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**JOB SATISFACTION AMONG WORKING MOTHERS IN
KUALA LUMPUR**



**MASTER OF SCIENCE (MANAGEMENT)
UNIVERSITI UTARA MALAYSIA
July 2019**

JOB SATISFACTION AMONG WORKING MOTHERS IN KUALA LUMPUR



**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
in Partial Fulfilment of the Requirement for the Master of Science (Management)**



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Perniagaan**

SCHOOL OF BUSINESS MANAGEMENT

Universiti Utara Malaysia

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ABSTRACT

Naturally, mothers will spend their time rising up a family at home. However, today cost of living, especially in city areas such as Kuala Lumpur, mothers have to work to lessen the income burden to the family. Are these working mothers satisfied with their jobs? Therefore the purpose of this research is to examine job satisfaction among working mothers in Kuala Lumpur using work conditions, supervisors, co-workers, pay and promotion as the independent variables. Six hypotheses were developed for this study. Data were collected using online research form. A total of 392 responses was collected from working mothers in Kuala Lumpur using the convenience sampling approach. Using SPSS version 25.0, the data collected were analyzed using descriptive, correlation, and regression analysis. The correlation analysis shows that work conditions, supervisors, co-workers, pay and promotion have significant and positive relationship with job satisfactions among working mothers in Kuala Lumpur. The regression $R^2 = 0.825$ suggest that 82.5 percent of the variance in working mothers' job satisfaction can be explained by work conditions, supervisors, co-workers, pay and promotion and pay ($\beta = .350$) was the best predictor of job satisfaction among working mothers. This is followed by promotion ($\beta = .331$), working condition ($\beta = .213$) and co-worker ($\beta = .112$). The findings of this study are similar to other earlier studies where pay is the main reason why working mothers are pursuing their job to raise up a family instead of pursuing their intention of spending more time and attention to their family at home. The findings in this research might be able to extend the research to less focused community members like transgender and handicaps respondents to study their job satisfaction.

Keywords: *work conditions, supervision, co-workers, pay and promotion*

ABSTRAK

Secara semulajadi para ibu akan menghabiskan masa untuk keluarga di rumah. Walau bagaimanapun kos hidup hari ini terutama di bandar serti di Kuala Lumpur, para ibu dikehendaki bekerja bagi membantu mengurangkan beban sumber pendapatan kepada keluarga. Adakah para ibu puas dengan kerjaya mereka? Sehubungan itu tujuan kajian ini adalah untuk menilai kepuasan kerja dalam kalangan ibu bekerja di Kuala Lumpur dengan menggunakan keadaan kerja, penyelia, rakan sekerja, gaji dan promosi sebagai pembolehubah bebas. Enam hipotesis telah dibangunkan untuk kajian ini. Data dipungut menggunakan borang penyelidikan dalam talian. Sebanyak 392 maklumbalas telah dikumpulkan daripada ibu bekerja di Kuala Lumpur menggunakan pendekatan persampelan mudah. Data dianalisis menggunakan kaedah analisis deskriptif, korelatif, dan regresi menggunakan SPSS versi 25.0. Analisis korelasi menunjukkan bahawa keadaan kerja, penyelia, rakan sekerja, gaji dan promosi mempunyai hubungan yang signifikan dan positif dengan kepuasan kerja dalam kalangan ibu bekerja di Kuala Lumpur. Data regresi $R^2 = 0.825$ menunjukkan 82.5 peratus dari variasi dalam kepuasan kerjaya kalangan ibu berkerja boleh dihuraikan oleh keadaan kerja, penyelia, rakan sekerja, gaji dan promosi dan gaji ($\beta = .350$) adalah peramal terbaik kepuasan kerja di kalangan ibu bekerja. Ini diikuti dengan promosi ($\beta = .331$), keadaan kerja ($\beta = .213$) dan rakan sekerja ($\beta = .112$). Penemuan kajian ini adalah selari dengan kajian terdahulu di mana gaji merupakan alasan utama mengapa ibu bekerja bekerja untuk keluarga berbanding hasrat mereka menghabiskan masa dengan keluarga di rumah. Dapatan kajian ini mungkin dapat memanjangkan penyelidikan kepada ahli masyarakat yang kurang difokuskan seperti responden transgender dan kecacatan anggota dengan mengkaji kepuasan kerja mereka.

Kata kunci: *keadaan kerja, penyelia, rakan sekerja, gaji dan kenaikan pangkat*

ACKNOWLEDGEMENT

This thesis is not possible without the guidance and support of my supervisors, peers and families. Some even extended their valuable help by contributing their time, money and effort to me in this thesis preparation.

Here I would like to take this opportunity to thank my wonderful supervisor Dr. Nor Pujawati for her intellectual advice and guidance throughout this research process. She gave me great support and motivation so that this report became productive.

I also would like to express my appreciation to the administrative staff at the Kuala Lumpur branch office of Universiti Utara Malaysia for their support and readiness in providing timely assistance via emails and phone calls.

In addition, I also would like to thank all academicians who taught me during my master journey and peers who helped me in various ways with my research. They have contributed ideas and views in making this project paper especially Wan Shahrom, Suloseni, Nofri, Sheila, Hafiz, and Harienraj helping with questionnaire distributions.

Finally, I would like to thank my family for their continued support and encouragement.

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Figure 3.1 Research Framework

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LIST OF ABBREVIATIONS

| | |
|-------|--|
| SPSS | - Statistical Package for Social Sciences (version 25) |
| JDI | - Job Description Index |
| USJ | - United Subang Jaya |
| UUMKL | - University Utara Malaysia, Kuala Lumpur campus |



CHAPTER 1

INTRODUCTION

1.1 Background of the Study

On Dec 21, 2017 in Berita Harian newspaper reported that women's involvement was nearly equivalent, representing at 53.5 percent to the number of males in the employment sector. Their involvements also always assessed by the perception of the general public that working mothers must complete their job at home and at the same moment have to be high-quality employees. Managing household and work time and career development is therefore a significant task confronting working mother.

In the modernizing world today, by doing work, people tend to spend most of their time in the workplace. It is because they are happy with their job involvement and satisfied with accomplished works. Good motivation, inspire working mother to work better. They are often too engrossed with what they are doing. Perhaps in at a long period of time, employees are satisfied with the equal management between their family life and the problematic challenges experienced in the workplace, especially the working mothers. The ability to handle different roles enable them to work more easily and being a successful mother at a same time. It takes them out of their comfort zone to show their ability.

In a study conducted at a bank in Sri Lanka, Balasundram and Brabete (2010) stated that enhanced working conditions, right supervision, understanding co-worker, a good payment system, clearer promotion requirements result in a better employee's performance and recommendations were raised by the findings of the research that job satisfaction can assist addressing the life balance changes experienced by individuals in today's contemporary world.

Hence, a study among working mothers was conducted in Kuala Lumpur to explore their work satisfactions. The purpose of this research is to determine the relationship between working mother and the impact of job satisfaction. Happy and satisfied on - the-job employees would be extremely dedicated to the job and do their job. Job satisfaction can be expressed as the best methods for achieving useful results, such as efficient work presentations, viability, revenues, governance and less absenteeism in the organisation.

Therefore, management must be aware of the measurements that may affect the amount of employee satisfaction. As a result, job satisfaction variables such as work condition, supervision, co-worker, pay and promotion would be a beneficial influential factor contributing to improve organisational productivity and be aware-raising factor, leading to more job satisfaction. With increased awareness of the significance of conducting job satisfaction studies among employees, awareness of the importance of job satisfaction is created. In addition, it also helps to develop more beneficial programs to boost work pleasure and satisfaction. On the other hand, by balancing family life and working environment, the worker will be more adaptive to changes.

It can be stated, as a conclusion, that those who are satisfied with the work would be more accountable for their work accomplished as it also generates opportunities for self-development. The same applies to working mothers, engaging in a variety of tasks, be it in teamwork or in situations alone. They are happy with the job because they feel being appreciated with what they are doing.

On the other hand, what they do would contribute to their family life and add significance to the job done. The satisfactions acquired by working mothers from completing a job at the workplace would provide motivation and generate more self-employee participation to be better and enhance their work duties. Therefore, the level of employee satisfaction is also thought to influence their organisational efficiency. Job satisfaction is one of the elements in bringing growth for the nation.

1.2 Problem Statement

The importance of this research study is to identify the extent of job satisfaction levels and to illustrate the current state of living in Kuala Lumpur among working mothers. According to the Department of Statistics, Jobs and Labor Statistics Series, 2/2019 under the Malaysian Ministry of Human Resources revealed that there are 824400 employed individuals in the Kuala Lumpur Federal Territory, 335100 of them were woman and 489300 male employees. Furthermore, the report also stated that women's involvement in the jobs industry improved from 54.3% to 54.7% from 2017 to the year 2018.

This study was conducted to examine the relationship between work activities and job satisfaction among working mothers. Employers need to concentrate on this category as the work mothers' contribution is undeniable. The issue of job satisfaction is correlated with work fulfillment components such as the organization's work conditions, supervision, co-worker, pay and promotion. In this research study, working mothers were chosen primarily as participants because they were also the contributing population in community structure for the growth of the country. Employment satisfaction able to encourage staff to be more dedicate to the organisation.

At the same time, the study also can be used by management as a guidance to understand the weaknesses in achieving workplace satisfaction among working mothers. Employers need to understand the quality of the work done and lack the efficiency of job satisfaction of their employee. It also helps to understand how the work implementation of staff has happened to achieve the goal. Satisfied workers would ultimately be involved in developing the performance of the organization.

The Kuala Lumpur city was chosen for this study because it includes most of cities and adjoining main towns in the Selangor state such as Bandar Ampang, Batu Caves, Bandar Baru Selayang, Bandar Baru Bangi, Bangsar, Bandar Utama, Bandar Sri Damansara, Bukit Jalil, Bukit Kiara, Bukit Damansara, Cyberjaya, Cheras, Damansara Town Centre, Damansara Utama, Damansara Jaya, Gombak, Hulu Langat, Kajang, Kepong, Klang, Kelana Jaya, Kuala Lumpur, Kota Damansara, Lembah Beringin, Miharja, Maluri, Petaling Jaya, Pudu, Puchong, Port Klang, Putrajaya, Rawang, Selayang, Segambut, Semenyih, Sentul, Seri Kembangan, Sepang, Setapak, Shah Alam, Sri Petaling, Sri

Hartamas, Sungai Besi, Subang Jaya, Sungai Buloh, Taman Tun Dr Ismail, Taman Melawati, USJ and also Bandar Baru Wangsa Maju.

The Kuala Lumpur city one of the most populated city in Malaysia. The area of research includes racial structure, mainly Malay (50.59%), accompanied by Chinese (29.03%), then India (11.62%), other nationalities (0.72%) and non-citizens (8.04%) in the area of research. Kuala Lumpur is an industrial and trading center in Malaysia.

High job satisfaction can therefore contribute to improve job performance. This relationship between job satisfactions would influence the company's good output. Usually when staff understands that they have a strong connection between their affiliation and their job, they can stay with their organisation and become dedicated to the organisation. The process of establishing a work-satisfying atmosphere can be costly at the workplace. Hence, focus on job satisfaction for better organisational performance is highly suggested.

1.3 Research Questions

Based on the discussion above, the research questions for this research is as follows:

RQ1: What is the level of job satisfaction among working mothers in Kuala Lumpur?

RQ2: What is the relationship between work condition and job satisfaction among working mothers in Kuala Lumpur?

