

## CHAPTER 4

### RESEARCH RESULTS

This chapter presents and interprets the results of the statistical analysis, provides results of the hypotheses testing and concludes with a summary of the research results.

#### I. Summary Statistics of Respondents

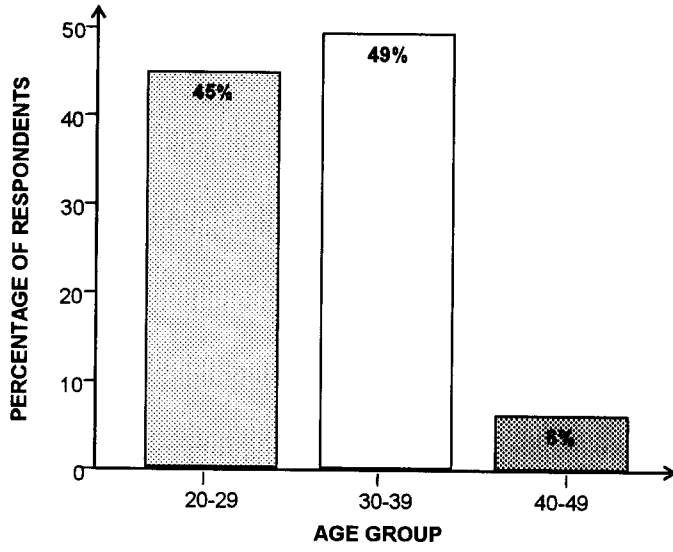
##### *Age*

Majority of the 100 respondents (49%) were from the age of 30 to 39 years. The second biggest majority (45%) were from the age group between 20-29 years. The least respondents (6%) were from the age group of 40 to 49.

**Table 4.1**  
**Age Group of respondents**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29	59	44.7	44.7	44.7
	30-39	65	49.2	49.2	93.9
	40-49	8	6.1	6.1	100.0
	Total	132	100.0	100.0	

(Source: Generated from tabulation of questionnaire data in SPSS)



**Figure 4.1**

**Age Group of Respondents**

(Source: Generated from tabulation of questionnaire data in SPSS)

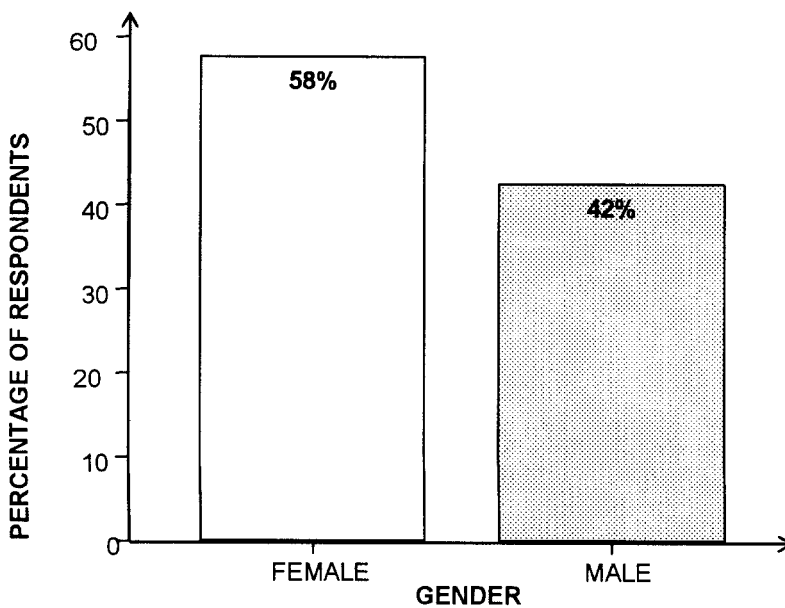
## Gender

58% of the 100 respondents were female and the remaining 42% were male.

