

## SUMMARY STATISTICS OF WMI

### 7.1 OVERALL MEAN OF WMI FOR TBC AND NON TBC GROUP

Kindly refer to Table 6, for the overall mean of WMI for TBC and Non TBC groups.

The overall mean score range for WMI was 8.99 - 11.36, indicating neither low nor high motivation towards various levels of needs in their work for both TBC and Non TBC groups. However, the lowest mean (8.99) was registered for "PHYSICAL" needs and the highest mean (11.36) was obtained for "SELF-ACTUALIZATION" needs.

In analysing the mean scores for TBC group, similar trend as above was observed. The lowest mean score (8.95) was registered for "PHYSICAL" needs and highest mean score (11.39) was obtained for "SELF-ACTUALIZATION" needs. The similar trend also prevailed among the Non TBC group, where "PHYSICAL" needs' mean score (9.05) was the lowest and "SELF-ACTUALIZATION" needs' mean score (11.33) was the highest. Further none of those mean scores were significantly different between both groups.

However, a case in point is that, for both groups the needs at higher levels seem to register higher mean score than the needs at lower levels. This was because, both groups registered their lowest mean score for the lowest level of needs and registered highest mean score for the highest level of needs. These mean scores are significantly different too.

Therefore it was obvious that for both groups the motivating factors (ego and self-actualization) were more important than the hygiene factors (physical, security and social) for their work motivation. However, based on the WMI results, these needs were of neither low nor high motivational factors to both TBC and Non TBC group. Hence, neutral motivation for both group of employees.

TABLE 6 : OVERALL MEAN OF WMI FOR TBC AND NON TBC GROUP

NEED LEVEL	OVERALL MEAN SCORE	TBC MEAN SCORE	NON TBC MEAN SCORE	T-TEST (2-TAIL PROB. VALUE)
PHYSICAL	8.99	8.95	9.05	0.766
SECURITY	9.27	9.15	9.36	0.589
SOCIAL	10.23	10.39	10.09	0.417
EGO	10.15	10.14	10.17	0.951
SELF ACTUALIZATION	11.36	11.39	11.33	0.877

NOTE : t-test significant level is at 0.05

## SUMMARY STATISTICS OF CP

### 8.1 OVERALL MEAN OF CP FOR TBC AND NON TBC GROUP

The overall mean of CP for TBC and Non TBC group is presented in Table 7.

TABLE 7 : OVERALL MEAN OF CP FOR TBC AND NON TBC GROUP

TYPE OF COMMUNICATION	OVERALL MEAN SCORE	TBC MEAN SCORE	NON TBC MEAN SCORE	T-TEST (2-TAIL PROB. VALUE)
ASKING	18.75	18.95	18.58	0.315
FEEDBACK	19.92	20.17	19.69	0.170

The CP results from Table 7, clearly indicate that both TBC and Non TBC groups were good communicators, as their overall mean score for asking and feedback ranges between 18.75 and 19.92. Further, there was no significant difference between the mean scores of asking and feedback among TBC and Non TBC groups, as the p-value was greater than 0.05.

Therefore, it can be concluded that both TBC and Non TBC members were indeed good communicators and there was no significant difference in communication between both groups.



## TBC GROUP ANALYSIS BY DEMOGRAPHIC PROFILE

### 2.1 SEX

Kindly refer to Table 8. For the JDI, only the mean of "WORK" facet showed significant difference between male (2.16) and female (1.84). However both have high satisfaction towards their work. The analysis of OJS showed that only the "JOB" and "SUPERVISION" means differed significantly between male and female, but both registered either low or neither high nor low satisfaction.

With regard to WMI, only the mean of "SECURITY" needs, differed significantly between male and female. Other needs' means showed no significant difference between them. But, overall, their mean range of 8.63 - 11.61 indicated neither high nor low motivational needs. However, both groups showed a gradual increase of higher needs in their work motivation. Both male and female showed good communication profile, with a mean score between 18.30 to 20.30. Only the "asking" mean differed significantly between them which may point that male employees tend to ask more for information than female employees at work place.

## 2.2 EDUCATIONAL LEVEL

Please refer to Table 9. The TBC respondents were divided into two groups ie. below STPM qualification and above STPM qualification.

The mean range for JDI was 1.73 - 2.52; indicating high satisfaction towards all facets of job between both groups. There was no significant difference between the means of JDI for both groups. The mean range for OJS was 1.69 - 2.60; showing low satisfaction and neither low nor high satisfaction. Here again, there was no significant difference of OJS means between both groups.

The WMI mean range stand at 8.57 - 11.47; pointing neither low nor high motivational needs, for both groups. Only the "SOCIAL" needs mean differed significantly between the two groups. The CP mean ranges between 18.93 to 20.13; an obvious indication of good communication profile of both groups. There was no significant difference between the means of CP among both groups.

### .3 OCCUPATIONAL LEVEL

Kindly refer to Table 10. Here, the TBC respondents were divided into two groups ie. clerical level and executive level.