- RQ3: What is the relationship between supervision and job satisfaction among working mothers in Kuala Lumpur?
- RQ4: What is the relationship between co-worker and job satisfaction among working mothers in Kuala Lumpur?
- RQ5: What is the relationship between pay and job satisfaction among working mothers in Kuala Lumpur?
- RQ6: What is the relationship between promotion and job satisfaction among working mothers in Kuala Lumpur?
- RQ7: What is the effect of work condition, supervision, co-worker, pay and promotion on job satisfaction among working mothers in Kuala Lumpur?

1.4 Research Objectives

The research objectives of this research are:

- RO1: To investigate the level of job satisfaction among working mothers in Kuala Lumpur
- RO2: To determine the relationship between work condition and job satisfaction among working mothers in Kuala Lumpur.
- RO3: To determine the relationship between supervision and job satisfaction among working mothers in Kuala Lumpur.
- RO4: To determine the relationship between co-worker and job satisfaction among working mothers in Kuala Lumpur.

RO5: To determine the relationship between pay and job satisfaction among working mothers in Kuala Lumpur.

RO6: To determine the relationship between promotion and job satisfaction among working mothers in Kuala Lumpur.

RO7: To identify the effect of work condition, supervision, co-worker, pay and promotion on job satisfaction among working mothers in Kuala Lumpur.

1.5 Scope and Limitations of the Study

1.5.1 Scope

The research study concentrated on job satisfaction in Kuala Lumpur among working mothers and identified several constraints or limitations. This research study concentrates on working mothers in Kuala Lumpur. Research questions have developed only in English language. A total of 392 working mothers answered the questionnaire by replying to the online questionnaires. This research study also focuses on five variables that have been chosen.

1.5.2 Limitation

There are few constraints encountered during conducting this researcher study and identified as having impact on the progress of the research evaluation method. The limitations identified are:

1). *Time constrains*

The main issue confronted the participants in the information gathering method is the lack of cooperation. Most working mothers were unable to answer the questionnaires as need they to concentration and understanding the objective. However, due to the many limitations such as hurrying to work or heading back home they are unable to give full attention. It also took more time to get enough number feedback for this research. The data collection process happened at one period of time. Self-reporting data is found to be biased in response as it does not allow causality in answering and problems are studied only on the basis of a portion of the perception of the respondent.

2) *Sampling*

The sampling method is another limitation of to this research study. Responses in the form of data were gathered from married working co-workers, families, relatives, various Facebook group and kind hearted respondents help to answer and share the questionnaire links to help to get more responses. The process of reaching the whole of Kuala Lumpur's residents was very hard as they were not reachable and accessible. Therefore, only a percentage of individuals with internet connections are the participants studied. Research findings are therefore limited to those that are competent about the internet.

1.6 Organization of the Thesis

The first part of this chapter is the background of the study, problem statement, research questions and research objectives of the study. The background of the study covers all aspects involved in this study. This followed by the problem statement to explain the problems that led to this study. The research objectives and questions of the research study are also discussed on the problems to be finding out through this study. The second chapter explains literature as well as the relationship between dependent variables with independent variables. Literature helps to determine the scope of the research from the study. Chapter three is the methodology; the design of the study would be discussed by including the population selection, data sampling, data cleaning and reliability with inferential analysis. By way of explanation, it can be stated that the process of planning, application process and analysis process would be discussed in this section. Chapter four would analyze and report all the findings of the questionnaire and the analysis of variables in conjunction with the overall job satisfaction gained among working mothers in Kuala Lumpur. The fifth chapter summarizes the finding results of the job satisfaction study which is discussed earlier in chapter four.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This second chapter discusses the concept of job satisfaction, concepts of research, independent variables and dependent variables. Job satisfaction is necessary among workers at workplace as it is capable to increase or decrease the production quality. Job satisfaction is the emotional attachment interpretation experienced by employee at workplace. For example, workers tend to be missing at work and tend to quit work at any time if they are unsatisfied compared to a satisfied employee will be giving high effectiveness and be with good quality in any work done.

2.2 Job Satisfaction

Job satisfaction defined by Paulik (2012) as a perceived positive emotional condition those results from an assessment of work or positive work experience. Job satisfaction is a comprehensive assessment of perception on the chore doing and positive mind frame were made to find people love to do their work from satisfied job. Job satisfaction is the attitude expressed toward work which involves emotional effectiveness, cognitive components and behaviours towards work aspects such as work conditions, supervision, co-worker, pay and promotion (Yalabik, Rayton & Rapti, 2017).

Djati and Khusaini (2004) stated that the initial study on the job satisfaction theory is with the traditional approach. This approach assumes job satisfaction by considering the existence by determining factors in influencing one's job satisfaction. The basic acceptances of this traditional theory is the view that an individual would behave in a particular way in response to the influencing factors with positive attitudes when there is satisfaction with the work and in the other way when not satisfied with the work done.

Anitha (2014) that job satisfaction is an essential aspect at workplace and has relationship with one's work presentation at workplace and job delivery. Excellent work performance would affect the high level of job satisfaction fulfilment feeling and indirectly lessening the work stress, employee truancy and job resignation issues. Breevaart, Bakker, Demerouti, and Derks (2016) support the notion that in an order to maintain the continuance of satisfaction attained at workplace via job done, attention must be given to improving job performance through work condition, supervision, co-worker, pay and promotion. Typically every individual has varying interpretations and understanding in attaining job satisfaction in their working organization.

2.3 Work Condition

Work condition is the characteristics of the job which describe the external physical design aspects of job occupation responsibilities contributed to the psychological emotional states and work content which is applicable to characteristics of the organizational external setting (Anitha, 2014). If the work condition meets an employee's needs, it would create satisfaction and bring happiness in completing their

job successfully. A person's feelings towards work would reflect through their attitude toward work. It can be concluded that job satisfaction from work condition aspect is one's positive feelings towards their work. This means, that the concept of work condition views it as a result of human interaction with the working environment. Job satisfaction is a factor that determines the effectiveness and continuity of the work. Each individual would have different levels of satisfaction at workplace based comfortableness they felt at their workplace. This is due to differences in aspects of work conditions with individual needs. The higher the level of satisfaction is felt at workplace, the better the job performance would be done. If work capabilities and job requirements are not balanced, it would create more dissatisfaction workers. Then it would lead to job resignation, dismissal, decline and reduction on job quality may occur.

2.3.1 Relationship between Work Condition and Job Satisfaction.

Workplace conditions are one of the aspects which make an employee feel satisfied at their workplace environment. Situation and safety, both factors at work influences and can affect the behaviour chances of an employee at workplace too. The work condition at the workplace environment includes aspects such as availability of safety equipment, sufficient workstation area spaces to move around, adequate lighting, comfortable temperature, and so on. The work condition considered as an effective condition that able to encourage employees by being comfortable and satisfy at their work. This means, that a comfortable and secured external physical situation and a favourable work condition would impact the level attained job satisfaction by employee. Work conditions affect the employees' performance (Anitha, 2014). If the work condition is not

comfortable and not safe, the work atmosphere would be less interesting to work. An appropriate and safe working environment with adequate safety measure can help to work more securely.

Work condition and safety is very important for every employee as everyone wants to work in a safe and secure environment. Safeties at workplace are the key factors for all industries to promote good welfare to the workers and employers within a roof. It is the company's responsibility and responsibility to safeguard employee protection. By making some security improvements and making operating plan's safety able to bring job satisfaction. By following proper safety rules and regulations tend improving to safer work conditions; employee also would be able to clearly express their care on their employee's safety measures.

2.4 Supervision

Supervision involves utilizing time together and develops a practical structure for providing support to new and existing co-workers. The process is to ensure organizational objectives carried out as planned by the administration of an organization. The supervisor is a person of competence and responsibility by organizations to plan, control or guide and provide evaluation of the performance of their subordinates. This is implemented at workplace via various approaching methods through direct and informal monitoring and evaluation (Hickman et al., 2019).

The supervisory relationship is realized where a person who has prior knowledge, skills and responsibility for the well-being and work of supervisors and management. It is one-to-one like face-to-face interaction (with expected exception), and is more supportive to decision making. Supervisors are directly responsible individuals for the operation by ensuring the production of new stocks or service continuity. Supervision is the skill to do something through others. Supervisors can work to create excellent subordinates. Talented supervisors would surely achieve their targets by rearranging employees to do their duties. Supervision is a dynamic and continuous process at work. They act as a liaison between superiors from higher rank and subordinates by designing, arranging, controlling, directing and executing.

In addition, supervisors also play an important role play contribution by discussing and by bringing solution to arising problems in their scope of work by implementing operational strategies. In carrying out their daily duties, supervisors would face communication, communication, and conflict on dissatisfaction issues. Therefore, they need to be equipped with effective communication skills so that they can act as mediation between the management and the employees. Generally supervisors are partners, advisers, drivers, advisors and motivators in the workplace.

2.4.1 Relationship between Supervision and Job Satisfaction.

Leadership in an organization is a supporting element to job satisfaction to workers. The personality behaviour of supervisors or higher ranking people would influence employees. The assigned employee would comply with the instructions and leading of

the supervisor as long as the instructions are still in acceptable obeying space of an employee. The supervision concept frame has strong correlation with job satisfaction research surveys. A study by Judge (2017) discussed on the relationship between employees and supervision is part of a factor that can produce high job satisfaction among workers. Be conscious, friendly, helpful, open-minded, engaged with subordinates by planning together in identifying targeting goals, will effect on productivity efficiency and job satisfaction. That the workers with constructive relationships with employees and rational leadership oriented can give high job satisfaction in the work done.

The nature of the leader who practices harmonious openness and harmonious practices will be respected by their subordinates and their performance will continue to increase continuously. The situation which mutual respect and helping tendency exist among workers and cooperation will increase the productivity of service success. The effectiveness of a working group of people also depends on presented leadership by the leader that the working setting enables the leader to play an important role in improving the collective achievement, morale and job satisfaction among workers as a team.

A good supervisor is an example of a subordinate in describing the work procedures.

An organization's image in achieving organizational objectives meets the expectations via the supervisor. Thereby affecting their self-confidence and continue to maintain good performance. Adaptation and procedure of work execution should be clearly stated by the supervisor to subordinate employees. This is because at work differently

according to the organization. Supervisors should give a sincere commentary so that subordinates are aware of the rules and customs at work. Employees need to understand the working environment in addition to getting acquainted with a working senior is a good way. It not only speeds up people's perceptions but also provides a means of monitoring with employees and helping them understand how to work within or outside the organization.

2.5 Co-Worker

Co-worker concept is team-based orientation in work done. Most organizations switching from individual orientation, where tasks are solely ready by an individual to a team-based orientation, where individuals combine and work with each other to accomplish an assigned project by management. This improvement in orientation leads to more interactive relation creation among co-workers, which can affect the organization's results to friendlier environment. The co-workers of the impact may have one another in depth. In fact, this influence may be greater than the influence of the supervisor. Employees can affect or influence others in both positive and negative ways, as they can support or antagonize one another (Bogler & Nir, 2015).

The effective work force is potentially evolving as everyone's co-operation plays its role in the workplace. Most of people spend a lot of time at the workplace, so we need to appreciate the healthy friendship at work, making this as the main aspect for us to keep going and enjoy working. So, it's good to establish close friendship with co-workers and

employees at workplace. Occasionally they also help solve problems that arise when one of them fails.

2.5.1 Relationship between Co-Worker and Job Satisfaction

Co-worker team or co-workers are able to contribute to job satisfaction in terms of relationships, interactions and sharing views and info sharing. In addition, the working group will create group behavior, productivity and positive working patterns. While interacting with co-workers will give satisfaction to employees. Supportive working groups can create self-esteem, motivation, confidence and simulations. Job accepting agreements and support gained from interacting with working group influences motivation and increase job satisfaction if each member of the group has the positive attitude and value.

