and job satisfaction.	There is a significant positive relationship between compensation policy design and job satisfaction p-value =.000<.01
H₄:	ACP	There is a positive significant relationship between awareness of compensation packages and job satisfaction.	There is a significant positive relationship awareness of compensation packages and job satisfaction as p-value =.000<.01
H₅:	CP	There is a negatively significant relationship between compensation packages and job satisfaction.	There is a significant negative relationship between compensation packages and job satisfaction p-value =.000<.01
H₆:	CM	There is a positive significant relationship between management and communication and job satisfaction.	There is a significant positive relationship management and communication and job satisfaction as p-value =.000<.01
H₇:		There is a significant effect between Compensation management and job satisfaction	$R^2 = 0.438$, $F=29.473$, $p<0.05$

4.7 Summary

This chapter discusses the results of data collection. All the hypothesis was tested using Statistical Package for Social Science (SPSS) version 23. This study incorporated reliability test, validity test, mean test, descriptive analysis test, Pearson correlation test and multiple regression tests. For reliability test all the variables are above 60%

and this shows that it is reliable to use in this study. Mean test results of 3.766. This explains that the employee of call center department at CIMB Kuala Lumpur experiencing high level of job satisfaction. Next, from Pearson correlation test, all the variables have a significant relationship with job satisfaction. From the regression result it can be concluded that three out of four variables affect the job satisfaction at the percentage of 43.8%. Next chapter will discuss on the conclusion and recommendations for the future research.



CHAPTER 5

RECOMMENDATION AND CONCLUSION

5.1 Introduction

This chapter discusses the key findings that are summarized according to the research objectives. The significance of the findings and their theoretical, practical and policy implications will be highlighted. On this chapter also, the study is analyzed the detail from the interpretation of chapter 4, which is the limitation of the study while doing the research and its recommendation for future research.

5.2 Recapitalization of the Study

This paper comprises of five chapter. Chapter one describes the introduction of the study, problem statement, research questions, research objectives, the scope of study, significance of study and organization of the research. This chapter will introduce the main aims of this paper.

Chapter two describes on literature review which discusses the element of the study. The element that will be discussed is the definition of job satisfaction, the relationship between job satisfaction and compensation management factors. The compensation management factors that will be discussed is compensation policy design, awareness of compensation package, compensation package and management and communication. This chapter is an important part to show the facts of the elements in this research.

Chapter three briefly discusses the research methodology which includes conceptual framework of study. That involves the independent variable and dependent variable.

In this study, the dependent variable is job satisfaction and for independent variable is the compensation management factor that contributes to job satisfaction. Next, in this chapter will involve of hypothesis, research design, instrumentation, sampling procedures and data collection method. In chapter four, the researcher describes the result and discussion of the study using the SPSS software to evaluate the result of the questionnaire. Which include the result of statistical analysis, reliability analysis, mean analysis, correlation coefficient analysis and multiple regression analysis. The aim of this study is to investigate the effect of compensation management on employees job satisfaction at CIMB call centre in Kuala Lumpur. Call centre employees at CIMB Kuala Lumpur as targeted responded. This study used a questionnaire for data collection and out of 300 questionnaires distributed only 156 were returned back. Lastly, chapter five described the conclusion and recommendation from the study. This chapter shows the limitation of research in gathering the information of study and discuss the future research direction for next researcher and the additional information for future research

5.3 Discussion of Key Findings

5.3.1 Job Satisfaction Level

The level of job satisfaction among CIMB call center employees in Kuala Lumpur of this research show as high level. The employees experiencing high level of job satisfaction at 3.766 of mean value. The employee achieved their satisfaction through the compensation management factor such as compensation policy design, awareness of compensation packages, compensation packages and communication and management. The finding is reliable with the previous studies that the compensation

management plays a vital role in determining employees level of job satisfaction. Compensation management is an essential plan to inspire employees and increase their productivity and achievement (Etherington, 2017). Compensation management system is the major effect to retain, promote loyalty and motivate highly skilled employees to get the high level of job satisfaction (Güngör, 2011). Muguongo *et al.* (2015) also found that the employee claims that their satisfaction is directly related to the extent of compensation provided to them. Thus, this study supports that there is a significant influence between compensation management factors and job satisfaction.

5.3.2 Relationship between Compensation Policy Design and Job Satisfaction among employees at CIMB call centre in Kuala Lumpur.

From the correlation findings, the researcher discovers that there is a significant positive and moderate relationship between compensation policy design and job satisfaction at $r = 0.509$, $p < 0.01$. It shows that the higher the compensation policy design, the higher the job satisfaction. This finding is similar to the finding of Bhattacharya and Sengupta (2014), the compensation policy design must be flexible to ensure that employers are able to retain its qualified employees job satisfaction. Similarly, with Gungor (2011), compensation policy design is the major effect to retain, promote loyalty and motivate high skilled employees to get high level of job satisfaction. Furthermore, the compensation policy design will attract new potential employees to the organization (Mohanta, 2013). Supported with Canavan (2016) studies, employees will consider and be attracted to employers who offer incredible perks and benefits aside from the salary. Thus, this study supports that H_1 has a significant relationship between compensation policy design and job satisfaction.