The mean range for JDI was 1.77 - 2.68; which strongly indicated high satisfaction of all facets of job between clerks and executives. There was no significant difference in the means of any of the JDI facets between both groups. The mean range of OJS, 1.73 - 2.68 indicated low satisfaction and neutral satisfaction, between both groups. Here, only the mean of "JOB" differed significantly between both groups. The mean range for WMI stands at 8.73 - 11.60; indicating neutral motivational needs among clerks and executives. However, only the means of "SECURITY" and "EGO" needs differed significantly between them. Here, the clerks showed higher (10.04) motivational needs of "SECURITY" compared to the executives' security needs of 8.81 only. Further, the executives showed higher (10.45) motivational needs of "EGO" than the clerks (9.35). Therefore, based on the above, it was obvious that, clerks' work motivation revolves around security needs and executives' work motivation revolves around egoistic needs.

Both clerks and executives registered high means for their CP, ie. 18.12 - 20.54. Only the "FEEDBACK" mean differed significantly between both groups.

#### LENGTH OF SERVICE

Please refer to Table 11. For the purpose of this analysis the TBC respondents were divided into two groups, ie. less than 3 years and more than 3 years of service.

The mean range for JDI stand at 1.77 - 2.60, indicating high level of satisfaction towards all facet of job between both groups. No means of JDI showed significant difference between both groups. The mean range for OJS was 1.75 - 2.63, which indicated low satisfaction and neutral satisfaction. One of the OJS means showed significant difference between the two groups of employees.

The mean range for WMI was 8.78 - 11.61, showing neutral level of motivational needs towards their work. None of the WMI means showed significant difference between both groups. Both group of employees, showed high degree of CP, with a mean range of 18.55 - 20.28. No means of CP were significantly different between both groups.

Based on the above, it can be concluded that, the TBC employees with below 3 years service and above 3 years service, showed no significant difference towards JDI, OJS WMI and CP.

#### MONTHLY INCOME LEVEL

Kindly refer to Table 12. In this analysis, the TBC respondents were divided into two groups, ie. employees with monthly income of below RM2000 and employees with monthly income of above RM2000.

The mean range for JDI was 1.68 - 2.65, showing high satisfaction towards all facets of JDI. Only the mean of "WORK" showed significant difference between the two groups. The mean range for OJS was 1.68 - 2.72, indicating both low satisfaction and neutral satisfaction, among the two groups. A point to note here is that, the mean score by both groups for "PAY" was the lowest among other facets of JDI and OJS. This indicated, their low satisfaction towards "PAY". Further, for the OJS, only the mean score for "JOB" differed significantly between both groups.

mean range for WMI was 8.05 - 12.03, indicating neither a nor high level of motivational needs towards their work. By the means of "SECURITY" and "SELF ACTUALIZATION" differed significantly between both groups. Those earning less than RM2000 monthly, showed higher motivational needs for "SECURITY" than those with monthly income of above RM2000. Further, those with monthly income of above RM2000 showed higher motivational needs of "SELF-ACTUALIZATION" than those earning below RM2000 per month. This may prove a popular notion that, as income increases, the basic needs are met and higher needs such as "EGO" and "SELF-ACTUALIZATION" become more important in work.

The mean range for CP stands at 18.58 - 20.60, indicating good communication among both groups, with no significant difference between their means.

TABLE 8 : MEAN ANALYSIS OF TBC GROUP BY SEX

JDI	WORK	SUPERVISION	WORKERS	PAY	PROMOTION
MALE	2.16	2.46	2.60	1.81	2.04
FEMALE	1.84	2.51	2.68	1.84	1.89
T-TEST	0.05	0.67	0.54	0.86	0.40
REMARK	S	NS	NS	NS	NS

  

OJS	JOB	PAY	PROMOTION	WORKERS	SUPERVISION
MALE	2.70	1.75	2.11	2.60	2.35
FEMALE	2.35	1.78	2.11	2.49	2.14
T-TEST	0.01	0.82	0.99	0.30	0.04
REMARK	S	NS	NS	NS	S

  

WMI	PHYSICAL	SECURITY	SOCIAL	EGO	SELF ACTUALIZATION
MALE	8.79	8.63	10.61	10.37	11.61
FEMALE	9.17	9.97	10.06	9.78	11.03
T-TEST	0.45	0.03	0.29	0.29	0.24
REMARK	NS	S	NS	NS	NS

  

COMMUNICATION PROFILE	ASKING	FEEDBACK
MALE	19.38	20.30
FEMALE	18.30	19.97
T-TEST	0.04	0.47
REMARK	S	NS

NOTE : The t-test is 2-tail probability value

Significant level is at 0.05

NS - Not significant

S - Significant

BLE 9 : MEAN ANALYSIS OF TBC GROUP BY EDUCATIONAL LEVEL

TI	WORK	SUPERVISION	WORKERS	PAY	PROMOTION
STPM	2.02	2.52	2.52	1.93	2.07
STPM	2.04	2.44	2.71	1.73	1.90
-TEST	0.93	0.53	0.17	0.26	0.32
EMARK	NS	NS	NS	NS	NS