Employees are invaluable assets to an organization. The productive and brilliant employees are highly motivated workers and are satisfied with the work they are doing. The success of vision achievement is highly dependent on productive, quality and highly motivated work teams. To achieve that objective, the organization should pay attention to the job satisfaction of employees. Having a team of understanding workers can optimize existing resources towards attaining the vision and mission of the organization.

An effective friendship with co-workers, promotes close personal relationships development and influencing co-workers to polish the level of communication and also at the same time improving work performance. The co-worker would certainly be able to

accelerate the hiring of new employees into the organizational work culture, enhance good relationships among employees, foster a sense of cooperation, raise quality and safety awareness and give more job satisfaction to the working community. Co-workers are trained workers in basic communication skills and guidance. A friend is a listener who is sensitive to the feelings of others, who are interested in and care to improve the performance of their co-workers.

2.6 Pay

Under the Employment Act 1955, pay is defined as all cash payments due to employees as the work is done in connection with the service contract. The Employment Act 1955 also clarifies that pay means the basic wage and all other payments by cash to an employee for work performed based on a contract of service that has been agreed upon by both parties.

Pay indicating consideration payable judgements by the company provides for performance and as recognition of achievement. Pay by considering qualifications differences, comparison with other organizations payroll systems, annual increments percentages, servicing years, availability of bonuses, old age benefits, insurance coverages, and other allowances by the company. Pay can be regarded as a sum payable on the basis of agreement between the employer and the employee on the energy or services rendered for the production and the employer's interest as the price or reward given to the employee because of his workforce to produce a profitable goods or service.

In other words, pay is the price of energy, while energy is part of a major element of expenditure Yusoff (2012).

2.6.1 Relationship between Pay and Job Satisfaction

As outcome of Yusoff (2012) study found that pay also influenced the amount of job satisfaction experienced by employees, increasing the pay received was, the better the level of job satisfaction perceived by someone because there was a correlation between pay and individual attainment system. Pay is a catalyst for encouraging individuals to work harder and better. Pay also make a person appreciate and feel the presence and work of his organization recognized as well as a sign of organizational support to his employees. Yusoff (2012) states that the support of the organization is very necessary as it can increase the employee's job satisfaction. Quality of work life can increase the level of job satisfaction while at the same time contribute to unwavering steady commitment responsibility to the working organization and thereby keep employees in teamwork (Adey & Bahari, 2010).

Furthermore, productivity can also be enhanced through job satisfaction. In addition, productivity can also be enhanced. Effective organizations are a combination of improving work satisfaction and productivity with the achievement of organizational defined targets. Here are the benefits to be achieved when the quality of the life program is implemented (Yusoff, 2012). It makes a worker be happy and enjoy with the work they does. Workers also will not feel overwhelmed and burdened with the task they are

carrying. However, the quality of working life will not be available without the cooperation between management and employees (Yusoff, 2012).

Any deductions in payments would impact the dissatisfaction level among workers within the organization. When the economy goes down, people are increasingly worried about their lives, causing them to expect extra income and job security the findings of Bogler and Nir (2015) found that pay are an incentive and effective motivation elements in relation to work ability. Money is a tool to acquire and meet individual needs. It is potentially unhappy if the employee feels that they do not receive the appropriate amount or suitable and find good relationships existing between pay and indicating high job satisfaction among workers and vice versa. Sometimes a slight decline or recession can only increase the dissatisfaction in the workplace. It is customary for the economy to lose employment or at least a decline in pay and rewards.

2.7 Promotion.

Promotion can be described as a form of exchange that involving the replacement of reinstatement of workers to a higher-paying or superior position and plays a vital role in influencing individual personalities that are looking forward to job promotions, (Mokhtar *et al*, 2019). Organizational career advancement is the primary evaluation of employee career development, either through hierarchical progress or by ordinary grading system. Workers' obligations are connected with promotion criteria because they reflect the progress and appreciation of management in the work. The research results of Iorga (2016) on burnout syndrome among forensic pathologist physiologists found that

the influence of character of personality traits, job satisfaction from work and various environmental factors found that promotion at workplace was an essential element of job satisfaction and demonstrated that every promoted employees in their organizations were more voluntarily likely to work additional hours and show better job performance than those who did not receive promotions.

2.7.1 Relationship between Promotion and Job Satisfaction.

Promotion plays an influencing role in working individual who are attempts to get promotional based work progress. Promotion is an opportunity for individuals to reach the stage better positioning and strengthening individual status. Promotion is also a way of appreciation given to employees to recognize work done by someone. This shows someone would feel satisfied with what he found and would further enhance his determination to achieve greater success. Meanwhile, those who do not expecting any form promotion and accepting job doing is their responsible will not affect their job satisfaction with promotion.

Generally promoting is a major and important issue in one's career. The commitment of the worker in the workplace has relevance to the criteria in the ranks as it reflects the progress and appreciation of the management in the work. The findings of Vratskikh, Al-Lozi, and Maqableh (2016) found that promotion is an important element of job satisfaction.

Basically, promotions play an important role in inspiring employees and promoting their performance at workplace. Promotion is one of a factor in maintaining and attracting talent workers in the organization. The promotion changes employees to respond to expectations. Generally, satisfaction gained are highly impacting at being satisfied but other workplace factors such as pay out, nature of job and company operation policies indicate influential levels of dissatisfaction.

2.8 Summary

In conclusion it is detected that job satisfaction at working organisation are very important in every working conceptual. Job satisfaction gained by accomplishing a work would motivate employees to be more productively encouraged to be involved, put effort to polish their job performance on their own and to be productivity avoiding the negative impact occurrence such as delaying a work, skip job, resignation without proper notice, negative behave, misleading others in employment. Variable factors affecting job satisfaction such as pay, rewarding appreciation, productive working hours, incremental opportunities, smooth relationship with the subordinates and superior, organizational systematic administration and employer alertness to the suggestion highlighted and needed to be taken care of by giving more focus on management administration. The fulfilling feel of job satisfaction would progress in line with improved performance if an employee is appreciated at work.

CHAPTER 3

METHODOLOGY

3.1 Introduction

This chapter concentrates on the methods used in the study to attain the objectives of research. Elements to be described are the design of the overall research, sample and sampling methods, instruments used in this research, research method used, data collection procedures and analysis procedures.

3.2 Research Framework

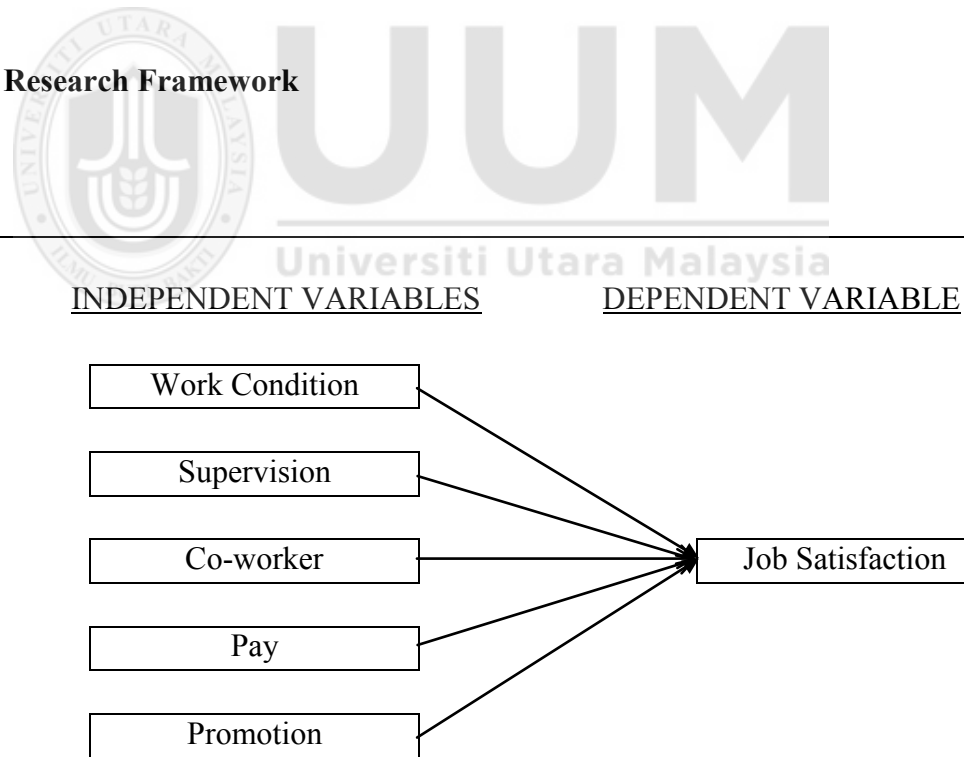


Figure 3.1
Research Framework

3.3 Hypotheses Development

There are six hypotheses for this research developed by reviewing literature review in Chapter 2.

H1: There is a significant relationship between work condition and the job satisfaction among working mothers in Kuala Lumpur.

H2: There is a significant relationship between supervision and the job satisfaction among working mothers in Kuala Lumpur.

H3: There is a significant relationship between co-worker and the job satisfaction among working mothers in Kuala Lumpur.

H4: There is a significant relationship between pay and the job satisfaction among working mothers in Kuala Lumpur.

H5: There is a significant relationship between promotion and the job satisfaction among working mothers in Kuala Lumpur.

H6: Work condition, supervision, co-worker, pay and promotion have an effect on job satisfaction among working mothers in Kuala Lumpur.

3.4 Research Design

This study utilised quantitative research design to identify Job satisfaction among working mothers. A questionnaire based on Smith, Kendall and Hulin (1969) Job Description Index (JDI) was adopted and adapted.

Table 3.1
Components of Research Design

| Research Design | Type used in the research | Explanation |
|--|------------------------------------|--|
| Type of study | Quantitative research method study | The quantitative research methods were used by using close ended questionnaire approach to gain feedback in relation to independent variables. |
| Purpose of the study | Description and hypotheses testing | This study explains the characteristics of the variables involved. To test hypotheses to describe the differences in the dependent, independent variables and look at cause and effect which would be used to make some predictions. |
| Type of investigation | Correlational study | The researcher wants to establish a mere identification of the important factors 'associated with' the problem. It's to identify the relationship between two variables. |
| Extend of researcher interference with the study | Minimal interference | This study is conducted with minimum interference with the normal flow of the work by the researcher in natural setting. |
| Study setting | Contrived setting/ field study | Study is conducted in ordinary natural environment setting. |
| Unit of analysis | Individuals | Data is gathered from working mothers in Kuala Lumpur individually. |
| Time horizon | Cross-sectional study | Data are gathered at one time |

Quantitative research methods are utilised in this research to study the relationship links between work conditions, supervision, co-workers, pay, promotion, and job satisfaction. This quantitative study identified significant variables relate to the objectives of the study. This study would use a survey approach by distributing questionnaire to study how job satisfaction and job satisfaction factors affect working mothers living and earning in Kuala Lumpur.

3.5 Operational Definition

The operational definitions for each variable are presented in Table 3.2 below.