5.3.3 Relationship between Awareness of Compensation Package and Job Satisfaction among employees at CIMB call centre in Kuala Lumpur

From the correlation findings, the researcher discovered that there is a significant positive and moderate relationship between awareness of compensation packages and job satisfaction at $r = 0.572$, $p < 0.01$. It shows that the higher the awareness of compensation packages, the higher the job satisfaction. This finding similar with the finding of Mwangi (2014) his study shows that when employees has high level of awareness of compensation entitled to them and it will increase their job satisfaction and they also agree there should be system that will recognize their reward and performance. According to Larbi (2014), in order to reduce unawareness, the employer need to self-educate all employees. Furthermore, the employer should create avenues for the employee to have their concerns pertaining to compensation issues. Thus, both study support that H_2 has a significant relationship between awareness of compensation packages and job satisfaction.

5.3.4 Relationship between Compensation Package and Job Satisfaction among employees at CIMB call centre in Kuala Lumpur

From the correlation findings, the researcher discovers that there is a significant negative and low relationship between compensation packages and job satisfaction at $r = -0.248$, $p < 0.01$. It shows the higher the compensation packages, the lower the job satisfaction. This finding is similar to the finding of Gallo (2016), the employer must share how the company is performing and how the compensation is offering. Furthermore, the employer must be ready for the implementation because they should take their employee emotions in consideration and find the perfect way to address their

employees concerns. Thus, this study supports that H₃ has a significant relationship between compensation packages and job satisfaction.

5.3.5 Relationship between Management and Communication and Job Satisfaction among employees at CIMB call centre in Kuala Lumpur

From the correlation findings, the researcher discovers that the significant positive and moderate relationship between management and communication and job satisfaction at $r = 0.428$, $p < 0.01$. It shows that the higher the management and communication, the higher the job satisfaction. This finding is similar to the finding of Gordon and Kaswin (2010), the consistent communication will result to the satisfaction of employees. Proved by Proctor (2014) studies, found that two ways communication promotes the feelings of being appreciated and to express the feeling of unappreciated, if the employer communicates well with the employees it will result in employees high job satisfaction. Therefore, this result proven that there is a relationship between management and communication and job satisfaction. Thus, H₄ is supported.

5.3.6 Significant effect on Job Satisfaction

In summary, the research proved that there is a significant impact and influence on job satisfaction between variables such as compensation policy design, awareness of compensation packages, compensation packages and management and communication. A good compensation policy design was increase the level of job satisfaction. This study similar with the study by Larbi (2014), which stated that the organization that manage compensation policy design effectively will give a positive influence on the performance of its employees. Their employees will be more motivated with benefits that they receive.

The awareness of compensation packages has low effect on job satisfaction because the employees not really understand about their compensation entitlement. According to Mwangi (2014), The employee who have high level of awareness of compensation packages will be more satisfied compare to others employees. A study by Lauby (2016), stated that employees must understand the relationship between salary and compensation. This decision also suggest that the awareness of compensation packages will lead to employees satisfaction.

Compensation packages is a sum of direct benefit and indirect benefit that an employee receives from an employer. It is important for the employer to talk early and often about employees compensation packages (Gallo, 2016). Compensation packages has effect on job satisfaction. As explained by Miller (2016), the findings from SHRM study results show the three top drivers that achieved employee job satisfaction is good treatment from employer, the compensation, and the benefits.

Management and communication is a basis process to increase the job satisfaction. This study similar with study conducted by HR Council (2017), The good communication between employee and employer is important to increase the level of job satisfaction. Proctor (2014), also found that the communication management is the important weapon to achieved employee job satisfaction. Attitude and happiness of employees are recognized by communication.

5.4 Implication of study

5.4.1 Managerial Implication

The findings on the effect of compensation management on employees job satisfaction among call center department at CIMB, Kuala Lumpur showed there is a significant relationship. The factors that be discussed which are compensation role, compensation policy design, awareness of compensation, compensation packages and management and communication. These results are useful in providing implication for employer and HR management officer.

5.4.1.1 Employer

The employer must be aware of the changes in the cost of living. From the findings showed compensation management have a relationship with job satisfaction. Where three out of four factors results are significant to employees' job satisfaction. From this finding it can help the upper management of CIMB to revise their current compensation management. According to Sharp (2017), It is important to have effective compensation because higher salary may attract potential top talent but not necessarily promote long-term performance to the employee.

CIMB upper management must make sure their compensation management will contribute to their employees job satisfaction. Furthermore, with the attractive compensation management provide by CIMB will contribute to employees performance. According to Ibrar and Khan (2015), to improve the performance of employees, benefits, and incentives can be used as an effective tool. The upper management of CIMB must do some research on employee turnover by employees

exit questionnaire. From the questionnaire the employees will rate and give a suggestion for the employer to improve their management.