IS	JOB	PAY	PROMOTION	WORKERS	SUPERVISION
STPM	2.60	1.86	2.19	2.55	2.26
STPM	2.54	1.69	2.04	2.56	2.27
-TEST	0.64	1.91	0.31	0.92	0.95
EMARK	NS	NS	NS	NS	NS

MI	PHYSICAL	SECURITY	SOCIAL	EGO	SELF ACTUALIZATION
STPM	8.57	9.40	11.00	9.76	11.29
STPM	9.27	8.94	9.88	10.46	11.47
-TEST	0.16	0.46	0.03	0.20	0.72
EMARK	NS	NS	S	NS	NS

COMMUNICATION PROFILE	ASKING	FEEDBACK
STPM	18.93	20.00
STPM	18.96	20.13
-TEST	0.95	0.52
EMARK	NS	NS

NOTE : The t-test is 2-tail probability value

Significant level is at 0.05

NS - Not Significant

S - Significant



TABLE 10 : MEAN ANALYSIS OF TBC GROUP BY OCCUPATIONAL LEVEL

I	WORK	SUPERVISION	WORKERS	PAY	PROMOTION
ERICAL	1.81	2.31	2.50	1.77	1.85
ECUTIVE	2.12	2.54	2.68	1.84	2.03
TEST	0.08	0.11	0.29	0.73	0.34
MARK	NS	NS	NS	NS	NS

S	JOB	PAY	PROMOTION	WORKERS	SUPERVISION
ERICAL	2.27	1.73	2.15	2.42	2.35
ECUTIVE	2.68	1.78	2.09	2.60	2.24
TEST	0.01	0.73	0.68	0.13	0.39
MARK	S	NS	NS	NS	NS

II	PHYSICAL	SECURITY	SOCIAL	EGO	SELF ACTUALIZATION
ERICAL	8.73	10.04	11.04	9.35	10.85
ECUTIVE	9.01	8.81	10.14	10.45	11.60
TEST	0.60	0.02	0.10	0.05	0.18
MARK	NS	S	NS	S	NS

COMMUNICATION PROFILE	ASKING	FEEDBACK
ERICAL	18.12	19.16
ECUTIVE	19.25	20.54
TEST	0.12	0.05
MARK	NS	S

NOTE : The t-test is 2-tail probability value

Significant level is at 0.05

NS - Not Significant

S - Significant

TABLE 11 : MEAN ANALYSIS OF TBC GROUP BY LENGTH OF SERVICE

	WORK -----	SUPERVISION -----	WORKERS -----	PAY ---	PROMOTION -----
YEARS	2.10	2.52	2.66	1.93	1.90
YEARS	2.00	2.46	2.62	1.77	2.02
TEST	0.55	0.70	0.77	0.39	0.49
MARK	NS	NS	NS	NS	NS

  

	JOB ---	PAY ---	PROMOTION -----	WORKERS -----	SUPERVISION -----
YEARS	2.41	1.79	2.14	2.55	2.17
YEARS	2.63	1.75	2.09	2.55	2.31
TEST	0.12	0.77	0.75	0.99	0.23
MARK	NS	NS	NS	NS	NS

  

	PHYSICAL -----	SECURITY -----	SOCIAL -----	EGO ---	SELF ACTUALIZATION -----
YEARS	9.28	9.72	10.17	9.97	10.90
YEARS	8.78	8.89	10.49	10.22	11.61
TEST	0.34	0.18	0.55	0.67	0.17
MARK	NS	NS	NS	NS	NS

  

COMMUNICATION PROFILE -----	ASKING -----	FEEDBACK -----
YEARS	18.55	19.93
YEARS	19.12	20.28
TEST	0.37	0.60
MARK	NS	NS

NOTE : The t-test is 2-tail probability value

Significant level is at 0.05

NS - Not Significant

S - Significant

TABLE 12 : MEAN ANALYSIS OF TBC GROUP BY MONTHLY INCOME LEVEL

DI	WORK	SUPERVISION	WORKERS	PAY	PROMOTION
RM2000	1.87	2.43	2.60	1.68	1.87
RM2000	2.25	2.53	2.65	2.00	2.15
-TEST	0.02	0.50	0.73	0.07	0.09
REMARK	S	NS	NS	NS	NS

JS	JOB	PAY	PROMOTION	WORKERS	SUPERVISION
RM2000	2.43	1.68	2.13	2.51	2.19
RM2000	2.72	1.88	2.08	2.63	2.35
-TEST	0.02	0.12	0.71	0.27	0.16
REMARK	S	NS	NS	NS	NS

