CHAPTER III

RESEARCH METHODOLOGY

This chapter outlines the research methodology employed. The objectives of the study are outlined again for the purpose of providing a close reference in formulating the details of the research design. The job satisfaction construct is then briefly discussed. Upon establishing the above, the choice of measuring instrument, sampling techniques and data collection process are then developed.

Objectives of the Study

The objectives of this study are:

1. To identify the relationship between the overall job satisfaction and organisation size.

2. To analyse the level of job satisfaction with regard to the employee's position in the organisational hierarchy.

3. To ascertain the nature of relationship between the overall job satisfaction of employees and the organisational structure.

4. To identify the relationship between the major demographic factors and the
level of job satisfaction.

The key concept of this research is "job satisfaction". Job satisfaction is an attitude as well as a hypothetical construct describing a variable that is not directly observable but is measured by an indirect means, such as the verbal expression or overt behaviour. An attitude has three elements, the affective, cognitive and behavioural. For example, to like or dislike a job is of the affective component. The pay is an example of cognitive component as it represents one's awareness of and knowledge about the compensation of the job. Absenteeism is an example of the behavioural component of job satisfaction. Evans (1969) had examined the construct of job satisfaction extensively and concluded that the measuring of job satisfaction must take into account the following:-

1. The measurement of overall job satisfaction.
   This represents a general attitudinal orientation to all aspects of the job. As such, attitude scales such as Brayfield-Rothe (1951) which is of overt and explicit type is considered appropriate. Alternatively, the projective type of scale such as Kunin's Faces scale (1955) could be considered.

2. The measurement of satisfaction with various aspects of the job.
   The various aspects of the job refers to components such as pay, supervision, working environment.

3. The measurement of level of aspiration for both needs and goals.
   This concept deals with the feeling one has about how much of a particular needs he should have. The level of aspiration differs among individuals. For example, a sales executive in a small town might consider RM2,000 as a fair
compensation while another person with similar role and function in Kuala Lumpur might think the pay is relatively low.

4. The measurement of attainment of either needs or goals in relation to what is considered reasonable.

**Measuring Instruments**

1. Overall Job Satisfaction Index

   Of all job satisfaction measuring instrument developed and published by researchers, the Overall Job Satisfaction index (OJS) seems to receive most favourable comments and is widely accepted. Developed in 1951, it has been adopted and tested by many researches from various parts of the world. OJS was designed to collect data on the measurement of overall job satisfaction, rather than specific aspects of job satisfaction. The product moment reliability coefficient for OJS was computed for a sample of female office employees with a rating of 0.77 which was corrected by the Spearman-Brown formula to 0.87. There was also evidence of high validity when applied to differ in the level of job satisfaction. Scores on this blank were also highly correlated with scores on the Hoppock blank in the sample studied by Brayfield and Rothe (Brayfield et al. 1951).

   Apart from the high validity and reliability, the Brayfield-Rothe OJS has the significance of providing an index which make comparing job satisfaction level between companies, industries or even over time possible. Designed to be applicable to a wide variety of jobs, the OJS index enables comparison of job satisfaction index on a consistent basis.
In addition, questions in OJS are phrased in such that it elicits cooperation from the management and employees. The questions are clear, brief and easily scored.

The OJS contains 18 statements with a 5-point Likert Scale. The Likert Scale requires respondents to indicate the degree of agreement or disagreement with each of the statements. The score ranges from 18 (very not satisfied) to 90 (very satisfied) with a neutral point at 54. Brayfield et al. (1951) conjecture that the index was chosen as the product moment reliability coefficient computed for a sample of female office employees was 0.77 which was corrected by the Spearman-Brown formula to 0.87. There was also evidence of high validity when applied to differ in the level of job satisfaction. Scores on this blank were also highly correlated with scores on the Hoppock blank in the sample studied by Brayfield and Rothe.

The mean score for OJS ranges from 1 to 5 points. A mean score of 1.00 to 1.50 indicates very low satisfaction; a mean score of 1.51 to 2.50 shows low satisfaction; a mean score of 2.51 to 3.50 shows neutral level of job satisfaction; a mean score of 3.51 to 4.50 shows high satisfaction; and a mean score of 4.51 to 5.00 shows extremely high satisfaction.