5.4.1.2 HR Management

According to Burma (2014), Human Resource management can be the major factor that contribute to the success of company objectives. From the correlation results, the compensation policy design is the highest score among the four factors discussed in this study. The roles of the human resource manager and officer is to design an appropriate and effective compensation policy design to help CIMB turnover problems. With the results of this study will help the human resource manager and officer revise their current compensation. According to Anya (2017), from her studies she recommended due to the rising of cost, the employees should be compensated through rewards and extra payment for overtime tasks.

Furthermore, HR manager must regularly communicate with the employees regarding their compensation packages. From the regression results, the communication and management factor are significant to employee job satisfaction. Thus, the HR manager and officer must come with a new program that can give the detail information about employees compensation. According to Etherington (2017), a compensation management strategy and implementation must be a positive influence on the behaviour of employees, which may attract new employees, and help to retain their current talented employees.

5.5 Limitation

There are few limitations that were identified in this research. The first limitation is communication problems. The problem occurs when the team leader of call center did not give cooperation with researcher. The team leader did not give permission to distribute the questionnaire to their staff. To overcome the problem the researcher appoints one of the staff at call center department to distributes the questionnaire. Even though, some of the staff rushing to their call but in the overall distribution process is quite satisfactory.

The second limitation is the findings from the research does not achieve what researcher have expected. Most of the respondent have limited time to answer the questionnaire. For example, most of the respondent were busy with their work as a lot of phone calls come in. They ticked the questionnaire without understanding the topic and question. Thus, it leads to the inconsistency in selecting their answer. To overcome the problem, the researcher distributed the questionnaires only to the respondent who has free time to answer the questionnaire.

5.6 Conclusion

This study has provided an investigation of factors such as compensation policy design, awareness of compensation packages, compensation packages and management and communication effecting job satisfaction among employees of CIMB call center at Kuala Lumpur. All objectives, research questions, and hypothesis are discussed and formulated in this study. Future research needs to be conducted because the value of adjusted r^2 is 42%. Thus, it shows that another 42% is others factor that will affect the job satisfaction. It is important to increase the information on employees

job satisfaction because the high turnover rate at CIMB. The findings of this study will help HR management to investigate and find solution to decrease the turnover rate at CIMB.

5.7 Future Research Recommendations

Researcher in the future need to conduct investigations at all department in CIMB Kuala Lumpur to get higher accuracy from the CIMB employees to measure their job satisfaction. In addition, there were only 156 respondents from this study. In the future research need to increase the number of respondents so that the results are better and involve the whole employees of CIMB in Kuala Lumpur. However, future researcher can continue to apply Maslow Theory 1943 to see the employees job satisfaction level. Future researcher can improve the survey questions to better suit the objective of the investigation. The analysis factor test should be conducted to ensure that the survey is important and reliable for questioning.

Furthermore, this research requires more data to get more accurate explanation. Therefore, future researcher can use other information such as interviews and observation. This can increase the interest of respondents to get more views from the different angles. In this study only four variables were test, future researcher may consider other factors that may affect the job employees job satisfaction. Since the regression test showed 42.4% is the others factors that may affect the employees job satisfaction. In conclusion, future researcher conducts investigations over a longer period of time. This can guarantee to obtain more reliable results that compensation management factors influence the employees job satisfaction.

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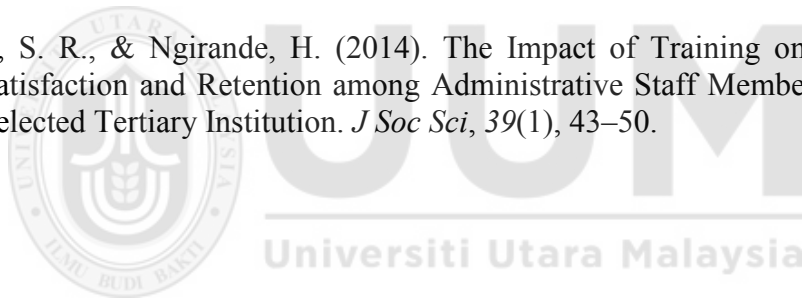
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APPENDIX A- QUESTIONNAIRE

EFFECTS OF COMPENSATION MANAGEMENT ON EMPLOYEE JOB SATISFACTION WITHIN CALL CENTRE DEPARTMENT AT CIMB BRANCHES IN KUALA LUMPUR

I am Nur Afiqqah Binti Mohamad Eskandar student from Northern University of Malaysia (UUM) Master in Science Human Resource Management are conducting a survey on Effect of Compensation Management on Employee Job Satisfaction Among Call Centre Department At CIMB, Kuala Lumpur. This questionnaire was adopting by Larbi (2014) and be adapt in this questionnaire. I believe that your participation in this study will contribute to the findings of our study. It will take you about 10 minutes to complete the questionnaire. We are really interested your feedback and participation of the topic. Please complete the questionnaire and return back to us. We really hope that you will complete the questionnaire at your earliest convenience. All responses are confidential and will be used only for this study. Any report of the data will be aggregated and will not identify the respondent. If you have any question about this study, we will most happy to clarify. We thank you for your cooperation and wish you all the best.