**Table 4.2:**  
**Gender of Respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid FEMALE	76	57.6	57.6	57.6
MALE	56	42.4	42.4	100.0
Total	132	100.0	100.0	

(Source: Generated from questionnaire data tabulated in SPSS)



**Figure 4.2**

## Gender of Respondents

(Source: Generated from questionnaire data tabulated in SPSS)

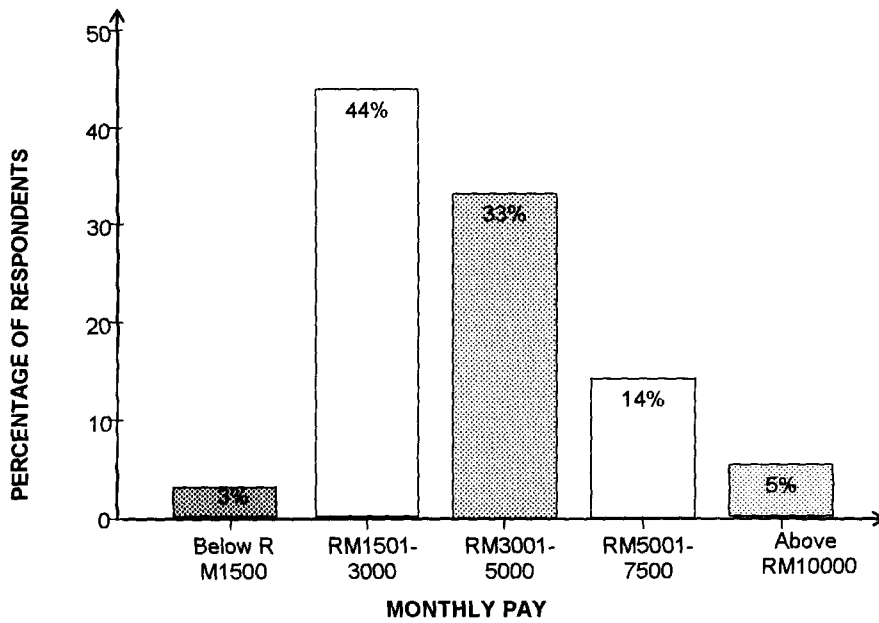
### *Monthly Pay*

Majority of the 100 respondents (44%) earned between RM1,501 and RM3,000. The second biggest majority (33%) earned between RM3,001 and RM5,000. The least respondents (3%) earned below RM1,500.

**Table 4.3**  
**Monthly Pay of Respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
Below RM1500	4	3.0	3.0	3.0
RM1501-3000	58	43.9	43.9	47.0
RM3001-5000	44	33.3	33.3	80.3
RM5001-7500	19	14.4	14.4	94.7
Above RM10000	7	5.3	5.3	100.0
Total	132	100.0	100.0	

(Source: Generated from questionnaire data tabulated in SPSS)



**Figure 4.3**

**Monthly Pay of Respondents**

(Source: Generated from questionnaire data tabulated in SPSS)