Table 3.2
Operational Definition

| Terms | Definition | Author |
|----------------|---|-----------------------------|
| Work Condition | The external physical design aspects of job occupation responsibilities contributed to the psychological emotional states and work content which is applicable to characteristics of the organizational external setting | Anitha (2014) |
| Supervision | The supervision process is to ensure organizational objectives carried out as planned by the administration of an organization. The supervisor is a person of competence and responsibility by organizations to plan, control or guide and provide evaluation of the performance of their subordinates. | Hickman <i>et al</i> (2019) |
| Co-worker | Group of individuals work together in an organization at the professional level by a team-based orientation, where individuals combine and work with each other to accomplish an assigned project by management. | Bogler & Nir, (2015). |

| | | |
|------------------|--|-----------------------|
| Pay | Pay can be regarded as a sum payable on the basis of agreement between the employer and the employee on the energy or services rendered for the production and the employer's interest as the price or reward given to the employee because of his workforce to produce a profitable goods or service. | Yusoff (2012). |
| Promotion | A form of exchange that involving the replacement of reinstatement of workers to a higher-paying or superior position. | Mokhtar et al, (2019) |
| Job Satisfaction | Perceived positive emotional condition those results from an assessment of work or positive work experience. | Paulik (2012) |

3.6 Measurement of Variables / Instrumentation

Research instrument tools utilised in this research study conduct is close ended – questionnaire.



3.6.1 Instruments

Questionnaire concerning job satisfaction among employee used as supporting instrument in this study. The questionnaire is a close-ended question which probe on respondent. There were items in this questionnaire which is classified in 5 scales of on job satisfaction. For easier implementation of the questionnaire the dependent and independent variable items later categorized into 6 categories. This questionnaire was specifically adapted for the study in order to establish its acceptability and ease of administration.

3.6.2 Source of Items

The Job Descriptive Index (JDI), developed by Smith, Kendall, and Hulin (1969), and updated in the year 1985 (Balzer *et al.*, 1990) is a cautiously created and widely used research instrument, developed to operate independently of five separate job satisfaction variables. Therefore, the satisfaction scale measures a person with work condition, supervision, co-worker, pay, promotion and job satisfaction. Some critics continued to question with its relevance with modern years.

Despite the critics the JDI was chosen because it is relatively easy to understand and to administer. The questionnaire includes statements describing job and participants disagree or agree expressions its tendency with job satisfaction. Other than that, JDI is required low reading level. Hence, it is easy to understand by respondents from every standard of education qualification. For example, recently used by Aznira (2014) in a research at UUM on job satisfaction at Bukit Kayu Hitam.

Table 3.3
Source of Item

| Variables | Item | Sources |
|------------------|------|----------------------------------|
| Job Satisfaction | 5 | Smith, Kendall, and Hulin (1969) |
| Work Condition | 5 | |
| Supervision | 5 | |
| Co-worker | 5 | |
| Pay | 5 | |
| Promotion | 5 | |

3.6.3 Items

Table 3.4
Table of Items

| No | Question | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---------------------------|--|-------------------|----------|---------|-------|----------------|
| WC1 | My current working condition gives sense of accomplishment | 1 | 2 | 3 | 4 | 5 |
| WC2 | My current working condition is satisfying | 1 | 2 | 3 | 4 | 5 |
| WC3 | My current working condition is interesting to work | 1 | 2 | 3 | 4 | 5 |
| WC4 | My current working condition is challenging | 1 | 2 | 3 | 4 | 5 |
| WC5 | My current working condition is happy to work | 1 | 2 | 3 | 4 | 5 |
| UNIVERSITI UTARA MALAYSIA | | | | | | |
| S1 | My supervisors at workplace easily praise workers | 1 | 2 | 3 | 4 | 5 |
| S2 | My relationship with supervisors at workplace is tactful | 1 | 2 | 3 | 4 | 5 |
| S3 | My relationship with supervisors at workplace is good | 1 | 2 | 3 | 4 | 5 |
| S4 | My supervisors at workplace is informative | 1 | 2 | 3 | 4 | 5 |
| S5 | My supervisors at workplace is always motivating | 1 | 2 | 3 | 4 | 5 |
| UNIVERSITI UTARA MALAYSIA | | | | | | |
| CW1 | My relationship with co-workers at workplace is helpful | 1 | 2 | 3 | 4 | 5 |
| CW2 | My relationship with co-workers at workplace is intellectual | 1 | 2 | 3 | 4 | 5 |
| CW3 | My relationship with co-workers at workplace is responsible | 1 | 2 | 3 | 4 | 5 |
| CW4 | My relationship with co-workers at workplace is involving | 1 | 2 | 3 | 4 | 5 |

Table 3.4 (Continued)

| | | | | | | |
|-----|---|---|---|---|---|---|
| CW5 | My relationship with co-workers at workplace is encouraging | 1 | 2 | 3 | 4 | 5 |
| PY1 | My pay at workplace is really fair. | 1 | 2 | 3 | 4 | 5 |
| PY2 | My pay at workplace is really adequate with normal expenses. | 1 | 2 | 3 | 4 | 5 |
| PY3 | My pay at workplace is really well paid. | 1 | 2 | 3 | 4 | 5 |
| PY4 | My pay at workplace is really secure. | 1 | 2 | 3 | 4 | 5 |
| PY5 | My pay at workplace is really well sufficient. | 1 | 2 | 3 | 4 | 5 |
| PR1 | My chances to be promoted at workplace is really enhancing | 1 | 2 | 3 | 4 | 5 |
| PR2 | My chances to be promoted at workplace is really giving wide chances | 1 | 2 | 3 | 4 | 5 |
| PR3 | My chances to be promoted at workplace is really based on ability | 1 | 2 | 3 | 4 | 5 |
| PR4 | My chances to be promoted at workplace is really based on fair promotional policy | 1 | 2 | 3 | 4 | 5 |
| PR5 | My chances to be promoted at workplace is really applying fair practices | 1 | 2 | 3 | 4 | 5 |
| JS1 | My job satisfaction at current workplace is high | 1 | 2 | 3 | 4 | 5 |
| JS2 | My job satisfaction at current workplace is improving | 1 | 2 | 3 | 4 | 5 |
| JS3 | My job satisfaction at current workplace is sustaining | 1 | 2 | 3 | 4 | 5 |
| JS4 | My job satisfaction at current workplace is guaranteed | 1 | 2 | 3 | 4 | 5 |
| JS5 | My job satisfaction at current workplace is always considered by management | 1 | 2 | 3 | 4 | 5 |

3.6.4 Scale of Measurements

There are 5 subscales examining the relationship between work conditions, pay, co-workers, promotion, and supervising and job satisfaction on work performance in this research. This study is conducted over a five month period of data collection and data analysing. Time is given for respondent to answer it honestly. This questionnaire was specifically adapted for the study in order to establish its acceptability and ease of administration.

The questionnaire consists of 30 self-report with measure items describing different job satisfaction. It is a Likert type format measuring on a rating scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree.

Table 3.5
Table of scale used

| Question Variable | Question scale used |
|--------------------------|---|
| Work Conditions | 1.....5 (strongly disagree) (strongly agree) |
| Supervision | 1.....5 (strongly disagree) (strongly agree) |
| Co-worker | 1.....5 (strongly disagree) (strongly agree) |
| Pay | 1.....5 (strongly disagree) (strongly agree) |
| Promotion | 1.....5 (strongly disagree) (strongly agree) |
| Job Satisfaction | 1.....5 (strongly disagree) (strongly agree) |

3.6.5 Pilot Test

This inventory consists of 30 items describing job satisfaction. The Cronbach's alpha coefficient was found to be more than 0.60. According to Manerikar and Manerikar (2015) the alpha results above 0.60 is acceptable and the acceptable reading as shown below.

Table 3.6
Cronbach's Alpha Consistency

| Cronbach's alpha | Internal consistency |
|-------------------------|-----------------------------|
| $0.9 \leq \alpha$ | Excellent |
| $0.8 \leq \alpha < 0.9$ | Good |
| $0.7 \leq \alpha < 0.8$ | Acceptable |
| $0.6 \leq \alpha < 0.7$ | Questionable |
| $0.5 \leq \alpha < 0.6$ | Poor |
| $\alpha < 0.5$ | Unacceptable |

All research instruments were pilot tested on a group of 35 working friends in Kuala Lumpur. Based on the items for pilot test, the Cronbach's Alpha Coefficient result of this research is as below;

Table 3.7
Pilot Test Cronbach's Alpha Coefficient Result

| Independent variables | No of items | Cronbach's Alpha, α from previous work | The Cronbach's Alpha, α |
|------------------------------|--------------------|---|--|
| Work condition | 5 | 0.84 | 0.969 |
| Supervision | 5 | 0.742 | 0.989 |
| Co-worker | 5 | 0.88 | 1.000 |
| Pay | 5 | 0.80 | 0.982 |
| Promotion | 5 | 0.86 | 0.981 |
| Job satisfaction | 5 | 0.912 | 0.991 |

3.7 Data Collection

3.7.1 Population

The Kuala Lumpur area was chosen for this study as it is one of the highest populations in Malaysia comprises racial composition, Malay majority, Chinese, India, other races and non-citizens. The total population of Kuala Lumpur city is 1795200.

Table 3.8

Population estimates by age group and ethnic group W.P. Kuala Lumpur, 2018

| <i>Age group</i> | <i>Malay ('000)</i> | <i>Chinese ('000)</i> | <i>Indians ('000)</i> | <i>Others ('000)</i> | <i>Total of citizens ('000)</i> | <i>Non-citizens ('000)</i> | <i>Total ('000)</i> |
|------------------|---------------------|-----------------------|-----------------------|----------------------|---------------------------------|----------------------------|---------------------|
| 0 - 4 | 70.1 | 28.3 | 7.8 | 3.2 | 109.4 | 18.9 | 128.3 |
| 5 - 9 | 62.4 | 33.8 | 7.9 | 2.7 | 106.8 | 11.6 | 118.4 |
| 10 - 14 | 60.4 | 43.0 | 10.5 | 1.6 | 115.5 | 2.5 | 118.0 |
| 15 - 19 | 58.6 | 41.9 | 10.9 | 1.4 | 112.7 | 8.9 | 121.6 |
| 20 - 24 | 55.1 | 43.1 | 10.8 | 1.8 | 110.8 | 36.7 | 147.6 |
| 25 - 29 | 69.6 | 53.8 | 13.8 | 1.5 | 138.7 | 42.7 | 181.4 |
| 30 - 34 | 74.4 | 58.5 | 14.8 | 1.1 | 148.8 | 33.7 | 182.4 |
| 35 - 39 | 67.9 | 62.5 | 13.7 | 1.0 | 145.1 | 27.8 | 172.9 |
| 40 - 44 | 43.7 | 55.4 | 11.5 | 0.9 | 111.5 | 22.2 | 133.7 |
| 45 - 49 | 39.0 | 47.7 | 9.7 | 0.8 | 97.3 | 14.4 | 111.7 |
| 50 - 54 | 36.7 | 46.9 | 10.2 | 0.8 | 94.6 | 9.7 | 104.4 |
| 55 - 59 | 29.2 | 41.2 | 9.7 | 0.7 | 80.8 | 6.8 | 87.6 |
| 60 - 64 | 22.0 | 32.7 | 7.1 | 0/5 | 62.4 | 4.2 | 66.6 |
| 65 - 69 | 15.4 | 25.9 | 5.2 | 0.4 | 46.8 | 2.5 | 49.3 |
| 70 - 74 | 10.4 | 18.7 | 3.5 | 0.2 | 32.8 | 1.4 | 34.3 |
| 75 - 79 | 5.6 | 11.3 | 1.9 | 0.2 | 18.9 | 0.9 | 19.8 |
| 80 - 84 | 2.4 | 6.3 | 1.2 | 0.1 | 9.9 | 0.6 | 10.5 |
| 85+ | 2.4 | 3.0 | 0.7 | 0.1 | 6.2 | 0.6 | 6.9 |
| <i>Total</i> | 725.3 | 654.1 | 150.9 | 18.9 | 1,549.2 | 142.5 | 1,795.2 |

3.7.2 Sampling

Respondent from office, public transport station and via email sharing were selected by convenient sampling. Guided questionnaire were distributed, covering from various gender, age, ethnicity, academic qualification and as well as their working experience years. Questionnaire with an information letter covering the background and purpose of the study is distributed to them.