Nur Afiqqah binti Mohamad Eskandar

Othman Yeop Abdullah Graduate School of Business

University Utara Malaysia, Kuala Lumpur

Lecturer:

Dr Jasmani Binti Mohd Yunus

Part A: Personal Profile

Please kindly answer all question and tick (/) the appropriate box.

1. Gender

Male ()

Female ()

2. Nationality

Yes ()

No ()

3. Races

Indian ()

Malay ()

Chinese ()

Others ()

4. Age

18-28 years old ()

39-48 years old ()

29-38 years old ()

48 years old and above ()

5. Level of Education

SPM ()

Degree ()

Certificate ()

Others ()

6. Income

Below RM 1000 ()

RM 2001- RM 3000 ()

RM 1000-RM 2000 ()

RM 3001- Above ()

7. Marital Status

Single ()

Single Parent ()

Married ()

8. Length of Service

Less than 1 Year ()

1-5 years ()

5-10 year ()

Above 10 Years ()

9. Which CIMB branch you work

Kampung Kerinchi ()

Bangsar ()

Jalan Melaka ()

Bukit Tunku ()

10. Distance of your home to work place

Less than 2 Kilometre ()

2-4 Kilometre ()

4-10 Kilometre ()

Above 10 Kilometre ()

PART B: SECTION 2: Importance of compensation management on employees' Job Satisfaction

2.1 The level of Job Satisfaction of employee

Kindly indicate your level of agreement or disagreement with each of the statements using the following scale:

1 = Strongly Disagree (SD); **2** = Disagree (D); **3** = Neutral (N); **4** = Agree (A); and

5 = Strongly Agree (SA)

NO	STATEMENT	SCORING				
		SD	D	N	A	SA
1.	My work gives me a feeling of personal accomplishment					
2.	I like the kind of work I do					
3.	The people I work with cooperate to get the job done					
4.	I am satisfied with the recognition that company reward for doing an excellent job					
5.	I am satisfied with the opportunity to get a better job in the company					
6.	I am satisfied with the information that receive from the management on what going on in the company					

2.3 Employees' opinion on how effective compensation policy design influences employee Job Satisfaction.

Kindly indicate your level of agreement or disagreement with each of the statements using the following scale:

1 = Strongly Disagree (SD); **2** = Disagree (D); **3** = Neutral (N); **4** = Agree (A); and **5** = Strongly Agree (SA)

NO	STATEMENT	SCORING				
		SD	D	N	A	SA
	A well-designed compensation policy and its effective management and implementation has an effect on employee Job Satisfaction in the following ways:					
11.	Motivates employees to perform better					
12.	Improves employee punctuality to work and reduces employee absenteeism					
13.	Improves employee willingness to do extra work and go the extra mile					
14.	Makes employees committed to the organization and therefore commitment to work increases					
15.	Increases employees' readiness to learn new skills and preparedness to transfer skills onto the job					
16.	Creates a healthy environment for work and improves the health (soundness) of employees					
17.	Creates very good working relationship between management and employees to improve employee satisfaction					
18.	Makes employees feel appreciated and they give their best					
19.	Attracts and motivates qualified personnel to work better					
20.	Rewards hardworking employees to sustain high performance					

PART C: SECTION 3: Employees awareness of compensation packages and satisfaction with management of compensation packages in policy manuals.

3.1 To what extent do you agree with the following statements as they apply and as listed below?

1: To little extent; **2:** To less extent; **3:** Neutral **4:** To some extent **5:** To a great extent

NO	STATEMENT	SCORING				
Awareness of Compensation Packages		1	2	3	4	5
1.	I am aware of the compensation policy of the CIMB Berhad in the conditions of service manual					
2.	I am aware of how the compensation packages are administered					

3.2 To what extent are you satisfied with the compensation packages?

Please tick appropriately as follows?

1: To little extent; **2:** To less extent; **3:** Neutral; **4:** To some extent; **5:** To a great extent;

NO	STATEMENT	SCORING				
		1	2	3	4	5
1.	Vehicle maintenance allowance					
2.	Extra duty allowance					
3.	Free recreation					
4.	Provident fund					
5.	Retirement Benefit Package					
6.	Fuel Allowance					
7.	Rent Allowance					
8.	Career Development Opportunity					
9.	Pension Scheme					
10.	Vacation Leave					
11.	Study Leave					
12.	Free Medical Services					
13.	Free Medical Insurance					
14.	Regularity of Promotion					
15.	Car & Motor Cycle Loan					
16.	Long Service Awards					
17.	Free Training Workshops					
18.	Maternity Leave					
19.	Sick Leave					
20.	Free accommodation					
21.	Free transportation					

3.4 The management of Compensation:

To what extent do you agree with the following statements as they apply and as listed below? Kindly indicate according to the rating as follows:

1: To little extent; 2: To less extent; 3: Neutral; 4: To some extent; 5: To a great extent

Management and Communication		1	2	3	4	5
1.	The packages of compensation are managed well					
2.	Employees receive adequate notice and information on any changes that will affect their compensation packages					
3.	Compensation is managed to ensure that all employees receive equal compensation for the same kind of work					
4.	My colleague in another department with the same qualification receives more compensation than I do					
5.	The managers of compensation packages are well trained to do so					
6.	Communication of issues concerning compensation is generally good in the organization					
7.	Every detail of available Compensation packages is well communicated to the employees					
8.	Employees are well informed and involved in the formulation, discussion and implementation of policies concerning compensation					
9.	I do not know what is going on as far as compensation is concerned in this organization					
10.	The compensation packages are well defined and explained to employees					

-THANK YOU-

APPENDIX B – DEMOGRAPHIC ANALYSIS

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	74	47.4	47.4	47.4
	Female	82	52.6	52.6	100.0
	Total	156	100.0	100.0	

Races

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Indian	25	16.0	16.0	16.0
	Malay	105	67.3	67.3	83.3
	Chinese	21	13.5	13.5	96.8
	Others	5	3.2	3.2	100.0
	Total	156	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-28 Years old	64	41.0	41.0	41.0
	29-38 Years Old	75	48.1	48.1	89.1
	39-48 Years Old	14	9.0	9.0	98.1
	48 Years old and above	3	1.9	1.9	100.0
	Total	156	100.0	100.0	

Level of Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM	1	.6	.6	.6
	Diploma	8	5.1	5.1	5.8
	Degree	112	71.8	71.8	77.6
	Master	35	22.4	22.4	100.0
	Total	156	100.0	100.0	

Income

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	RM1000-RM 2000	3	1.9	1.9	1.9
	RM 2001-RM 3000	66	42.3	42.3	44.2
	RM3001-Above	87	55.8	55.8	100.0
	Total	156	100.0	100.0	

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	80	51.3	51.3	51.3
	Married	75	48.1	48.1	99.4
	Single Parent	1	.6	.6	100.0
	Total	156	100.0	100.0	

Length of Service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 Year	23	14.7	14.7	14.7
	1-5 years	78	50.0	50.0	64.7
	6-10 years	43	27.6	27.6	92.3
	Above 10 Years	12	7.7	7.7	100.0
	Total	156	100.0	100.0	

Which CIMB Branch you work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Kampung Kerinchi	76	48.7	48.7	48.7
	Jalan Melaka	13	8.3	8.3	57.1
	Bangsar	57	36.5	36.5	93.6
	Bukit Tunku	10	6.4	6.4	100.0
	Total	156	100.0	100.0	

Distance of your home to work place

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 2 Kilometre	23	14.7	14.7	14.7
	2-4 Kilometre	41	26.3	26.3	41.0
	5-10 kilometre	42	26.9	26.9	67.9
	Above 10 Kilometre	50	32.1	32.1	100.0
	Total	156	100.0	100.0	

APPENDIX C – DESCRIPTION ANALYSIS

Demographic Profile

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Gender	156	1	2	1.53	.501
Nationality	156	1	1	1.00	.000
Races	156	1	4	2.04	.651
Age	156	1	4	1.72	.708
Level of Education	156	1	4	3.16	.527
Income	156	2	4	3.54	.537
Marital Status	156	1	3	1.49	.514
Length of Service	156	1	4	2.28	.810
Which CIMB Branch you work	156	1	4	2.01	1.056
Distance of your home to work place	156	1	4	2.76	1.060
Valid N (listwise)	156				

Dependent Variables

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
JS1	156	1	5	2.19	1.010
JS2	156	1	4	2.13	.958
JS3	156	1	5	2.12	.894
JS4	156	1	5	2.40	1.129
JS5	156	1	5	2.35	1.118
JS6	156	1	5	2.21	1.033
Valid N (listwise)	156				

Independent Variables

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
JS1	156	1	2	1.24	.431
JS2	156	1	2	1.14	.349
JS3	156	1	2	1.22	.419
JS4	156	1	2	1.44	.497
JS5	156	1	2	1.58	.496
CPD1	156	1	5	1.89	.906
CPD2	156	1	4	1.96	.830
CPD3	156	1	5	2.05	.914
CPD4	156	1	4	2.04	.882
CPD5	156	1	5	1.98	.815
CPD6	156	1	5	2.07	.971
CPD7	156	1	5	1.96	1.018
CPD8	156	1	5	2.04	.970
CPD 9	156	1	5	1.96	.963
CPD10	156	1	5	1.96	.983
ACP1	156	1	5	3.83	.942
ACP2	156	1	5	3.83	.998
CP1	156	0	5	.81	1.424
CP2	156	0	5	2.57	1.836
CP3	156	0	5	.19	.866
CP4	156	0	5	.72	1.506
CP5	156	0	5	1.46	1.885
CP6	156	0	5	.44	1.160
CP7	156	0	5	.24	.946
CP8	156	0	5	1.20	1.721
CP9	156	0	5	.66	1.452
CP10	156	0	5	.72	1.457
CP11	156	0	5	.49	1.298
CP12	156	0	5	3.19	1.903
CP13	156	0	5	2.92	2.035
CP14	156	0	5	.39	1.216
CP15	156	0	5	1.60	1.784
CP16	156	0	5	.54	1.355
CP17	156	0	5	1.26	1.931
CP18	156	0	5	2.72	1.964
CP19	156	0	5	3.74	1.386
CP20	156	0	5	.29	1.084
CP21	156	0	5	.22	.972
MC1	156	1	5	3.71	.923
MC2	156	1	5	3.65	.841