2. Job Descriptive Index

In the measurement of job satisfaction in relation to the various aspect of the job, the Cornell's Job Descriptive Index (JDI) developed jointly by Smith, Kenall and Hulin in 1969 is adopted. The JDI elicits response on five aspects of job, namely satisfaction with the pay, the nature of the job itself, the opportunities for promotion, the supervision and the relationship with others in
the workplace.

The respondents were required to mark "\(\checkmark\)" for Yes, "\(X\)" for No and "?" for Uncertain answers. For each item presented in positive manner, an affirmative response received a weight of three whereas a negative response received a weight of zero. For each item asked in negative form, a negative response received a weight of three while an affirmative response received a weight of zero. All of the items marked uncertain received a weight of one regardless of the manner in which the items were phrased.

The mean score for each dimension and overall JDI varies from 0 to 3 points. A mean score between 0.00 to 1.30 indicates low satisfaction; a mean score between 1.31 to 1.70 demonstrates neutral; and a mean score between 1.71 to 3.00 indicates high satisfaction.

JDI possessed several desirable characteristics. The score were unaffected by acquiescence or yes-saying and no-saying tendencies. The five scales while not completely orthogonal, have the virtue of relatively low intercorrelation (0.30 to 0.50) with each other. Finally, the five scales, apart from being reasonably short and easy to administer, have sufficient split-half reliabilities (0.80 to 0.88 corrected by Spearman-Brown formula).

**Sampling Design**

In view of the cost, time and labour constraint, a sampling approach is preferred over the complete census. Furthermore, a sampling method may be more accurate as it allows more effective co-ordination and accuracy check on the questionnaires. Many telephone calls were made in the process of data
collection to ensure an appropriate sample size is attained before proceeding to the analysis of the data collected.

Data for this survey was gathered in Klang Valley by using convenience-sampling method. A random sample would require a complete list of all companies employing salespeople, information that was not available in any of the available reference sources or directories. Therefore, if random sampling was to be engaged, a survey of all companies need to be carried out to ascertain the employment of salespeople. Alternatively, convenience-sampling method was adopted with great emphasis in ensuring salespersons selected were from a well mixed of industries and organisations.

**Sampling Unit**

The sampling unit is defined as the sales personnel whose job function is to promote and facilitate sales processes of products manufactured or distributed by the company that the salesman is attached to. The sampling units includes individual from the top level of management, such as sales directors down to sales personnel who have direct contact with customers. This study is targeted at a sample size of 60 – 90 respondents representing sales personnel of organisation of various sizes in the Klang Valley.

The size of the organisation was measured according to the number of full time employees employed. Small firms were defined as employing less than 49 staff, medium firms were firms having 50 to 199 employees whereas large firms were categorised as having employed more than 200 employees.
Data Collection

A structured interview technique was adopted given the nature of the research, which involved sensitive issues, and the complexity of the domain under investigation. A questionnaire was designed and compiled in English language. The questionnaire was previously tested in a pilot exercise to ensure clarity. Time needed to fill up each questionnaire was also being recorded. Please refer to Appendix I for questionnaire.

The process of collection data was completed in two phases: Phase I involved the identification of companies to be surveyed. A list of potential participants was developed using the Yellow Pages Directory. The directory was used as it contained pertinent information required (the industry, company name, address, telephone number). Although this information source was not considered to be absolutely relevant as it did not furnish information on the existence of salespeople, it was deemed the best mode in the absence of other better options.

After identifying the target companies, Phase II of the data collection comprised of writing cover letters to the Human Resource Managers with the objectives of: seeking permission and specifying the nature and value of the research; specifying courses of action requested of the company; attempting to gain a commitment from the company. To ensure high response rate, stamped self addressed envelopes were also attached with copies of the questionnaire. All documents were posted through the normal mail.

The sample consisted of companies operating in different sectors of the
economy. The breakdown of the nature of firms' businesses as a percent of the total sample and the number with the percentages of salespeople sampled within each sector is shown in Table 1.