Table 3.9

Mid-year population estimates by female sex group, W.P. Kuala Lumpur, 2018

| <i>Male Age group</i> | <i>Malay ('000)</i> | <i>Chinese ('000)</i> | <i>Indians ('000)</i> | <i>Others ('000)</i> | <i>Total of citizens ('000)</i> | <i>Non-citizens ('000)</i> | <i>Total ('000)</i> |
|-----------------------|---------------------|-----------------------|-----------------------|----------------------|---------------------------------|----------------------------|---------------------|
| 0 - 4 | 36.2 | 14.4 | 3.9 | 1.7 | 56.2 | 9.7 | 65.9 |
| 5 - 9 | 32.5 | 17.4 | 4.4 | 1.5 | 55.7 | 5.6 | 61.3 |
| 10 - 14 | 31.3 | 22.7 | 5.6 | 0.9 | 60.5 | 1.4 | 61.9 |
| 15 - 19 | 29.4 | 21.4 | 5.7 | 0.7 | 57.3 | 4.8 | 62.1 |
| 20 - 24 | 27.6 | 21.8 | 5.5 | 0.8 | 55.6 | 20.1 | 75.8 |
| 25 - 29 | 34.7 | 27.4 | 6.6 | 0.8 | 69.5 | 25.5 | 95.0 |
| 30 - 34 | 35.5 | 28.1 | 7.1 | 0.6 | 71.2 | 20.6 | 91.8 |
| 35 - 39 | 33.2 | 31.4 | 6.8 | 0.5 | 71.9 | 16.8 | 88.7 |
| 40 - 44 | 22.2 | 29.4 | 6.0 | 0.4 | 58.0 | 12.2 | 70.2 |
| 45 - 49 | 18.3 | 23.4 | 4.1 | 0.4 | 46.2 | 9.1 | 55.3 |
| 50 - 54 | 17.2 | 22.0 | 4.5 | 0.3 | 44.0 | 6.1 | 50.1 |
| 55 - 59 | 16.4 | 22.0 | 5.0 | 0.3 | 43.7 | 4.3 | 48.1 |
| 60 - 64 | 10.7 | 17.0 | 3.4 | 0.3 | 31.4 | 2.7 | 34.0 |
| 65 - 69 | 7.2 | 13.1 | 2.5 | 0.2 | 23.0 | 1.6 | 24.5 |
| 70 - 74 | 4.9 | 9.5 | 1.6 | 0.1 | 16.1 | 0.9 | 17.0 |
| 75 - 79 | 2.7 | 5.5 | 0.8 | 0.1 | 9.2 | 0.5 | 9.6 |
| 80 - 84 | 1.3 | 3.3 | 0.6 | 0.0 | 5.2 | 0.3 | 5.5 |
| 85+ | 1.2 | 1.8 | 0.3 | 0.0 | 3.3 | 0.3 | 3.6 |
| Total | 362.6 | 331.5 | 74.3 | 9.6 | 778.0 | 9.3 | 920.5 |

Table 3.10*Mid-year population estimates by male sex group, W.P. Kuala Lumpur, 2018*

| <i>Female Age group</i> | <i>Malay ('000)</i> | <i>Chinese ('000)</i> | <i>Indians ('000)</i> | <i>Others ('000)</i> | <i>Total of citizens ('000)</i> | <i>Non-citizens ('000)</i> | <i>Total ('000)</i> |
|-------------------------|---------------------|-----------------------|-----------------------|----------------------|---------------------------------|----------------------------|---------------------|
| 0 - 4 | 33.9 | 13.9 | 3.9 | 1.5 | 53.2 | 9.2 | 62.4 |
| 5 - 9 | 30.0 | 16.4 | 3.5 | 1.2 | 51.1 | 6.0 | 57.1 |
| 10 - 14 | 29.0 | 20.3 | 4.9 | 0.8 | 55.0 | 1.1 | 56.1 |
| 15 - 19 | 29.1 | 20.5 | 5.2 | 0.6 | 55.4 | 4.1 | 59.5 |
| 20 - 24 | 27.5 | 21.3 | 5.3 | 1.0 | 55.2 | 16.6 | 71.8 |
| 25 - 29 | 34.9 | 26.4 | 7.2 | 0.7 | 69.2 | 17.1 | 86.4 |
| 30 - 34 | 38.9 | 30.4 | 7.7 | 0.5 | 77.5 | 13.1 | 90.6 |
| 35 - 39 | 34.7 | 31.1 | 6.9 | 0.5 | 73.2 | 11.0 | 84.2 |
| 40 - 44 | 21.5 | 26.0 | 5.5 | 0.5 | 53.5 | 10.0 | 63.5 |
| 45 - 49 | 20.7 | 24.3 | 5.6 | 0.5 | 51.1 | 5.4 | 56.5 |
| 50 - 54 | 19.5 | 24.9 | 5.7 | 0.4 | 50.6 | 3.6 | 54.3 |
| 55 - 59 | 12.8 | 19.1 | 4.8 | 0.4 | 37.1 | 2.5 | 39.5 |
| 60 - 64 | 11.2 | 15.7 | 3.7 | 0.3 | 31.0 | 1.5 | 32.5 |
| 65 - 69 | 8.1 | 12.8 | 2.7 | 0.2 | 23.8 | 0.9 | 24.7 |
| 70 - 74 | 5.5 | 9.2 | 1.9 | 0.1 | 16.7 | 0.5 | 17.3 |
| 75 - 79 | 2.9 | 5.8 | 1.0 | 0.1 | 9.8 | 0.4 | 10.2 |
| 80 - 84 | 1.0 | 3.0 | 0.6 | 0.0 | 4.7 | 0.3 | 5.0 |
| 85+ | 1.2 | 1.3 | 0.4 | 0.0 | 2.9 | 0.3 | 3.2 |
| Total | 362.7 | 322.6 | 76.6 | 9.3 | 771.1 | 103.5 | 874.7 |

3.7.3 Sample Size

Based on the total target population of this study, the appropriate sample size according to Krejcie and Morgan (1970) sample size statistical table is 384.

3.7.4 Sampling Methods

The sampling method employed in this study is the non-probability sampling method with the convenient and snowballing sampling approach is used.

3.8 Data Collection Procedures

Questionnaires were given by delivering questionnaires to respondents in common areas.

The data collection method is done via online platform using Google Forms.

3.8.1 Techniques of Data Analysis

This research method is quantity analysis technique that has been modified by researcher. The data were collected using self-administration. Convenient sampling method was utilized as data gathering. Questionnaires were given by delivering questionnaires to respondents in common areas.

Table 3.11
Table of type of analysis used

| Variable / hypothesis | Type of analysis |
|------------------------------|-------------------------------|
| Background | Frequency, Percentages & Mean |
| H1 | Correlation analysis |
| H2 | Correlation analysis |
| H3 | Correlation analysis |
| H4 | Correlation analysis |
| H5 | Correlation analysis |
| H6 | Regression analysis |

In statistics, the correlation coefficient r measures the strength and direction of a linear relationship between two variables on a scatterplot to see which of the following values of the correlation r is closest to 1 and according to the correlation, the coefficient above 0.40 showing good relation.

Table 3.12
Table of correlation strength

| Correlation coefficient = r | Relation strength |
|------------------------------------|--------------------------|
| 0.00-0.19 | Very Weak |
| 0.20-0.39 | Weak |
| 0.40-0.59 | Moderate |
| 0.60-0.79 | Strong |
| 0.80-1.00 | Very Strong |

Regression analysis is used to understand the relationship between independent variables on how it related to dependent variables, and their dependence on exploring this form of relationship. The p-value if less than 0.05 indicates that it is statistically significant.

3.9 Summary

The study was conducted through a survey involving the use of instruments used by previous researchers. The instruments used have a high degree of reliability. Data analysis using SPSS method is suitable in this research. All the results obtained through SPSS would be described in next chapter.

CHAPTER 4

RESULTS AND DISCUSSION

4.1 Introduction

In this chapter, the results of the study are based on the hypothesis of the study that been formed. The data would be analysed by using SPSS, Statistical Package for Social Science version 25.0. The findings were reported according to statistical tests such as frequency, percentage, demographical data, reliability reading, description analysis, Pearson correlation model and regression.

4.2 Data Preparation

Table 4.1
Data collection

| Activity | Number of Questionnaire |
|-----------|-------------------------|
| Collected | 521 |
| Useable | 392 |

As shown in table above, a total of 521 completed questionnaires were received via Google form but only 392 were answered by female respondents with children questionnaire accepted to use in this research as the study analysing job satisfaction among working mothers in Kuala Lumpur. A total of 129 questionnaires were rejected due to answered by males, married female respondents without child and unmarried respondents.

4.2.1 Data entering

Table 4.2

Table of Data coding of demographic items

| Code | Items | Options |
|------|-----------------------|---------------------------------|
| A1 | Gender | {1, Female} |
| | | {2, Male} |
| A2 | Marital status | {1, Married and no children} |
| | | {2, Married and have children} |
| | | {3, Unmarried} |
| | | {4, Widow and have children} |
| | | {5, Divorced and have children} |
| A3 | Age | {1, 21 - 24 years old} |
| | | {2, 25 - 29 years old} |
| | | {3, 30 - 34 years old} |
| | | {4, 35 - 39 years old} |
| | | {5, 40 - 44 years old} |
| | | {6, 45 - 49 years old} |
| | | {7, 50 - 54 years old} |
| | | {8, 55 years old and above} |
| A4 | Race | {1, Malay} |
| | | {2, Chinese} |
| | | {3, Indian} |
| | | {4, Others} |
| A5 | Citizen | {1, Yes} |
| | | {2, No} |
| A6 | Highest Qualification | {1, PMR} |
| | | {2, SPM} |
| | | {3, STPM/DIPLOMA} |
| | | {4, DEGREE} |
| | | {5, MASTER} |
| | | {6, DOCTORATE} |
| | | {7, OTHERS : SKILLS TRAINING} |

Table 4.2 (Continued)

| | | |
|-----|--|-------------------------|
| A7 | Years of experiences | {1, Less than 5 years} |
| | | {2, Less than 10 years} |
| | | {3, Less than 15 years} |
| | | {4, Less than 20 years} |
| | | {5, Less than 25 years} |
| | | {6, Less than 30 years} |
| | | {7, Less than 35 years} |
| | | {8, Less than 40 years} |
| | | {9, Less than 45 years} |
| | | {10, Retired} |
| | | |
| WC1 | My current working condition gives sense of accomplishment | {1, Strongly Disagree} |
| | | {2, Disagree} |
| | | {3, Neutral} |
| | | {4, Agree} |
| | | {5, Strongly Agree} |
| | | |
| WC2 | My current working condition is satisfying | {1, Strongly Disagree} |
| | | {2, Disagree} |
| | | {3, Neutral} |
| | | {4, Agree} |
| | | {5, Strongly Agree} |
| | | |
| WC3 | My current working condition is interesting to work | {1, Strongly Disagree} |
| | | {2, Disagree} |
| | | {3, Neutral} |
| | | {4, Agree} |
| | | {5, Strongly Agree} |
| | | |
| WC4 | My current working condition is challenging | {1, Strongly Disagree} |
| | | {2, Disagree} |
| | | {3, Neutral} |
| | | {4, Agree} |
| | | {5, Strongly Agree} |
| | | |
| WC5 | My current working condition is happy to work | {1, Strongly Disagree} |
| | | {2, Disagree} |
| | | {3, Neutral} |
| | | {4, Agree} |
| | | {5, Strongly Agree} |