MI	PHYSICAL	SECURITY	SOCIAL	EGO	SELF ACTUALIZATION
RM2000	8.98	9.96	10.31	9.81	10.94
RM2000	8.80	8.05	10.51	10.64	12.03
T-TEST	0.70	0.003	0.70	0.13	0.04
REMARK	NS	S	NS	NS	S

COMMUNICATION PROFILE	ASKING	FEEDBACK
<RM2000	18.58	19.83
>RM2000	19.40	20.60
T-TEST	0.13	0.11
REMARK	NS	NS

NOTE : The t-test is 2-tail probability value

Significant level is at 0.05

NS - Not Significant

S - Significant

## NON TBC GROUP ANALYSIS BY DEMOGRAPHIC PROFILE

### 3.1 SEX

Please refer to Table 13. The mean range for JDI stands at 1.70 - 2.61, indicating both neutral and high satisfaction between male and female Non-TBC employees. Only the mean of "WORK" showed significant difference between the two groups. Both male and female groups registered the lowest mean (1.83 - 1.84) for "PAY", indicating dissatisfaction towards their income. The mean range for OJS was 1.81 - 2.53, pointing both low and neutral satisfaction. Here again, only the mean for "JOB" differed significantly between male and female. Further, the mean for "PAY" registered the lowest score than other facets of OJS.

The mean range for WMI was 8.96 - 11.49, showing that both groups have neutral motivational needs. Only the "SOCIAL" needs' mean, showed significant difference between both groups. However, both groups registered highest mean score (11.16 - 11.49) for the "SELF-ACTUALIZATION" needs in their work motivation. Both the male and female employees registered high mean score for the CP; strongly indicating good communication among male and female group. There was no significant difference in the means of CP between the groups.

### 3.2 EDUCATIONAL LEVEL

Kindly refer to Table 14. The mean range for JDI was 1.72 - 2.71, strongly indicating high satisfaction to all facets of job among the groups, ie. employees with below STPM qualification and employees with above STPM qualification. None of the means of JDI between both groups showed significant difference. The mean range for OJS stands at 1.72 - 2.57, showing both low satisfaction and neither low nor high satisfaction. Only the means of "PAY" and "PROMOTION" differed significantly between both groups. In both JDI and OJS the "PAY" registered the lowest mean (1.72). This indicates the respondents' dissatisfaction towards their pay.

The mean range for WMI was 8.77 - 11.79, which indicates neither low nor high motivational needs towards their work. However, a general trend was that, higher mean scores were observed for higher levels of motivational needs between both groups. None of those means were significantly different between both groups. The CP mean range was 18.24 - 20.16, showing a good communication among both groups. Only the mean of "FEEDBACK" differed significantly between both groups.

### 3.3 OCCUPATIONAL LEVEL

Please refer to Table 15. The mean range for JDI was 1.64 - 2.68, among the clerical level employees and executive level employees. None of the means were significantly different. However, the above mean range strongly indicated neutral satisfaction and high satisfaction, too. In the meantime, the OJS mean range was 1.74 - 2.58, showing low satisfaction and neutral satisfaction among both groups of employees. Only the "JOB" mean differed significantly between clerks and executives. It should be stressed here that, the lowest mean for JDI and OJS was registered for the "PAY", i.e. 1.64 for JDI and 1.74 for OJS. This indicates their dissatisfaction towards pay.

The mean range for WMI was 8.95 - 11.53, indicating neither low nor high motivational needs towards their work. None of those means were significantly different between both groups of employees. However, it should be noted that the lowest mean was registered for "PHYSICAL" needs (8.95) and the highest mean was registered for "SELF-ACTUALIZATION" (11.53). This indicates, the self-actualization needs, could be influential and motivational factor to work for both group of employees.

The CP mean range was 18.08 - 20.06, indicating good communication among both group of employees. None of the means between clerks and executives were significantly different.

#### LENGTH OF SERVICE

Kindly refer to Table 16. The mean range for JDI was 1.71 - 2.69, which proves high job satisfaction among the employees with less than 3 years of service and employees with more than 3 years of service. None of those means were significantly different between both group of employees. However, the lowest mean (1.71) was registered for "PROMOTION" by employees with more than 3 years of service. The highest mean (2.69) was registered for "WORKERS" by employees with below 3 years of service. The mean score range for OJS was 1.76 - 2.53, indicating low satisfaction and neither low nor high satisfaction among both groups of employees. Only the means of "PROMOTION" and "SUPERVISION" differed significantly between both groups of employees. Here again the lowest mean (1.76) was obtained for "PAY" and highest mean (2.53) was obtained for "WORKERS"; which again indicates their low satisfaction to pay.

The WMI's mean score range was 8.27 - 11.96, proving neither low nor high motivational needs towards their work among both groups of employees. Only the means of "PHYSICAL", "SECURITY" and "SELF-ACTUALIZATION" were significantly different between both groups. It should be noted here that, employees with more than 3 years of service registered higher mean scores for physical and security needs as their motivational factor to work than employees with below 3 years of service. This could be related to the former's low pay with higher length of service. In such a situation, where the former's employment mobility is limited, their dependence towards physical and security needs become important motivational factor towards work.

