

CHAPTER 3

RESEARCH METHODOLOGY

This chapter outlines the research design and methodological process employed in the study. It is organized as follows :-

1. Description of the Population;
2. Research Design and Sampling Procedure;
3. Research Instruments;
4. Data Collection Process, and;
5. Statistical Analyses.

3.1 DESCRIPTION OF THE POPULATION

The population of this study is composed of all employees employed by Maybank in the categories of clerical staffs, officers 2 and officers 1 in Klang Valley. Approximately 60% of the employees are situated in the Head Office and the Klang Valley, and the majority of are from various branches. A total of 75 Maybank branches are located in the Klang Valley and 20 branches were selected including employees at its Head Office, Menara Maybank.

Questionnaires were mailed directly to all the employees at various branches as well as Head Office.

3.2 RESEARCH DESIGN AND SAMPLING PROCEDURE

Attitudinal surveys (ex-post facto designs) especially the use of questionnaires was adopted for this study, because of its suitability for conducting a large scale study within a limited time and resources. This approach can utilize JDI and OJS which have high validity and reliability content.

The Maybank directory which lists all the branches of Maybank in Klang Valley as well as Head Office was the sampling frame used in this survey. Telephone calls were made to all the branches to request the assistance from the employees. 20 out of 75 branches in Klang Valley were willing to participate in this study. A total of 2000 sets of questionnaires were distributed. However, only 109 (5.5%) questionnaires were finally collected and processed.

3.3 RESEARCH INSTRUMENTS

In this study, the Job Description Index (JDI) and the Overall Job Satisfaction Index (OJS) were selected to measure job satisfaction.

The questionnaires were organized into three sections:-

1. Section A - Job Descriptive Index (JDI) developed by Smith et al. (1969) and was employed to measure the six dimensions of job satisfaction, viz., work itself, pay, promotion, supervision, co-worker and working condition.
2. Section B - Overall Job Satisfaction Index (OJS) adapted from Brayfield and Rothe (1951) was used to measure unitary job satisfaction.
3. Section C - Demographic data from the respondents.

The questionnaire was also translated into Bahasa Malaysia to ensure all employees understood the questions.

In the process of using the instruments, some of the questions were reworded to reflect the appropriate situation and context of the study.

3.3.1 Job Descriptive Index (JDI)

The Job Descriptive Index (JDI) was constructed by Smith et al. (1969) and was designed to analyze data on the five dimensions of job satisfaction; work, supervision, people, pay and promotion. In this study, an additional dimension, that is working conditions, was formulated and included. The modified JDI is an adjective checklist that measures satisfaction in the following dimensions as follows :-

- a. work on present job (14 adjectives),
- b. supervision on present job (14 adjectives),
- c. co-worker on present job (14 adjectives),
- d. opportunities for promotion (14 adjectives),
- e. present pay (14 adjectives),
- f. present working conditions (14 adjectives).

The respondents were requested to answer "Yes", "No" or "?" to describe their jobs satisfaction. Since dissatisfied employees were more likely to give "?" responses than satisfied employees, Smith et al. (1969) decided that "?" is more indicative of dissatisfaction than satisfaction. Based on his finding, Smith et al.. (1969) proposed the following scoring procedure for the JDI ;-

1. For each positive item, an affirmative response receives a weight of three while a negative response receives a weight of zero.
2. for each negative item, a negative response receives a weight of three while an affirmative response receives a weight of zero.
3. All of the items marked as undecided (?) by the respondent receives a weight of one regardless of whether it is a positive or negative item.

The mean score for each dimension and overall JDI varies from 0 to 3 points. As for JDI, a mean score between 0.0 to 13 indicates low satisfaction; a mean score between 15 to 42 shows high satisfaction and a mean score of 14 indicates neither low nor high satisfaction.