MC3	156	1	5	3.48	.940
MC4	156	1	5	3.18	1.032
MC5	156	1	5	3.28	1.064
MC6	156	1	5	3.26	1.010
MC7	156	1	5	3.23	1.059
MC8	156	1	5	3.30	.999
MC9	156	1	5	3.16	1.038
MC10	156	1	5	3.51	.919
Valid N (listwise)	156				



APPENDIX D – RELIABILITY ANALYSIS

Job Satisfaction

Reliability Statistics (Pilot Study)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.844	.847	6

Reliability Statistics (Main Study)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.934	.935	6

Item Statistics (Pilot Study)

	Mean	Std. Deviation	N
JS1	2.87	.819	30
JS2	2.90	.712	30
JS3	2.43	.728	30
JS4	3.27	1.015	30
JS5	3.10	1.062	30
JS6	2.90	.960	30

Item Statistics (Main Study)

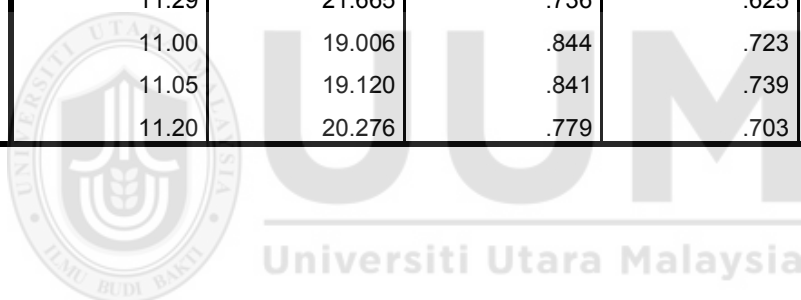
	Mean	Std. Deviation	N
JS1	2.19	1.010	156
JS2	2.13	.958	156
JS3	2.12	.894	156
JS4	2.40	1.129	156
JS5	2.35	1.118	156
JS6	2.21	1.033	156

Item-Total Statistics (Pilot Study)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
JS1	14.60	12.041	.599	.396	.823
JS2	14.57	12.323	.658	.499	.816
JS3	15.03	13.068	.479	.339	.843
JS4	14.20	10.303	.735	.622	.794
JS5	14.37	10.792	.602	.465	.826
JS6	14.57	10.737	.710	.617	.800

Item-Total Statistics (Main Study)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
JS1	11.21	20.297	.799	.651	.923
JS2	11.27	20.327	.851	.743	.917
JS3	11.29	21.665	.736	.625	.931
JS4	11.00	19.006	.844	.723	.918
JS5	11.05	19.120	.841	.739	.918
JS6	11.20	20.276	.779	.703	.926



Compensation Policy Design

Reliability Statistics (Pilot Study)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.940	.940	10

Reliability Statistics (Main Study)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.953	.953	10

Item Statistics (Pilot Study)

	Mean	Std. Deviation	N
CPD1	2.27	.868	30
CPD2	2.10	.803	30
CPD3	2.40	.932	30
CPD4	2.60	.894	30
CPD5	2.20	.805	30
CPD6	2.27	1.015	30
CPD7	2.40	1.070	30
CPD8	2.37	1.189	30
CPD9	2.27	1.015	30
CPD10	2.37	1.033	30

Item Statistics (Main Study)

	Mean	Std. Deviation	N
CPD1	1.89	.906	156
CPD2	1.96	.830	156
CPD3	2.05	.914	156
CPD4	2.04	.882	156
CPD5	1.98	.815	156
CPD6	2.07	.971	156
CPD7	1.96	1.018	156
CPD8	2.04	.970	156
CPD9	1.96	.963	156
CPD10	1.96	.983	156

Item-Total Statistics (Pilot Study)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
CPD1	20.97	50.861	.753	.773	.934
CPD2	21.13	53.154	.610	.733	.940
CPD3	20.83	50.144	.752	.764	.934
CPD4	20.63	51.344	.687	.677	.937
CPD5	21.03	52.309	.686	.638	.937
CPD6	20.97	49.757	.709	.627	.936
CPD7	20.83	47.109	.864	.851	.928
CPD8	20.87	47.361	.744	.795	.935
CPD9	20.97	47.826	.861	.930	.928
CPD10	20.87	47.085	.902	.954	.926