Another point, that need to be stressed here is the higher mean score (11.96) for "SELF-ACTUALIZATION" registered by employees with less than 3 years of service than employees with more than 3 years of service. This situation, could be attributed due to high expectation and ambition to achieve things at work place by the former group of employees without being "seasoned" to the reality of the organizational climate. The "seasoned" group of employees (ie. with more than 3 years of service) might be well aware of limited opportunity to express themselves in the organization. Hence their lower score of mean for this facet of WMI.



The CP's mean score range was 18.47 - 19.75, strongly indicating good communication among both groups of employees. None of those mean scores were significantly different between both groups of employees.

### 3.5 MONTHLY INCOME LEVEL

Please refer to Table 17. For the purpose of this analysis, the employees were divided in two groups, ie. employees with monthly income below RM2000 and employees with monthly income above RM2000.

The mean range for JDI was 1.74 - 2.63, proving high job satisfaction between both groups of employees. None of those means were significantly different between both groups. However, both groups registered lowest mean for "PROMOTION" facet. This indicates that, holding the pay constant, promotion becomes important criteria for their job satisfaction. The mean range for OJS was 1.82 - 2.63, indicating low satisfaction and neither low nor high satisfaction, among both groups of employees. Only the means of "JOB" and "SUPERVISION" differed significantly between both groups of employees. Here again, both groups registered lowest mean score (1.82 and 1.90) for the "PAY" facet of OJS.

The mean range for WMI was 8.83 - 11.34, showing neither low nor high level of motivational needs towards their work. Further, none of those mean scores differed significantly between both groups of employees. However, a case in point is that, both groups registered lowest mean score (9.14 and 8.83) for the physical needs as their motivational factor to work and highest mean score for self-actualization (11.34 and 11.30). This clearly indicates, a gradual increase in the importance of higher level of needs as motivational factors to work for both groups of employees.

The mean range for CP was 18.53 - 20.20, which strongly indicates good communication among both groups of employees. None of those means were significantly different between both groups.

TABLE 13 : MEAN ANALYSIS OF NON TBC GROUP BY SEX

JDI	WORK	SUPERVISION	WORKERS	PAY	PROMOTION
MALE	2.22	2.43	2.61	1.84	1.86
FEMALE	1.89	2.51	2.60	1.83	1.70
T-TEST	0.04	0.50	0.98	0.94	0.23
REMARK	S	NS	NS	NS	NS

OJS	JOB	PAY	PROMOTION	WORKERS	SUPERVISION
MALE	2.65	1.88	1.94	2.53	2.24
FEMALE	2.30	1.81	1.91	2.49	2.28
T-TEST	0.002	0.54	0.77	0.71	0.62
REMARK	S	NS	NS	NS	NS

WMI	PHYSICAL	SECURITY	SOCIAL	EGO	SELF ACTUALIZATION
MALE	9.14	9.68	9.54	10.50	11.16
FEMALE	8.96	9.09	10.60	9.85	11.49
T-TEST	0.77	0.31	0.05	0.24	0.54
REMARK	NS	NS	S	NS	NS

COMMUNICATION PROFILE	ASKING	FEEDBACK
MALE	18.45	19.59
FEMALE	18.70	19.79
T-TEST	0.62	0.68
REMARK	NS	NS

NOTE : The t-test is 2-tail probability value

significant level is at 0.05

NS - Not Significant

S - Significant

TABLE 14 : MEAN ANALYSIS OF NON TBC GROUP BY EDUCATIONAL LEVEL

JDI	WORK	SUPERVISION	WORKERS	PAY	PROMOTION
<STPM	1.93	2.39	2.48	1.72	1.74
>STPM	2.14	2.53	2.71	1.93	1.81
T-TEST	0.21	0.23	0.09	0.19	0.61
REMARK	NS	NS	NS	NS	NS

  

OJS	JOB	PAY	PROMOTION	WORKERS	SUPERVISION
<STPM	2.43	1.72	1.78	2.43	2.22
>STPM	2.50	1.95	2.03	2.57	2.29
T-TEST	0.57	0.05	0.03	0.20	0.44
REMARK	NS	S	S	NS	NS

  

WMI	PHYSICAL	SECURITY	SOCIAL	EGO	SELF ACTUALIZATION
<STPM	9.39	9.87	9.83	10.13	10.76
>STPM	8.77	8.98	10.30	10.19	11.79
T-TEST	0.32	0.12	0.42	0.91	0.06
REMARK	NS	NS	NS	NS	NS

  