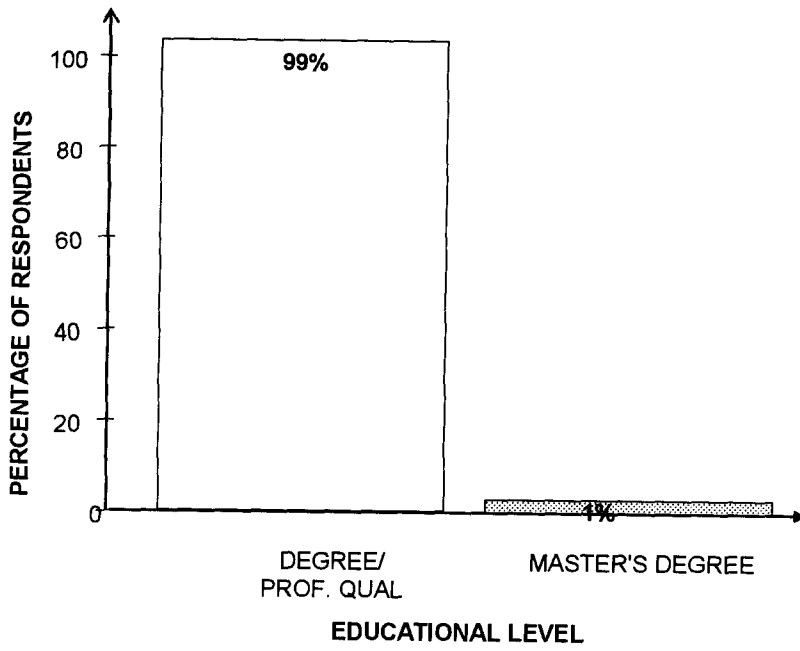
### *Educational level*

Majority of the 132 respondents (98.5%) possess degrees or professional qualifications. The remaining 1.5% of the respondents has a master's degree. This is expected, as the sample of respondents who were surveyed were pursuing their MBA, therefore it is assumed that the 1.5% with a master's degree already has a master's degree in some other field.

**Table 4.4**  
**Education level of respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
BACHELOR'S DEGREE OR PROFESSIONAL QUALIFICATION	130	98.5	98.5	98.5
MASTER'S DEGREE	2	1.5	1.5	100.0
Total	132	100.0	100.0	

(Source: Generated from questionnaire data tabulated in SPSS)



**Figure 4.4**

**Educational Level of Respondents**

(Source: Generated from questionnaire data tabulated in SPSS)

### *Job Classification*

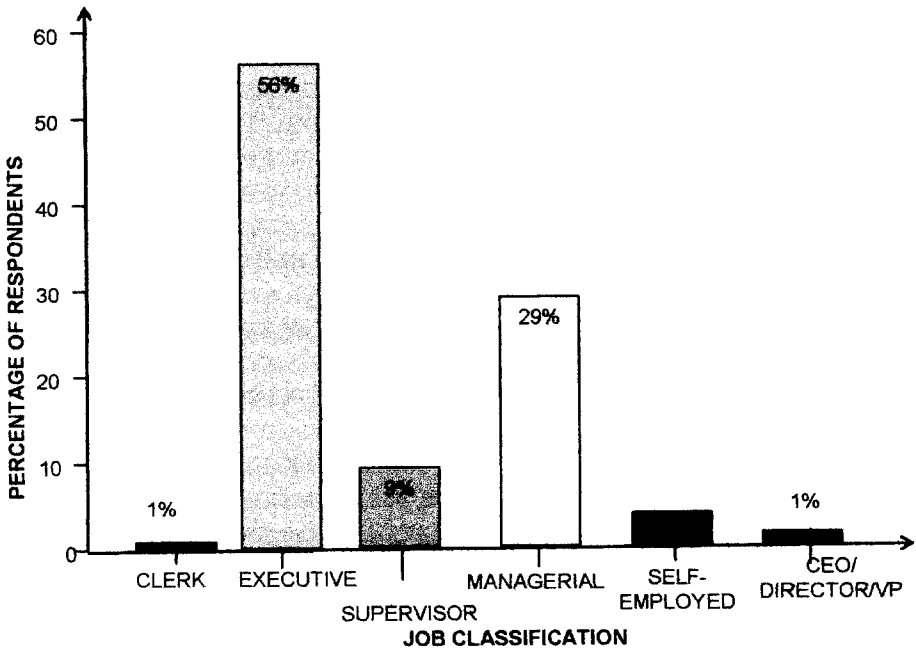
Majority of the respondents (56%) were of executive level. The second biggest majority (29%) were managerial level. The smallest group was from the clerical level at 0.8%.

**Table 4.5**  
**Job Classification of Respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
CLERK	1	.8	.8	.8
EXECUTIVE	74	56.1	56.1	56.8
SUPERVISOR	12	9.1	9.1	65.9
MANAGERIAL LEVEL	38	28.8	28.8	94.7
SELF-EMPLOYED	5	3.8	3.8	98.5
CEO/DIRECTOR/VP	2	1.5	1.5	100.0
Total	132	100.0	100.0	

(Source: Generated from questionnaire data tabulated in SPSS)





**Figure 4.5**

**Job Classification of Respondents**

(Source: Generated from questionnaire data tabulated in SPSS)