Table 4.2 (Continued)

| | | |
|-----|--|------------------------|
| S1 | My supervisors at workplace easily praise workers | {1, Strongly Disagree} |
| | | {2, Disagree} |
| | | {3, Neutral} |
| | | {4, Agree} |
| | | {5, Strongly Agree} |
| S2 | My relationship with supervisors at workplace is tactful | {1, Strongly Disagree} |
| | | {2, Disagree} |
| | | {3, Neutral} |
| | | {4, Agree} |
| | | {5, Strongly Agree} |
| S3 | My relationship with supervisors at workplace is good | {1, Strongly Disagree} |
| | | {2, Disagree} |
| | | {3, Neutral} |
| | | {4, Agree} |
| | | {5, Strongly Agree} |
| S4 | My supervisors at workplace is informative | {1, Strongly Disagree} |
| | | {2, Disagree} |
| | | {3, Neutral} |
| | | {4, Agree} |
| | | {5, Strongly Agree} |
| S5 | My supervisors at workplace is always motivating | {1, Strongly Disagree} |
| | | {2, Disagree} |
| | | {3, Neutral} |
| | | {4, Agree} |
| | | {5, Strongly Agree} |
| CW1 | My relationship with co-workers at workplace is helpful | {1, Strongly Disagree} |
| | | {2, Disagree} |
| | | {3, Neutral} |
| | | {4, Agree} |
| | | {5, Strongly Agree} |

Table 4.2 (Continued)

| | | |
|-----|--|------------------------|
| CW2 | My relationship with co-workers at workplace is intellectual | {1, Strongly Disagree} |
| | | {2, Disagree} |
| | | {3, Neutral} |
| | | {4, Agree} |
| | | {5, Strongly Agree} |
| CW3 | My relationship with co-workers at workplace is responsible | {1, Strongly Disagree} |
| | | {2, Disagree} |
| | | {3, Neutral} |
| | | {4, Agree} |
| | | {5, Strongly Agree} |
| CW4 | My relationship with co-workers at workplace is involving | {1, Strongly Disagree} |
| | | {2, Disagree} |
| | | {3, Neutral} |
| | | {4, Agree} |
| | | {5, Strongly Agree} |
| CW5 | My relationship with co-workers at workplace is encouraging | {1, Strongly Disagree} |
| | | {2, Disagree} |
| | | {3, Neutral} |
| | | {4, Agree} |
| | | {5, Strongly Agree} |
| PY1 | My pay at workplace is really fair. | {1, Strongly Disagree} |
| | | {2, Disagree} |
| | | {3, Neutral} |
| | | {4, Agree} |
| | | {5, Strongly Agree} |
| PY2 | My pay at workplace is really adequate with normal expenses. | {1, Strongly Disagree} |
| | | {2, Disagree} |
| | | {3, Neutral} |
| | | {4, Agree} |
| | | {5, Strongly Agree} |

Table 4.2 (Continued)

| | | |
|-----|--|------------------------|
| PY3 | My pay at workplace is really well paid. | {1, Strongly Disagree} |
| | | {2, Disagree} |
| | | {3, Neutral} |
| | | {4, Agree} |
| | | {5, Strongly Agree} |
| PY4 | My pay at workplace is really secure. | {1, Strongly Disagree} |
| | | {2, Disagree} |
| | | {3, Neutral} |
| | | {4, Agree} |
| | | {5, Strongly Agree} |
| PY5 | My pay at workplace is really well sufficient. | {1, Strongly Disagree} |
| | | {2, Disagree} |
| | | {3, Neutral} |
| | | {4, Agree} |
| | | {5, Strongly Agree} |
| PR1 | My chances to be promoted at workplace is really enhancing | {1, Strongly Disagree} |
| | | {2, Disagree} |
| | | {3, Neutral} |
| | | {4, Agree} |
| | | {5, Strongly Agree} |
| PR2 | My chances to be promoted at workplace is really giving wide chances | {1, Strongly Disagree} |
| | | {2, Disagree} |
| | | {3, Neutral} |
| | | {4, Agree} |
| | | {5, Strongly Agree} |
| PR3 | My chances to be promoted at workplace is really based on ability | {1, Strongly Disagree} |
| | | {2, Disagree} |
| | | {3, Neutral} |
| | | {4, Agree} |
| | | {5, Strongly Agree} |

Table 4.2 (Continued)

| | | |
|-----|---|------------------------|
| PR4 | My chances to be promoted at workplace is really based on fair promotional policy | {1, Strongly Disagree} |
| | | {2, Disagree} |
| | | {3, Neutral} |
| | | {4, Agree} |
| | | {5, Strongly Agree} |
| PR5 | My chances to be promoted at workplace is really applying fair practices | {1, Strongly Disagree} |
| | | {2, Disagree} |
| | | {3, Neutral} |
| | | {4, Agree} |
| | | {5, Strongly Agree} |
| JS1 | My job satisfaction at current workplace is high | {1, Strongly Disagree} |
| | | {2, Disagree} |
| | | {3, Neutral} |
| | | {4, Agree} |
| | | {5, Strongly Agree} |
| JS2 | My job satisfaction at current workplace is improving | {1, Strongly Disagree} |
| | | {2, Disagree} |
| | | {3, Neutral} |
| | | {4, Agree} |
| | | {5, Strongly Agree} |
| JS3 | My job satisfaction at current workplace is sustaining | {1, Strongly Disagree} |
| | | {2, Disagree} |
| | | {3, Neutral} |
| | | {4, Agree} |
| | | {5, Strongly Agree} |
| JS4 | My job satisfaction at current workplace is guaranteed | {1, Strongly Disagree} |
| | | {2, Disagree} |
| | | {3, Neutral} |
| | | {4, Agree} |
| | | {5, Strongly Agree} |
| JS5 | My job satisfaction at current workplace is always considered by management | {1, Strongly Disagree} |
| | | {2, Disagree} |
| | | {3, Neutral} |
| | | {4, Agree} |
| | | {5, Strongly Agree} |

4.2.2 Data checking

Data checking is a step taken to ensure right data was used in the research. The process was carrying out through frequency and description analysis via SPSS analysis. From the complete database it is founded inappropriate respondents such as unmarried, male and respondents without children. There respondents were removed to ensure only respondents with children utilised in this research to study job satisfaction among working mothers.

4.3 Background of Respondent

This sub chapter would be analyzed the demographic dimension of respondent. The analysis would be carried out using frequency and percentage analysis method based on gender, marital status, age, race, citizenship, highest education qualification and years of working experiences among working mother in Kuala Lumpur.

The table below showed the demographic analysis of the study.

Table 4.3
Background

| Demographic | Items | Frequency | Percentage |
|-----------------------|----------------------------|------------------|-------------------|
| Gender | Female | 392 | 100.0 |
| | | | |
| | Marital status | Frequency | Percentage |
| Marital status | Married and have child | 386 | 98.5 |
| | Widow and have children | 3 | .8 |
| | Divorced and have children | 3 | .8 |
| | Total | 392 | 100.0 |
| | | | |

Table 4.3 (Continue)

| | Respondents age category | Frequency | Percentage |
|--|--|------------------|-------------------|
| | 21 - 24 years old | 4 | 1.0 |
| | 25 - 29 years old | 22 | 5.6 |
| | 30 - 34 years old | 148 | 37.8 |
| | 35 - 39 years old | 113 | 28.8 |
| | 40 - 44 years old | 57 | 14.5 |
| | 45 - 49 years old | 30 | 7.7 |
| | 50 - 54 years old | 5 | 1.3 |
| | 55 and above | 13 | 3.3 |
| | Total | 392 | 100.0 |
| | | | |
| | Race | Frequency | Percentage |
| | Malay | 194 | 49.5 |
| | Chinese | 96 | 24.5 |
| | Indian | 92 | 23.5 |
| | Other | 10 | 2.6 |
| | Total | 392 | 100.0 |
| | | | |
| | Citizenship | Frequency | Percentage |
| | Citizen | 388 | 99.0 |
| | Non-citizen | 4 | 1.0 |
| | Total | 392 | 100.0 |
| | | | |
| | Highest education qualification | Frequency | Percentage |
| | SPM | 46 | 11.7 |
| | STPM/DIPLOMA | 51 | 13.0 |
| | DEGREE | 101 | 25.8 |
| | Master | 173 | 44.1 |
| | Doctorate | 20 | 5.1 |
| | other | 1 | .3 |
| | Total | 392 | 100.0 |
| | | | |
| | Years of working experience | Frequency | Percentage |
| | < 5 YEAR | 72 | 18.4 |
| | < 10 YEAR | 93 | 23.7 |
| | < 15 YEAR | 113 | 28.8 |
| | < 20 YEARS | 66 | 16.8 |
| | < 25 YEAR | 27 | 6.9 |
| | < 30 YEAR | 5 | 1.3 |
| | < 35 YEAR | 7 | 1.8 |
| | Total | 392 | 100.0 |

4.4 Reliability Analysis

The Cronbach's Alpha Coefficient result of this research is as below;

Table 4.4
Reliability analysis results

| Independent variables | No of items | The Cronbach's Alpha, α |
|------------------------------|--------------------|--|
| Job Satisfaction | 5 | 0.968 |
| Work condition | 5 | 0.924 |
| Supervision | 5 | 0.951 |
| Co-worker | 5 | 0.975 |
| Pay | 5 | 0.957 |
| Promotion | 5 | 0.976 |
| | | |

The reliability analysis of dependent variables and independent variables was analysed using the Cronbach Alpha, SPSS software to test the reliability of the instrument used in this study. The analysis results of the variables explained as below:

- i. The independent variable of work condition is measured through five questions and the value of Cronbach Alpha is 0.924 (92.4%)
- ii. The independent variable of the supervision was measured through five questions and the Cronbach Alpha value was 0.915 (91.5%)
- iii. The cooperative independent variable of co-worker was measured through five questions and the Cronbach Alpha value was 0.975 (97.5%)
- iv. Variable independent variables of pay are measured by five questions and the value of Cronbach Alpha is 0.957 (95.7%)

- v. The independent variable of promotion is measured through five questions and the value of Cronbach Alpha is 0.976 (97.6%)
- vi. The dependent variable of job satisfaction is measured by five questions and the value of Cronbach Alpha is 0.968 (96.8%).