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JDI approaches job satisfaction somewhat indirectly. Although the instrument asks the respondent for a description of his/her job, the description infers the respondent's evaluation of it rather than his/her feelings about it (Harpaz, 1983). However, Smith et al. (1969) concluded that "... the JDI measures possess very good discriminant and convergent validity, particularly for the scales based on the most discriminating items". Vroom (1964) considered the JDI an excellent scale for job satisfaction by saying that "...is without doubt the most carefully constructed measure of job satisfaction in existence today".

3.3.2 Overall Job Satisfaction Index (OJS)

Brayfield and Rothe (1951) developed the Overall Job Satisfaction Index as a measure of overall job satisfaction applicable to occupational categories. This instrument is an attitude scale that elicits an expression of feeling toward a subject and permits quantification of the expression of feeling. It was designed to analyze data on overall job satisfaction, rather than specific aspects of job satisfaction. The index contains forty-one statements about a job. A five-point Likert Scale was used for each statement from strongly agree to strongly disagree to indicate the degree of agreement and disagreement with each of a series of statements. A score of 1-5 is assigned to responses corresponding to strongly disagree-strongly agree for positive statements whereas a score of 5-1 corresponds to negative statements. The score ranges from 41 (very dissatisfied) to 205 (very satisfied) with the neutral point at 123. The mean score ranges from 1 to 5 points. A mean score of 41 - 122 indicates low satisfaction; a mean score of 123 shows neither low nor high satisfaction; and a mean score of 124 - 205 indicates high satisfaction.

3.4 DATA COLLECTION PROCEDURES

To ensure that the employees can understand and answer the questionnaires without any mistakes and difficulties, a pretest was carried out in Maybank, Petaling Jaya branch. Approximately fifteen questionnaires were distributed. The results show that employees have no problems in answering the questionnaires except that an explanation or briefing was needed before they can start to fill in the questionnaires.

During the pretest, it was found that it took about 15 to 20 minutes to complete a set of questionnaire.

A letter was submitted to the Human Resources Department of Maybank to obtain consent for conducting this study. However, it was declined. Therefore, the survey has been conducted without the official approval from the Maybank's Management.

Two techniques have been used to collect the data;-

1. Structured interview. For those branches which are within walking distance from my working place a personal interview was conducted with each employee. For those branches which are further away, a telephone interview was carried out;
2. Questionnaire. This technique involved first, the selection of a representative from each branch. This was carried out with the assistance from the branches. The questionnaires were sent to the representatives through facsimile, ordinary mail, personal delivery or courier. A telephone call was made to remind the representatives about the due date of those questionnaires. The completed questionnaires were then submitted back to the researcher either by mail or hand collection.

The questionnaires were sent out by 1st December, 1994 and were collected two weeks later.

A total of 2000 sets of questionnaires were dispatched throughout Maybank in the Klang Valley and by 13th December 1994, a total of 109 responses were collected.

3.5 STATISTICAL ANALYSIS

The returned questionnaires were manually checked for accuracy of completion. Incomplete questionnaires were rejected. The answers in the completed questionnaires were then coded and analyzed using the Statistical Package for Social Science (SPSS/PS+) program.

All data were tested at $p=0.05$ level of significance. The statistical methods utilized to analyze the data were as follows:-

- a. Both the 41 statements in the Brayfield-Rothe Index and the six dimensions in the JDI were subjected to reliability and correlation tests, in order to measure the consistency of the subject's responses to all the attitude statements. Following this, a stepwise-regression was used to determine the relationship between JDI and the OJS;
- b. The internal reliability of the JDI and the OJS index were also tested using the Cronbach coefficient of alpha. This measurement, in effect, produces the mean of all possible split-half coefficients resulting from different splitting of the measurement instrument and hence results in a better estimate of reliability.
- c. A t-test was used to analyze job satisfaction differences in the branches and Head Office, and certain demographic factors such as sex, marital status, with or without children, occupational level and union membership.
- d. Analyses of variance (ANOVA) was used to determine the effects of demographic factors such as age, race, education level, length of service (tenure), and average monthly income on job satisfaction.
- e. A multiple regression analysis was used to analyze the relationship between a single dependent variable and several independent variables.