Item-Total Statistics (Main Study)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
CPD1	18.02	49.735	.772	.632	.949
CPD2	17.96	50.533	.780	.711	.949
CPD3	17.86	49.219	.808	.747	.947
CPD4	17.87	49.872	.784	.677	.949
CPD5	17.93	50.827	.768	.621	.949
CPD6	17.84	48.987	.771	.652	.949
CPD7	17.96	47.811	.822	.717	.947
CPD8	17.87	48.512	.812	.737	.947
CPD9	17.95	48.488	.820	.766	.947
CPD10	17.95	47.959	.844	.747	.946

Awareness of Compensation Packages

Reliability Statistics (Pilot Study)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.838	.846	2

Reliability Statistics (Main Study)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.925	.925	2

Item Statistics (Pilot Study)

	Mean	Std. Deviation	N
ACP1	3.30	.837	30
ACP2	3.23	1.006	30

Item Statistics (Main Study)

	Mean	Std. Deviation	N
ACP1	3.83	.942	156
ACP2	3.83	.998	156

Item-Total Statistics (Pilot Study)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
ACP1	3.23	1.013	.733	.537	.
ACP2	3.30	.700	.733	.537	.

Item-Total Statistics (Main Study)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
ACP1	3.83	.996	.861	.741	.
ACP2	3.83	.888	.861	.741	.

Compensation Packages

Reliability Statistics (Pilot Study)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.952	.955	21

Reliability Statistics (Main Study)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.855	.890	21

Item Statistics (Pilot Study)

	Mean	Std. Deviation	N
CP1	.90	1.583	30
CP2	2.47	1.756	30
CP3	.77	1.478	30
CP4	1.03	1.691	30
CP5	1.70	1.896	30
CP6	.70	1.343	30
CP7	.93	1.507	30
CP8	1.27	1.660	30
CP9	1.57	1.906	30
CP10	1.37	1.608	30
CP11	1.17	1.599	30
CP12	2.60	1.886	30
CP13	2.37	2.025	30
CP14	1.00	1.702	30
CP15	2.10	1.900	30
CP16	1.00	1.742	30
CP17	1.70	1.841	30
CP18	3.03	1.474	30
CP19	3.07	1.363	30
CP20	1.17	1.704	30
CP21	1.00	1.661	30

Item Statistics (Main Study)

	Mean	Std. Deviation	N
CP1	1.51	1.044	156
CP2	2.85	1.464	156
CP3	1.14	.657	156
CP4	.72	1.506	156
CP5	1.46	1.885	156
CP6	.44	1.160	156
CP7	.24	.946	156
CP8	1.20	1.721	156
CP9	.66	1.452	156
CP10	.72	1.457	156
CP11	.49	1.298	156
CP12	3.19	1.903	156
CP13	2.92	2.035	156
CP14	.39	1.216	156
CP15	1.60	1.784	156
CP16	.54	1.355	156
CP17	1.26	1.931	156
CP18	2.72	1.964	156
CP19	3.74	1.386	156
CP20	.29	1.084	156
CP21	.22	.972	156

Item-Total Statistics (Pilot Study)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
CP1	32.00	576.621	.863	.972	.947
CP2	30.43	599.771	.487	.773	.953
CP3	32.13	577.223	.919	.970	.947
CP4	31.87	586.740	.673	.910	.950
CP5	31.20	581.338	.654	.878	.950
CP6	32.20	581.614	.946	.987	.947
CP7	31.97	581.826	.834	.862	.948
CP8	31.63	584.171	.720	.952	.949
CP9	31.33	573.540	.740	.924	.949
CP10	31.53	598.947	.549	.781	.952
CP11	31.73	588.961	.685	.878	.950
CP12	30.30	589.390	.565	.811	.952
CP13	30.53	595.016	.461	.761	.954
CP14	31.90	569.610	.889	.934	.947
CP15	30.80	595.545	.491	.795	.953

CP16	31.90	567.541	.893	.978	.947
CP17	31.20	599.131	.468	.784	.953
CP18	29.87	602.671	.551	.879	.951
CP19	29.83	610.282	.484	.843	.952
CP20	31.73	577.582	.784	.974	.948
CP21	31.90	572.162	.878	.960	.947

Item-Total Statistics (Main Study)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
CP1	26.79	230.994	.594	.467	.846
CP2	25.46	238.146	.236	.193	.857
CP3	27.16	235.400	.749	.814	.847
CP4	27.58	229.341	.424	.291	.850
CP5	26.84	221.064	.469	.356	.848
CP6	27.86	225.838	.681	.682	.842
CP7	28.06	229.061	.733	.843	.843
CP8	27.10	223.370	.478	.371	.847
CP9	27.64	227.638	.483	.452	.847
CP10	27.58	226.594	.506	.427	.847
CP11	27.81	231.133	.459	.461	.849
CP12	25.12	229.638	.306	.396	.856
CP13	25.38	233.400	.215	.452	.862
CP14	27.91	223.437	.716	.776	.841
CP15	26.71	228.325	.360	.269	.853
CP16	27.76	223.179	.640	.744	.842
CP17	27.04	223.431	.412	.297	.851
CP18	25.58	237.174	.164	.111	.863
CP19	24.56	240.003	.210	.403	.857
CP20	28.01	227.664	.676	.845	.843
CP21	28.08	229.419	.698	.843	.844