This proves that the questions provided in this study were more than 60% and they are acceptable as validation for dependent and independent variable. (Sekaran, 1992)

4.5 Descriptive Analysis

Table 4.5

Descriptive analysis results

| Items | N | Mean | Std. Deviation |
|---------------------------|-----|------|----------------|
| Work Condition 1 | 392 | 3.69 | .902 |
| Work Condition 2 | 392 | 3.75 | .962 |
| Work Condition 3 | 392 | 3.81 | .959 |
| Work Condition 4 | 392 | 4.00 | .947 |
| Work Condition 5 | 392 | 3.67 | 1.040 |
| Grand mean Work Condition | 392 | 3.78 | .843 |
| Supervision 1 | 392 | 3.27 | 1.080 |
| Supervision 2 | 392 | 3.53 | 1.041 |
| Supervision 3 | 392 | 3.70 | 1.042 |
| Supervision 4 | 392 | 3.75 | 1.054 |
| Supervision 5 | 392 | 3.58 | 1.103 |
| Grand mean Supervision | 392 | 3.56 | .973 |
| Co-Worker 1 | 392 | 4.00 | .889 |
| Co-Worker 2 | 392 | 3.94 | .888 |
| Co-Worker 3 | 392 | 3.98 | .889 |
| Co-Worker 4 | 392 | 3.94 | .898 |
| Co-Worker 5 | 392 | 3.94 | .905 |
| Grand mean Co-Worker | 392 | 3.96 | .852 |

Table 4.5 (Continued)

| | | | |
|-----------------------------|-----|------|-------|
| Pay 1 | 392 | 3.23 | 1.145 |
| Pay 2 | 392 | 3.30 | 1.108 |
| Pay 3 | 392 | 3.38 | 1.178 |
| Pay 4 | 392 | 3.32 | 1.107 |
| Pay 5 | 392 | 3.43 | 1.039 |
| Grand mean Pay | 392 | 3.33 | 1.030 |
| Promotion 1 | 392 | 3.40 | 1.138 |
| Promotion 2 | 392 | 3.29 | 1.143 |
| Promotion 3 | 392 | 3.42 | 1.175 |
| Promotion 4 | 392 | 3.31 | 1.149 |
| Promotion 5 | 392 | 3.33 | 1.178 |
| Grand mean Promotion | 392 | 3.35 | 1.104 |
| Job Satisfaction 1 | 392 | 3.57 | 1.087 |
| Job Satisfaction 2 | 392 | 3.53 | 1.101 |
| Job Satisfaction 3 | 392 | 3.56 | 1.092 |
| Job Satisfaction 4 | 392 | 3.45 | 1.020 |
| Job Satisfaction 5 | 392 | 3.50 | 1.029 |
| Grand mean Job Satisfaction | 392 | 3.52 | 1.005 |

Table 4.5 above indicates that the means for the work condition, supervision, co-worker, pay, promotion and job satisfaction are at 3.78, 3.56, 3.96, 3.33, 3.35 and 3.52 respectively. Therefore it can be stated as that the working mothers in Kuala Lumpur are really satisfied relatively satisfied with their co-worker, work condition, supervision, pay and promotion.

Thus in summary, the reading shows that working mothers in Kuala Lumpur are satisfied with their co-worker, work condition, supervision. Pay and promotion does not contribute much to their satisfaction at workplace.

4.6 Inferential Analysis

Inferential analyses are used to describe the relationship between the variables in the study and also to relate them to the characteristics of the population sample. The hypotheses were tested by using inferential statistics by using Pearson Correlation Method.

4.6.1 Correlation Analysis

Correlation is one of the statistical analysis techniques used to find the relationship between two variables. The relationship between these two variables can occur due to causes or unintentional occurrences. Two variables are said to be correlated if changes in one variable lead to changes in other variables by positive or negative correlation.

Table 4.6
Correlation analysis results

| | | JS | WC | S | CW | PY | PR |
|----|---------------------|----|--------|--------|--------|--------|--------|
| JS | Pearson Correlation | 1 | .783** | .714** | .677** | .873** | .870** |
| | Sig. (2-tailed) | | .000 | .000 | .000 | .000 | .000 |
| | N | | 392 | 392 | 392 | 392 | 392 |
| WC | Pearson Correlation | | 1 | .783** | .755** | .735** | .726** |
| | Sig. (2-tailed) | | | .000 | .000 | .000 | .000 |
| | N | | | 392 | 392 | 392 | 392 |
| S | Pearson Correlation | | | 1 | .693** | .707** | .717** |
| | Sig. (2-tailed) | | | | .000 | .000 | .000 |
| | N | | | | 392 | 392 | 392 |
| CW | Pearson Correlation | | | | 1 | .612** | .608** |
| | Sig. (2-tailed) | | | | | .000 | .000 |
| | N | | | | | 392 | 392 |
| PY | Pearson Correlation | | | | | 1 | .935** |
| | Sig. (2-tailed) | | | | | | .000 |
| | N | | | | | | 392 |

Table 4.6 (Continued)

| | | | | | | | |
|----|---------------------|--|--|--|--|--|---|
| PR | Pearson Correlation | | | | | | 1 |
| | Sig. (2-tailed) | | | | | | |
| | N | | | | | | |

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

The results suggested that all the correlations were statistically significant. Based on the results of the study, the strongest correlation is between pay and job satisfaction: $r = 0.873$, $p < 0.01$. Promotion is significant and strongly positively related to job satisfaction: $r = 0.870$, $p < 0.01$. The correlation between work condition and job satisfaction also significant and positively related at $r = 0.783$, $p < 0.01$. Then, the relationship between supervision and job satisfaction also significant and positive at $r = 0.714$, $p < 0.01$. The least association was founded with co – worker, however it still strong and positively related to job satisfactions, $r = 0.677$, $p < 0.01$.

4.6.2 Regression Analysis

Table 4.7

Model Summary

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .908 ^a | .825 | .822 | .423 |

a. Predictors: (Constant), Promotion, Co-Worker, Supervision, Work condition, Pay

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| 1 | Regression | 325.444 | 5 | 65.089 | 363.109 | .000 ^b |
| | Residual | 69.192 | 386 | .179 | | |
| | Total | 394.637 | 391 | | | |

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), Promotion, Co-Worker, supervision, Work condition, Pay

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|----------------|-----------------------------|------------|---------------------------|--------------|-------------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | -.051 | .108 | | -.470 | .639 |
| | Work Condition | .254 | .050 | .213 | 5.118 | .000 |
| | Supervision | -.016 | .039 | -.015 | -.409 | .683 |
| | Co-Worker | .132 | .040 | .112 | 3.327 | .001 |
| | Pay | .341 | .060 | .350 | 5.653 | .000 |
| | Promotion | .301 | .056 | .331 | 5.357 | .000 |

a. Dependent Variable: Job Satisfaction

Regression analysis is a statistical analysis used to support the relationship analysis between dependent variables with independent variables. The product of regression is known as a regression model, shows a linear combination of independent variables that can predict the dependent variables.

The results of the regression analysis are presented in Table 4.7. The coefficient of correlation between the independent variables and job satisfaction, as indicated by R square 0.825, the coefficient whilst R square adjusted, is equal to 0.82. Therefore, 82% of the variance in job satisfaction can be accounted for by these independent variables. Furthermore, the F statistic is statistically significant at the 99% level, ($p < 0.01$).

4.7 Summary of Hypothesis Testing

As shown in the following Table 4.8 is the summary of the hypothesis testing for this study.

Table 4.8.
Summary of Hypothesis

| | Hypothesis Statement | Results |
|-----|---|------------------------------------|
| H1: | There is a significant relationship between work condition and the job satisfaction among working mothers in Kuala Lumpur. | Accepted $r = .783, p < 0.01$ |
| H2: | There is a significant relationship between supervision and the job satisfaction. | Accepted $r = .714, p < 0.01$ |
| H3: | There is a significant relationship between co-worker and the job satisfaction. | Accepted $r = .677, p < 0.01$ |
| H4: | There is a significant relationship between pay and the job satisfaction. | Accepted $r = .873, p < 0.01$ |
| H5: | There is a significant relationship between promotion and the job satisfaction. | Accepted $r = .870, p < 0.01$ |
| H6: | Work condition, supervision, co-worker, pay and promotion have an effect on job satisfaction among working mothers in Kuala Lumpur. | Accepted $R^2 = .825, p < 0.01$ |

4.8 Summary

Chapter 4 describes the results of the study and discusses the findings in detail from the first step taken by analyzing data using the SPSS application to process and analyze the data collected from a working mother in Kuala Lumpur. The report describes the demographic profile of respondents by using the descriptive analysis. Then, the report continues by explaining Pearson's correlation analysis and regression analysis.

Hypotheses were also tested and found that the result was all positive and the highest value was the carried by the value of a pay received at .873. The second highest value is promotion of .870 and the third highest finding is .783 for independent variable, work condition of workplace. All the variables are significant towards job satisfaction among working mothers in Kuala Lumpur. The discussion would continue in the next chapter by suggesting a future research study and recommendation

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter would discuss and summarize the findings of the research study. Based on the findings of the research some recommendations would be developed focusing on how to improve job satisfaction among working mothers in Kuala Lumpur.

5.2 Recapitulation of the Study

The purpose of this study conducted is to examine the level satisfaction presented by working mothers in Kuala Lumpur. All over, a total number of 392 questionnaires have been utilised in this research to assess the level of job satisfaction among mothers in big city like Kuala Lumpur. Questionnaire forms were reviewed before being evaluated by removing questionnaires answered by unwanted respondents. Then, the questionnaires were analysed using SPSS version 25 through descriptive analyst, correlation and regression. SPSS analysis also used to test the hypotheses developed in this study. All the hypotheses showed positive relation with job satisfaction among working mothers in Kuala Lumpur.

Furthermore, this followed with discussion of results of the research. Research findings determine the level of job satisfaction with four independent variables namely work

condition, supervision, co-worker, promotion and pay. All independent variables were tested and found to have positive relationships with job satisfaction among mothers working in Kuala Lumpur.

5.3 Conclusion

The discussion below is according to the research objective of this study as stated in Chapter One, which are the level of job satisfaction, the relationship between work condition, supervision, co-worker, pay and promotion to job satisfaction.

5.3.1 Level of Job Satisfaction

Studies show that job satisfaction has a significant influence among working mothers in Kuala Lumpur. The grand mean value of job satisfaction is 3.52. It can be said that, job satisfaction has a positive relationship among the working women as shown in the result in chapter 4.

Job satisfaction at workplace is an important element. Based on Breevaart's research, Bakker, Demerouti, and Derks (2016), job satisfaction is able to create integrity as every task that needs to be done is by the trust on the organization. As such, productivity would be sustained at high levels and contributes to organizational progress.

It can be concluded that job satisfaction is able to reduce workplace stress rather than making an employee thinking more about family commitments and personal needs. Job satisfaction has strong implications on work performance as well as on employers and the community.

5.3.2 The Relationship between Job Satisfaction and Working Conditions

Working conditions are independent variables found to have a positive relationship with job satisfaction among working mothers in Kuala Lumpur. The results show that the work condition of the physical environment has a significant influence on job satisfaction among working mothers in Kuala Lumpur. The value of r is $r = 0.783$ and significant $p < 0.01$ shows that working condition is one of the factors set up in this study to contribute to job satisfaction among working mothers..

According to Anitha (2014) through the *International journal of productivity and performance management* entitled determinants of employee engagement and their impact on employee performance states that the office environment indicates that a good working condition with a comfortable environment can provide satisfaction to employees and that has a positive impact on productivity performance. Working conditions are an important part of the organization to ensure employees feel safe and comfortable doing their job.

The results show that employees are concerned about their working environment. Management needs to provide a good condition for employees and have safety

guidelines at work. By providing a suitable and safe work environment to employees, it can increase the job satisfaction of workers in the workplace

5.3.3 The Relationship between Job Satisfaction and Supervision

Supervision at workplace is able to improve job satisfaction among mothers. It can bring improvement to career development and at the same time it helps to increase their job responsibilities at work. In addition, the organization's operation also would be more effective and efficient. Thus it creates a comfortable situation for the employer to instruct.

However, the studies have found that the level of satisfaction among working mother was lower to the supervision variable. The r value of job satisfaction for supervision factor at the workplace is 0.714 with the value of $p < 0.01$. The results show that supervision has less impact on job satisfaction among mothers.

With unsatisfactory supervision at work, it can cause stress to working mothers. Therefore, if the management wants to ensure that their employees are effective in carrying out their duties then they need to ensure that the monitoring shown is appropriate through a good attitude, respectful respect, responsibility and mutual assistance by adhering to appropriate work ethics. According to Miao, (2016), inappropriate supervision would complicate the worker and would negatively influence supervision. Implemented supervision measures are designed and not exaggerated for working mothers. Thus, workers would be uncomfortable and controlled at work

5.3.4 The Relationship between Job Satisfaction and Co-Worker

Based on the hypothesis, the study shows that work life balance has a significant influence on co-worker among working mothers in Kuala Lumpur. The value of r is .0.677 and significant $p < 0.00$. Co-workers are the weakest factors associated with job satisfaction among mothers. Although the value is weak, the balance of the existence of a co-worker at workplace still has a positive relationship to the job satisfaction among the employees as shown in the outcome.