### *Tenure of Respondents in Current Workplace*

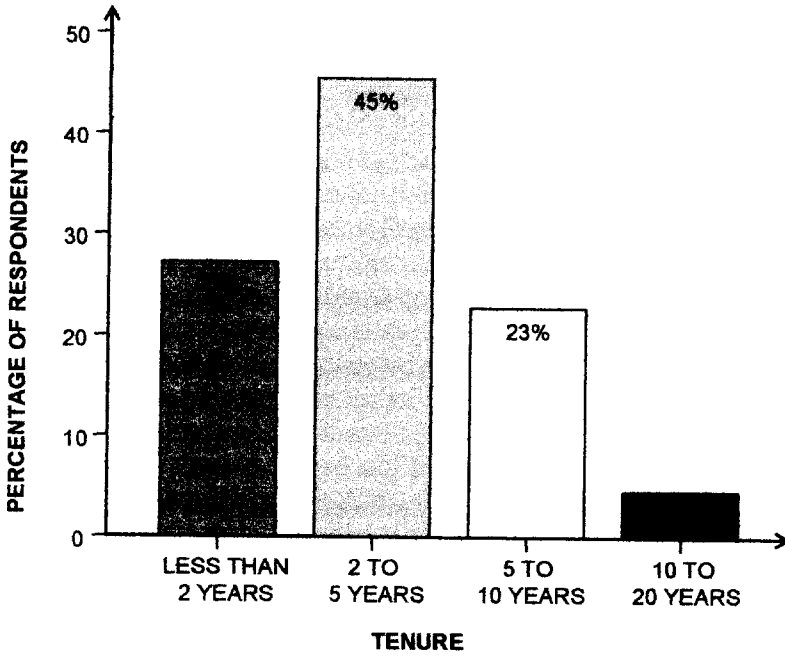
Majority of the respondents (46%) had 2-5 years experience in their current firm. The second biggest majority of 27% had experience less than 2 years in their present place of employment. The least respondents (5%) had 10 to 20 years experience in their current firm.

**Table 4.6**

### **Tenure of Respondents in Current Workplace**

	Frequency	Percent	Valid Percent	Cumulative Percent
LESSTHAN 2 YEARS	36	27.3	27.3	27.3
2 TO 5 YEARS	60	45.5	45.5	72.7
5 TO 10 YEARS	30	22.7	22.7	95.5
10 TO 20 YEARS	6	4.5	4.5	100.0
Total	132	100.0	100.0	

(Source: Generated from questionnaire data tabulated in SPSS)



**Figure 4.6**

**Tenure of Respondents in Current Workplace**

(Source: Generated from questionnaire data tabulated in SPSS)

## **II. Analysis of Measures**

### **i. Reliability Analysis**

Reliability analysis was conducted with data recoded until the third step of the data preparation stage, that is, when the 5 point scale was reduced to a 3 point scale.

To measure the reliability of the measures, a reliability analysis based on the Cronbach coefficient alpha were carried out for the questions under Part 1, 2, 3 and 4 of the questionnaire (Pay Satisfaction, Satisfaction with Supervisor, Trust in Top Management and Overall Job Satisfaction). The test was carried out after the reverse coding

The acceptable Coefficient alpha according to Smith and Kendall (1969) should be equal to or greater than 0.5. The results showed that the coefficient alpha values for all the measured variables were all above 0.5 as in Table 4.7.

**Table 4.7**

**Cronbach Coefficient Alpha**

<b>Variables</b>	<b>Coefficient alpha</b>
Pay Satisfaction	0.906
Satisfaction with Supervisor	0.934
Trust in Top Management	0.928
Overall Job satisfaction	0.839

(Refer to Appendix 3 for result details, generated from tabulation of questionnaire data in SPSS)

To conclude, all the measured variables can be deduced as reliable as the coefficient alpha values for were all above 0.5. Therefore, no variables were dropped further for analysis.