Management and Communication

Reliability Statistics (Pilot Study)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.878	.882	10

Reliability Statistics (Main Study)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.896	.898	10

Item Statistics (Pilot Study)

	Mean	Std. Deviation	N
MC1	3.30	.837	30
MC2	3.33	.711	30
MC3	3.00	.871	30
MC4	3.07	1.015	30
MC5	3.03	.850	30
MC6	3.00	.788	30
MC7	3.00	.830	30
MC8	3.23	1.040	30
MC9	3.03	.928	30
MC10	3.17	.950	30

Item Statistics (Main Study)

	Mean	Std. Deviation	N
MC1	3.71	.923	156
MC2	3.65	.841	156
MC3	3.48	.940	156
MC4	3.18	1.032	156
MC5	3.28	1.064	156
MC6	3.26	1.010	156
MC7	3.23	1.059	156
MC8	3.30	.999	156
MC9	3.16	1.038	156
MC10	3.51	.919	156

Item-Total Statistics (Pilot Study)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
MC1	27.87	31.499	.560	.514	.869
MC2	27.83	33.109	.469	.514	.875
MC3	28.17	30.006	.701	.782	.858
MC4	28.10	33.059	.288	.518	.892
MC5	28.13	29.637	.766	.741	.854
MC6	28.17	30.557	.721	.662	.858
MC7	28.17	29.730	.777	.763	.853
MC8	27.93	28.271	.733	.676	.855
MC9	28.13	32.326	.404	.429	.881
MC10	28.00	29.310	.704	.609	.857

Item-Total Statistics (Main Study)

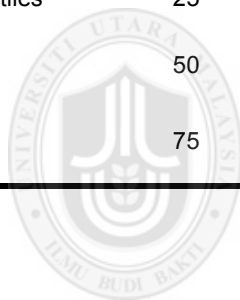
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
MC1	30.06	42.132	.599	.596	.889
MC2	30.12	42.121	.672	.617	.885
MC3	30.29	41.174	.672	.565	.884
MC4	30.59	43.637	.401	.311	.902
MC5	30.49	39.129	.744	.736	.879
MC6	30.51	39.426	.766	.783	.877
MC7	30.54	38.689	.786	.751	.875
MC8	30.47	40.754	.659	.598	.885
MC9	30.61	43.298	.424	.450	.901
MC10	30.26	40.669	.738	.679	.880

APPENDIX E – MEAN TEST

Statistics

JobSatisfactionOfEmployees

N	Valid	156
	Missing	0
Mean		3.766
Median		4.00
Mode		3.00
Std. Deviation		1.827
Minimum		1.00
Maximum		5.00
Percentiles	25	3.00
	50	4.00
	75	5.00



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APPENDIX F – PEARSON CORRELATION ANALYSIS

Correlations					
	JS	CPD	ACP	CP	MC
JS	1	.509**	.572**	-.248**	.428**
		.000	.000	.002	.000
	156	156	156	156	156
CPD	.509**	1	-.424**	-.265**	-.338**
	.000		.000	.001	.000
	156	156	156	156	156
ACP	.572**	-.424**	1	.233**	.412**
	.000	.000		.003	.000
	156	156	156	156	156
CP	-.248**	-.265**	.233**	1	.399**
	.002	.001	.003		.000
	156	156	156	156	156
MC	.428**	-.338**	.412**	.399**	1
	.000	.000	.000	.000	
	156	156	156	156	156

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

APPENDIX G – REGRESSION ANALYSIS

Descriptive Statistics

	Mean	Std. Deviation	N
JS	13.4038	5.34703	156
CPD	19.9103	7.77288	156
ACP	7.6603	1.87168	156
CP	26.3718	16.34673	156
MC	33.7692	7.08278	156

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1942.945	4	485.736	29.473	.000 ^b
	Residual	2488.613	151	16.481		
	Total	4431.558	155			

a. Dependent Variable: JobSatisfactionOfEmployees

b. Predictors: (Constant), ManagementAndCommunication, EffectiveManagementAndImplementation, CompensarionPakagesNew, AwarenessOfPackages

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	22.145	2.520		8.787	.000
	CPD	.198	.048	.288	4.156	.000
	APC	-1.077	.203	-.377	-5.308	.000
	CP	-.005	.022	-.016	-.243	.808
	MC	-.127	.054	-.169	-2.343	.020

a. Dependent Variable: JobSatisfactionOfEmployees

Model Summary for R Values

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.662 ^a	.438	.424	4.05967	.438	29.473	4	151	.000

a. Predictors: (Constant), ManagementAndCommunication, EffectiveManagementAndImplementation, CompensarionPakagesNew, AwarenessOfPackages