COMMUNICATION PROFILE	ASKING	FEEDBACK
<STPM	18.24	19.11
>STPM	18.84	20.16
T-TEST	0.24	0.04
REMARK	NS	S

NOTE : The t-test is 2-tail probability value

Significant level is at 0.05

NS - Not Significant

S - Significant

BLE 15 : MEAN ANALYSIS OF NON TBC GROUP BY OCCUPATIONAL LEVEL

I	WORK	SUPERVISION	WORKERS	PAY	PROMOTION
CLERICAL	1.90	2.33	2.49	1.64	1.72
EXECUTIVE	2.14	2.55	2.68	1.95	1.82
T-TEST	0.16	0.07	0.17	0.06	0.48
REMARK	NS	NS	NS	NS	NS

  

JS	JOB	PAY	PROMOTION	WORKERS	SUPERVISION
CLERICAL	2.28	1.74	1.85	2.54	2.21
EXECUTIVE	2.58	1.91	1.97	2.49	2.29
T-TEST	0.02	0.17	0.31	0.66	0.31
REMARK	S	NS	NS	NS	NS

  

MI	PHYSICAL	SECURITY	SOCIAL	EGO	SELF ACTUALIZATION
CLERICAL	9.21	9.64	10.28	9.92	11.00
EXECUTIVE	8.95	9.22	9.97	10.31	11.53
T-TEST	0.69	0.47	0.59	0.46	0.36
REMARK	NS	NS	NS	NS	NS

  

COMMUNICATION PROFILE	ASKING	FEEDBACK
CLERICAL	18.08	19.08
EXECUTIVE	18.88	20.06
T-TEST	0.14	0.07
REMARK	NS	NS

NOTE : The t-test is 2-tail probability value

Significant level is at 0.05

NS - Not Significant

S - Significant

BLE 16 : MEAN ANALYSIS OF NON TBC GROUP BY LENGTH OF SERVICE

I	WORK	SUPERVISION	WORKERS	PAY	PROMOTION
3 YEARS	2.12	2.51	2.69	1.90	1.86
3 YEARS	1.98	2.44	2.53	1.78	1.71
T-TEST	0.38	0.52	0.19	0.48	0.27
REMARK	NS	NS	NS	NS	NS
IS	JOB	PAY	PROMOTION	WORKERS	SUPERVISION
3 YEARS	2.51	1.94	2.04	2.53	2.14
3 YEARS	2.44	1.76	1.82	2.49	2.36
T-TEST	0.51	0.13	0.05	0.70	0.02
REMARK	NS	NS	S	NS	S
MI	PHYSICAL	SECURITY	SOCIAL	EGO	SELF ACTUALIZATION
3 YEARS	8.27	8.79	10.48	10.54	11.96
3 YEARS	9.73	9.89	9.75	9.84	10.78
T-TEST	0.01	0.05	0.18	0.20	0.03
REMARK	S	S	NS	NS	S
COMMUNICATION PROFILE			ASKING	FEEDBACK	
<3 YEARS			18.47	19.63	
>3 YEARS			18.67	19.75	
T-TEST			0.68	0.82	
REMARK			NS	NS	

NOTE : The t-test is 2-tail probability value

Significant level is at 0.05

NS - Not Significant

S - Significant

TABLE 17 : MEAN ANALYSIS OF NON TBC GROUP BY MONTHLY INCOME LEVEL

JDI	WORK	SUPERVISION	WORKERS	PAY	PROMOTION
<RM2000	2.05	2.46	2.59	1.80	1.74
>RM2000	2.03	2.50	2.63	1.93	1.87
T-TEST	0.91	0.76	0.80	0.45	0.48
REMARK	NS	NS	NS	NS	NS

OJS	JOB	PAY	PROMOTION	WORKERS	SUPERVISION
<RM2000	2.41	1.82	1.88	2.51	2.18
>RM2000	2.63	1.90	2.03	2.50	2.47
T-TEST	0.05	0.51	0.29	0.91	0.01
REMARK	S	NS	NS	NS	S

WMI	PHYSICAL	SECURITY	SOCIAL	EGO	SELF ACTUALIZATION
<RM2000	9.14	9.33	10.22	9.99	11.34
>RM2000	8.83	9.50	9.77	10.60	11.30
T-TEST	0.67	0.80	0.48	0.32	0.94
REMARK	NS	NS	NS	NS	NS

COMMUNICATION PROFILE	ASKING	FEEDBACK
<RM2000	18.53	19.49
>RM2000	18.70	20.20
T-TEST	0.75	0.16
REMARK	NS	NS

NOTE : The t-test is 2-tail probability value

Significant level is at 0.05

NS - Not Significant

S - Significant

#### 4. CORRELATION ANALYSIS

##### 4.1 CORRELATION ANALYSIS OF JDI AND OJS FOR TBC GROUP

Kindly refer to Table 18. In this analysis, all the variables (facets) in JDI and OJS were examined for its correlation between one another. The significance level is at 0.01 and 0.001. Only the key variables' correlation will be explained. Based on the results of JDI and OJS in earlier sections, among the key variables are pay, workers, job, supervision and promotion. The correlation analysis showed that pay was highly correlated to work ; workers was (in JDI) highly correlated to co-workers (in OJS); job was significantly correlated to promotion and work. Further, the overall job satisfaction (in OJS) was highly correlated to job, promotion and supervision too.



and work (in OJS). Promotion was significantly correlated to overall job satisfaction, job, promotion and work (in OJS).