Bogler and Nir (2015) pointed out that effective workforce potentially can grow as the gaining support from everyone. Most of worker tends to spend more time at work, so we need to value the healthy friendship created at workplace.

Based on research, job satisfaction is important in any organization being operated. Therefore every employee deserves the best service at work. The work and satisfaction gained from doing the work is equally important. Many corporate organizations recognize that job satisfaction is important because employees should have a good relationship with their co-worker and to ensure that they feel less stress on their job. Additionally, a good co-worker existence should be a good place for them to release the stress they are experiencing through their work and home.

5.3.5 The Relationship between Job Satisfaction and Pay

Pay is one of the factors that influence the level of job satisfaction among mothers who work in Kuala Lumpur. The results showed that pay had significant influence with job satisfaction among working mothers in Kuala Lumpur with the value of $r = 0.873$ and the value of $p < 0.01$, which was significant. It can therefore be concluded that pay influence job satisfaction among mothers working in Kuala Lumpur.

According to Bogler and Nir (2015), pay are one of the factors that bring dissatisfaction to employees and it affects when employee's satisfaction increases, it would also increases the effectivity and productivity of employees in the organization. Pay-out should be constantly updated and updated according to the national economy ups and downs so that employees can balance and planned well their spending.

However, job satisfaction needs to be improved to ensure the continuity of productivity in the workplace without affecting the work and household. In order to improve job satisfaction among working mothers at workplace, the management needs to be more concerned about the pay paid to employees.

5.3.6 The Relationship between Job Satisfaction and Promotion

Relationship in job satisfaction based on promotion at the workplace. The results of $r = .870$ and $p < 0.01$ shows that employees are reporting satisfaction levels through promotion as a reward for their services.

It can be described that, studies show positive relationship of promotion and job satisfaction. The results of this study show that employees expressing a high level of satisfaction.

According to Iorga (2016) promotion plays an important role in inspiring employees and improving their performance at work. Job satisfaction found to be remains low over the next first few years among new recruiter and increases as they grow older. This be caused by older workers with more experience and work skills, as they used to it, they can move easily with various jobs as they knows the requirements and easily able to fulfill the job demands. As a result, they lack emphasis on autonomy or promotion, hence demanding less of their work which makes them more satisfied than their younger co-workers.

Job satisfaction increased significantly with the awards given. It can be said that workers tend to adjust to the value of work and the working environment as the longer they work, the higher satisfaction they expressed.

5.4 Recommendation

The proposal or suggestion made from this research is for future research is to conduct research studies using qualitative research. In this research, the study was conducted using quantitative studies. By using qualitative research methods, researchers are able to understand more about the variables affecting the level of job satisfaction among working mothers and to identify what they want at the workplace. Qualitative research

would be conducted through face-to-face interviews with respondents. Therefore, the relationship between researchers and respondents would be closer and researchers can obtain detailed and more accurate data with specific examples that relate to each variable being studied towards job satisfaction among workers in the organization. Other than that, they also get better understanding on the job burden they are experiencing which effecting the job satisfaction.

The third suggestion for future researchers is that, to know more in depth and more precisely about factors that influence the level of employee job satisfaction, the future research should be conducted to collect bigger data from larger scale samples from all states in Malaysia. However, this research study focuses only on working mothers in Kuala Lumpur. A larger number of sampling would be able to provide better representation of the target sampling as well as increasing the precision of the expected results.

Another recommendation for future research is to investigate in other aspect of work-life balance, such as imbalance work-life or work-life conflict, to determine the relationship with job satisfaction. This may produce a more meaningful result and enhance the current studies in terms of the Malaysian on working adults' perspective.

The fifth recommendation is to focus on other demographic profiles such as male employees, Generation-Y (Gen-Y), handicapped and transgender. This is due to the fact that there are lesser study on these employees from special categories. While many studies are focusing on general population, we should not forget on the special

employees as they are also contributing into the market and it would be best to study on them in order to understand on the employee engagement and satisfaction gained. Reason to choose employees from special category is because thorough study relating to them could help employers to understand them better in Malaysian perspective.

5.5 Contribution

This section would be discussing job satisfaction contribution academically and managerially

5.5.1 Academically

The findings presented in this study contribute substantially to the understanding of the concept of job satisfaction and the effects of variables that underlie the work, supervision, co-workers, promotion and pay for job satisfaction.

The objective of this study is to study the relationship between five independent variables and job satisfaction among working mothers in Kuala Lumpur. It is proposed that, the working satisfaction aspects be expanded by future research using more variables that able to contribute to satisfaction and generate more productivity efficiency among working mothers. Many efforts can be put into studies to effect job satisfaction. If the work gained is too much, we need to create a systematic work method so that all tasks can be implemented properly.

5.5.2 Managerially

Generally, the results of this study are important for management. First of all, job satisfaction improves employee commitments positively. This encourages their assessment to better improvement in their service delivery and to produce a high degree of productivity in their work. It is clear that job satisfaction is essential to every employee.

On the other hand it is vital to maintain or improve the job satisfaction for good and productivity. The results of this study can help the management in determining the future of the company, where with current reports it can be determined that systematic employee management can help further thrive in the future. Management can evaluate and plan efforts to improve job satisfaction among working mothers.

Job satisfaction can be created, and this should not only be specific factor-specific. Perhaps because of too much thought about the discomfort of one element, then we ignore the other elements that have great effect in making us happy at work. We need to create a joy to work because one third of the time in our lives is spent there.

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APPENDIX A



NO: -----

**Survey Questionnaire
Entitle:**

**JOB SATISFACTION
AMONG WORKING MOTHERS IN KUALA LUMPUR**

This study is carried out as a partial fulfillment of master program.

LOGGETA PANIRSELVAM

821847

**SCHOOL OF BUSINESS MANAGEMENT
UNIVERSITY UTARA MALAYSIA**

Dear Respondent,

My name is Loggeta and I am currently studying MSC (Management) at University Utara Malaysia, Kuala Lumpur. I am conducting a study as partial fulfilment for completion of my master. My research is based job satisfaction among working mother with employment in Kuala Lumpur. The study involves a short questionnaire. The first part would involve some demographic questions. Followed by section includes questions and statements relating to employee's job satisfaction. The responses would be used for academic purpose only.

Participation in this study is completely voluntary. If you do begin this questionnaire you have the right to cease participation at any time. Consent to participate in this study would be implied if you do the questionnaire. Your responses would be completely anonymous and strictly confidential. There is no place in which your name and any identifying details are required. You would only be asked for general information such as your earning category, age and gender.

Thank you for your time.

Loggeta Panirselvam

PART A

Please check [] the appropriate box or write in your answers where appropriate.

A1. Gender : Female
Male

A2. Marital status: Married and no children
Married and have child
Unmarried
Widow and have children
Divorced and have children

A3. Age : 20-24 years old
25-29 years old
30-34 years old
35-39 years old
40-44 years old
45-49 years old
50-54 years old
55 and above

A4. Race : Malay
Chinese
Indian
Others (please state)

A5. Citizen Yes
No

| | | |
|---|-----------------------|--------------------------|
| A6. Highest academic qualification | PMR | <input type="checkbox"/> |
| | SPM | <input type="checkbox"/> |
| | STPM/DIPLOMA | <input type="checkbox"/> |
| | Degree | <input type="checkbox"/> |
| | Master | <input type="checkbox"/> |
| | Doctorate | <input type="checkbox"/> |
| | Others (please state) | <input type="checkbox"/> |

| | | |
|---------------------------------|--------------------|--------------------------|
| A7. Years of experiences | Less than 5 years | <input type="checkbox"/> |
| | Less than 10 years | <input type="checkbox"/> |
| | Less than 15 years | <input type="checkbox"/> |
| | Less than 20 years | <input type="checkbox"/> |
| | Less than 25 years | <input type="checkbox"/> |
| | Less than 30 years | <input type="checkbox"/> |
| | Less than 35 years | <input type="checkbox"/> |
| | Less than 40 years | <input type="checkbox"/> |
| | Less than 45 years | <input type="checkbox"/> |
| | Retired | <input type="checkbox"/> |



UUM
Universiti Utara Malaysia

PART B

(Please ticking [√] in the column best represent you)

These items deal with your job satisfaction at present workplace. Obviously, different people have different jobs satisfactions, but I'm interested in how you are satisfied with your current work. Make your answers as true as you can.

Please choose the answer accordingly:

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree.

| Work condition | | 1 | 2 | 3 | 4 | 5 |
|-----------------------|--|----------|----------|----------|----------|----------|
| WC1 | My current working condition gives sense of accomplishment | | | | | |
| WC2 | My current working condition is satisfying | | | | | |
| WC3 | My current working condition is interesting to work | | | | | |
| WC4 | My current working condition is challenging | | | | | |
| WC5 | My current working condition is happy to work | | | | | |

| Supervision | | 1 | 2 | 3 | 4 | 5 |
|--------------------|--|----------|----------|----------|----------|----------|
| S1 | My supervisors at workplace easily praise workers | | | | | |
| S2 | My relationship with supervisors at workplace is tactful | | | | | |
| S3 | My relationship with supervisors at workplace is good | | | | | |
| S4 | My supervisors at workplace is informative | | | | | |
| S5 | My supervisors at workplace is always motivating | | | | | |
| | | | | | | |

| Co-worker | | 1 | 2 | 3 | 4 | 5 |
|------------------|--|----------|----------|----------|----------|----------|
| CW1 | My relationship with co-workers at workplace is helpful | | | | | |
| CW2 | My relationship with co-workers at workplace is intellectual | | | | | |
| CW3 | My relationship with co-workers at workplace is responsible | | | | | |
| CW4 | My relationship with co-workers at workplace is involving | | | | | |
| CW5 | My relationship with co-workers at workplace is encouraging | | | | | |
| | | | | | | |

| Pay | | 1 | 2 | 3 | 4 | 5 |
|------------|--|----------|----------|----------|----------|----------|
| PY1 | My pay at workplace is really fair. | | | | | |
| PY2 | My pay at workplace is really adequate with normal expenses. | | | | | |
| PY3 | My pay at workplace is really well paid. | | | | | |
| PY4 | My pay at workplace is really secure. | | | | | |
| PY5 | My pay at workplace is really well sufficient. | | | | | |
| | | | | | | |

| Promotion | | 1 | 2 | 3 | 4 | 5 |
|------------------|---|----------|----------|----------|----------|----------|
| PR1 | My chances to be promoted at workplace is really enhancing | | | | | |
| PR2 | My chances to be promoted at workplace is really giving wide chances | | | | | |
| PR3 | My chances to be promoted at workplace is really based on ability | | | | | |
| PR4 | My chances to be promoted at workplace is really based on fair promotional policy | | | | | |
| PR5 | My chances to be promoted at workplace is really applying fair practices | | | | | |

| Job satisfaction | | 1 | 2 | 3 | 4 | 5 |
|-------------------------|---|----------|----------|----------|----------|----------|
| JS1 | My job satisfaction at current workplace is high | | | | | |
| JS2 | My job satisfaction at current workplace is improving | | | | | |
| JS3 | My job satisfaction at current workplace is sustaining | | | | | |
| JS4 | My job satisfaction at current workplace is guaranteed | | | | | |
| JS5 | My job satisfaction at current workplace is always considered by management | | | | | |