**III. Testing of Hypotheses**

The level of significance of the five hypothesis will be studied using chi square test of relatedness and supported by Spearman's rank-order correlation to conclude whether a relationship exist for the variables concerned. An alpha level of significance of 0.05 or less is commonly interpreted by social scientists as justification for rejecting the null hypothesis that a variable is unrelated (that is, only randomly related) to another variable.

**i. Hypothesis 1**

*Hypothesis 1: Pay is positively related to overall job satisfaction*

**Results:**

**Table 4.8**  
**Spearman Rank-Order Correlation of Pay and Overall**  
**Job Satisfaction**

			Correlations	
			PAY	OJS
Spearman's rho	PAY	Correlation Coefficient	1.000	.302**
		Sig. (1-tailed)	.	.000
		N	132	132
	OVERALL JOB SATISFACTION (OJS)	Correlation Coefficient	.302**	1.000
		Sig. (1-tailed)	.000	.
		N	132	132

\*\* . Correlation is significant at the 0.01 level (1-tailed).

(Source: Generated from tabulation of questionnaire data in SPSS)

Since the results show a significance of 0.000, which is below the significant level of 0.01, the hypothesis that a relationship exist between pay and overall job satisfaction is accepted.

With a correlation coefficient of 0.302, it can be confirmed that a positive relationship exist between the variables.

**ii. Hypothesis 2**

*Hypothesis 2: Pay is positively related to pay satisfaction*

**Results:**

**Table 4.9**  
**Spearman Rank-Order Correlation of Pay and Pay Satisfaction**

			Correlations	
			PAY	PS
Spearman's rho	PAY	Correlation Coefficient	1.000	.332**
		Sig. (1-tailed)	.	.000
		N	132	132
PAY SATISFACTION (PS)		Correlation Coefficient	.332**	1.000
		Sig. (1-tailed)	.000	.
		N	132	132

\*\* . Correlation is significant at the 0.01 level (1-tailed).

(Source: Generated from tabulation of questionnaire data in SPSS)

Since the results show a significance of 0.000, which is below the significant level of 0.01, the hypothesis that a positive relationship exist between pay and pay satisfaction is accepted. With a correlation coefficient of 0.332, it can be confirmed that a positive relationship exist between the variables.

iii. **Hypothesis 3**

**Hypothesis 3:** *Pay satisfaction is positively related to overall job satisfaction*

**Results:**

**Table 4.10**

**Spearman Rank-Order Correlation of Pay Satisfaction and Overall Job Satisfaction**

			OJS	PS
Spearman's rho	OVERALL JOB SATISFACTION (OJS)	Correlation Coefficient	1.000	.432**
		Sig. (1-tailed)	.	.000
		N	132	132
	PAY SATISFACTION (PS)	Correlation Coefficient	.432**	1.000
		Sig. (1-tailed)	.000	.
		N	132	132

\*\* . Correlation is significant at the 0.01 level (1-tailed).

(Source: Generated from tabulation of questionnaire data in SPSS)

Since the results show a significance of 0.000, which is below the significant level of 0.01, the hypothesis that a positive relationship exist between pay satisfaction and overall job satisfaction is accepted. With a correlation coefficient of 0.432, it can be confirmed that a positive relationship exist between the variables.



iv. **Hypothesis 4**

**Hypothesis 4:** *Individuals who are satisfied with their supervisors are more satisfied with their jobs*

**Results:**

**Table 4.11**  
**Spearman Rank-Order Correlation of**  
**Satisfaction with Supervisor and Overall Job**  
**Satisfaction**

		OJS	SWS
Spearman's rho	OVERALL JOB SATISFACTION (OJS)	1.000	.394**
	Satisfaction with Supervisor (SWS)	.39 **	1.000
	Correlation Coefficient	1.000	.394**
	Sig. (1-tailed)	.	.000
	N	132	132
	Satisfaction with Supervisor (SWS)	.39 **	1.000
	Correlation Coefficient	.39 **	1.000
	Sig. (1-tailed)	.000	.
	N	132	132

\*\* . Correlation is significant at the 0.01 level (1-tailed).