#### 4.3 OVERALL CORRELATION ANALYSIS OF OJS AND WMI

Kindly refer to Table 20. The significance level is at 0.01 and 0.001. Here again only the key variables of OJS and WMI will be examined for its correlation. The physical needs of WMI was significantly correlated to promotion (of OJS), social needs and self-actualization needs (of WMI). Security was also significantly correlated to ego and self-actualization. Social needs was significantly correlated to physical and ego needs. The self-actualization was significantly correlated to physical and security needs. The ego needs, on the other hand was also significantly correlated to security and social needs. The supervision facet was not significantly correlated to any of the OJS and WMI variables. Further, most of the WMI variables were not highly correlated to OJS variables.

#### 4.3.1 Correlation Analysis of OJS and WMI for TBC Group

Please refer to Table 21. The significance level is at 0.01 and 0.001. Here the overall job satisfaction was significantly correlated to job and promotion. Supervision was not significantly correlated to any of the OJS and WMI variables. The physical needs was significantly correlated to social and self-actualization. Security was highly correlated to ego and self-actualization. Social needs was also highly correlated to physical and ego needs. Similarly, self-actualization was also highly correlated to physical and security needs.

It should be stressed here that none of the WMI variables were highly correlated to any of the OJS variables, including the overall job satisfaction (in OJS). This proves, the correlation between WMI and OJS was not statistically significant.

#### 4.3.2 Correlation Analysis of OJS and WMI for Non TBC Group

Kindly refer to Table 22. The analysis is done with a significance level of 0.01 and 0.001. A similar trend of correlation as 4.3.1 was observed too. The overall job satisfaction was highly correlated to job, pay and promotion. Job was also highly correlated to overall job satisfaction and promotion. Here again, supervision was not highly correlated to any of the OJS and WMI variables. All the WMI variables showed the same correlation to one another as explained in 4.3.1. High correlation was only observed among WMI and OJS variables but not between WMI and OJS variables. Here again the correlation between WMI and OJS was not statistically significant.

#### 4.4 CORRELATION ANALYSIS OF OJS, WMI AND CP FOR THE TBC GROUP

Kindly refer to Table 23. The significance level is at 0.01 and 0.001. In this analysis, the overall job satisfaction, was highly correlated to job, promotion and workers only. It was not correlated to any WMI variables and CP variables. Job was significantly correlated to overall job satisfaction and promotion. Promotion was significantly correlated to overall job satisfaction and job only. Here again, supervision was not correlated to any of the OJS, WMI and CP variables. Physical needs was significantly correlated to social and self - actualization needs. Security needs was significantly correlated to ego, self-actualization and asking facet of CP too. Social needs was significantly correlated to physical and ego needs. Further, ego needs was highly correlated to security needs, social needs and asking facet of CP. The asking facet was significantly correlated to security needs, ego needs and feedback facet of CP. However, the feedback facet was only significantly correlated to the asking facet of CP and not to others.

Based on the above it can be concluded that there was no high correlation between all the elements of OJS, WMI and CP, although it showed significant correlation within group.

#### 4.5 CORRELATION ANALYSIS OF OJS, WMI AND CP FOR NON TBC GROUP

Please refer to Table 24. This analysis was done at significance level of 0.01 and 0.001. The analysis showed a similar trend of correlation as explained in 4.4. The overall job satisfaction was highly correlated to job, pay and promotion only. Job was significantly correlated to overall job satisfaction and promotion only. Pay was also highly correlated to overall job satisfaction and promotion. Promotion was highly correlated to overall job satisfaction, job and pay. Workers and supervision do not show high correlation to all other variables. The correlation trend among the WMI variables were similar to the correlation as explained in 4.4, except that none of the WMI variables were correlated to CP variables. The asking and feedback facets of CP were significantly correlated to one another and they do not show high correlation to other elements of OJS and WMI.

Based on the above, it can be concluded that, the OJS, WMI and CP were not highly correlated to one another but showed significant correlation within group.