(Source: Generated from tabulation of questionnaire data in SPSS)

Since the results show a significance of 0.000, which is below the significant level of 0.01, the hypothesis that *individuals who are satisfied with their supervisors are more satisfied with their jobs* is accepted. With a correlation coefficient of 0.394, it can be confirmed that a positive relationship exist between the variables.

be confirmed that a positive relationship exist between the variables.

v. **Hypothesis 5**

**Hypothesis 5:** *Individuals who trust their top management leadership are more satisfied with their jobs*

**Results:**

**Table 4.12**  
**Spearman Rank-Order Correlation of**  
**Trust in Top Management and Overall Job Satisfaction**

Correlations			OJS	TITT
Spearman's rho	OVERALL JOB SATISFACTION (OJS)	Correlation Coefficient Sig. (1-tailed) N	1.000 . 132	.267** .001 132
	TRUST IN TOP MANAGEMENT (TITT)	Correlation Coefficient Sig. (1-tailed) N	.267** .001 132	1.000 . 132

\*\* . Correlation is significant at the 0.01 level (1-tailed).

(Source: Generated from tabulation of questionnaire data in SPSS)

Since the results show a significance of 0.001, which is below the significant level of 0.01, the hypothesis that *individuals who trust their top management leadership are more satisfied with*

*their jobs is accepted.* With a correlation coefficient of 0.267, it can be confirmed that a positive relationship exist between the variables.

#### **IV. Summary of Research Results**

In terms of statistics of respondents, majority of the 132 respondents were from the age of 30 to 39 years, female, earned between RM1,501 and RM3,000, possess degrees or professional qualifications, were of executive level and had 2-5 years experience in their current firm.

From the reliability analysis, the measures for pay satisfaction, satisfaction with supervisor, trust in top management and job satisfaction all proved to be reliable measures.

**For Hypothesis 1**, the research results support the hypothesis that there is a positive relationship between pay and overall job satisfaction. While the literature highlighted mixed findings on the relationship between these variables, the research results support research findings by Boudreau, Boswell & Judge (2001), Illardi, Leone, Kasser & Ryan (1993), O'Reilly and Caldwell (1980) and

Clark (1996) that there is a relatively weak relationship between pay and overall job satisfaction.

**For Hypothesis 2**, the research results support the hypothesis that there is a positive relationship between pay and pay satisfaction. The research results are consistent with Heneman (1985) who concluded that one of the most consistent findings in the research of pay satisfaction is the positive relationship observed between pay and pay satisfaction.

**For Hypothesis 3**, the research results support the hypothesis that there is a positive relationship between pay satisfaction and overall job satisfaction. The research results are consistent with the findings of Ellickson and Logsdon (2001) in the literature, that there is a positive relationship between pay satisfaction and overall job satisfaction.

**For Hypothesis 4**, the research results support the hypothesis that there is a positive relationship between satisfaction with supervisor and overall job satisfaction. The research results are consistent with the findings of Ellickson and Logsdon (2001) in the literature, that

**For Hypothesis 5**, the research results support the hypothesis that there is a positive relationship between trust in top management and overall job satisfaction. The research results are consistent findings of Ugboro, I.O, Obeng K (2000) and Ellis & Zallaback (2001) in the literature, that there is a positive relationship between trust in top management and overall job satisfaction.

Comparing all the relationships, the association between pay satisfaction and overall job satisfaction is the strongest with a correlation coefficient of 0.432. The weakest association at a correlation coefficient of 0.267 is between trust in top management and overall job satisfaction.

To conclude, positive correlations are observed for all five hypotheses tested. Table 4.13 in the following page summarizes the findings of the hypotheses testing.

**Table 4.13**

**Findings of Hypotheses Testing**

<b>Category</b>	<b>Correlation between variables</b>		<b>Relationship</b>	<b>Relative strength</b>
Economic Factors	Pay	Overall Job Satisfaction	Positive	4
	Pay satisfaction		Positive	1
Non-economic factors	Satisfaction with Supervisor		Positive	2
	Trust in Top Management		Positive	5
Economic factors	Pay	Pay satisfaction	Positive	3