TABLE 18 : CORRELATION ANALYSIS OF JDI AND OJS FOR TBC GROUP

Correlations:	B21	JOB	PAY	PROMO	WORKERS	SUPERVIS	A1	A2	A3	A4	A5
B21	1.0000	.5751**	.1669	.4137**	.2939*	.0822	.6186**	.3247**	.2635*	.2275	.4185**
JOB	.5751**	1.0000	.1079	.3114**	.2974*	.0027	.5140**	.3046*	.2074	.1206	.3824**
PAY	.1669	.1079	1.0000	.2775*	-.1225	-.0194	.3330**	.1715	.0941	.5988**	.2868*
PROMO	.4137**	.3114**	.2775*	1.0000	.2540*	-.1013	.3566**	.1680	.3205**	.1317	.6312**
WORKERS	.2939*	.2974*	-.1225	.2540*	1.0000	.0530	.2364*	.2503*	.3662**	-.0334	.1964
SUPERVIS	.0822	.0027	-.0194	.2540*	.0530	1.0000	-.0773	.0197	-.0307	-.0563	-.1523
A1	.6186**	.5140**	.3330**	.3566**	.2364*	-.0773	1.0000	.3080*	.2641*	.3282**	.4828**
A2	.3247**	.3046*	.1715	.1680	.2503*	.0197	.3080*	1.0000	.3704**	.0814	.2404*
A3	.2635*	.2074	.0941	.3205**	.3662**	-.0307	.2641*	.3704**	1.0000	.1752	.2426*
A4	.2275	.1206	.5988**	.1317	-.0334	-.0563	.3282**	.0814	.1752	1.0000	.2839*
A5	.4185**	.3824**	.2868*	.6312**	.1964	-.1523	.4828**	.2404*	.2426*	.2839*	1.0000

Minimum pairwise N of cases: 97 1-tailed Signif: \* - .01 \*\* - .001

NOTE : B21 - QUESTION 21 IN OJS

- A1 - WORK
- A2 - SUPERVISION
- A3 - WORKERS
- A4 - PAY
- A5 - PROMOTION

TABLE 19 : CORRELATION ANALYSIS OF JDI AND OJS FOR NON TBC GROUP

Correlations: B21		JOB	PAY	PROMO	WORKERS	SUPERVIS	A1	A2	A3	A4	A5
B21	1.0000	.4636**	.3834**	.3947**	.1570	-.0672	.4475**	.1740	.1767	.2923*	.3918**
JOB	.4636**	1.0000	.2748*	.3867**	.2606*	.0799	.3861**	.1121	.2646*	.1231	.2634*
PAY	.3834**	.2748*	1.0000	.4326**	.1317	-.1317	.5011**	.0990	.1426	.5882**	.4621**
PROMO	.3947**	.3867**	.4326**	1.0000	.2497*	-.0976	.4415**	.0756	.1428	.3453**	.6072**
WORKERS	.1570	.2606*	.1317	.2497*	1.0000	.0093	.1927	.0640	.3922**	.1729	.0996
SUPERVIS	-.0672	.0799	-.1317	-.0976	.0093	1.0000	-.0320	.1117	-.0413	-.0874	-.0586
A1	.4475**	.3861**	.5011**	.4415**	.1927	-.0320	1.0000	.2544*	.1796	.4435**	.6675**
A2	.1740	.1121	.0990	.0756	.0640	.1117	.2544*	1.0000	.1824	.1993	.1379
A3	.1767	.2646*	.1426	.1428	.3922**	-.0413	.1796	.1824	1.0000	.0410	.0831
A4	.2923*	.1231	.5882**	.3453**	.1729	-.0874	.4435**	.1993	.0410	1.0000	.5277**
A5	.3918**	.2634*	.4621**	.6072**	.0996	-.0586	.6675**	.1379	.0831	.5277**	1.0000

1-tailed Signif: \* - .01 \*\* - .001

Minimum pairwise N of cases: 104

NOTE : B21 - QUESTION 21 IN OJS

- A1 - WORK
- A2 - SUPERVISION
- A3 - WORKERS
- A4 - PAY
- A5 - PROMOTION



TABLE 20 : OVERALL CORRELATION ANALYSIS OF OJS AND WMI

Correlations: B21	JOB	PAY	PROMO	WORKERS	SUPERVIS	PHYSICAL	SECURITY	SOCIAL	EGO	ACTUAL
B21	1.0000	.2834**	.3895**	.2168**	.0057	-.0432	.1183	.0545	-.0612	-.0776
JOB	.5094**	.1873*	.3522**	.2798**	.0401	-.0733	.0886	-.0604	.0708	-.0343
PAY	.2834**	1.0000	.3394**	.0085	-.0743	-.0844	.0833	.0879	-.0464	-.0418
PROMO	.3895**	.3394**	1.0000	.2532**	-.0989	-.2358**	.0438	.1748*	-.0865	.1194
WORKERS	.2168**	.0085	.2532**	1.0000	.0307	-.0205	.0372	.0930	-.1047	-.0045
SUPERVIS	.0057	-.0743	-.0989	.0307	1.0000	.0575	.0687	-.0262	-.0877	-.0494
PHYSICAL	-.0432	-.0844	-.2358**	-.0205	.0372	1.0000	.0653	-.5193**	-.0456	-.5481**
SECURITY	.1183	.0833	.0438	.0372	.0887	.0653	1.0000	-.1249	-.4985**	-.5608**
SOCIAL	.0545	.0879	.1748*	.0930	-.0262	-.5193**	-.1249	1.0000	-.4712**	.1529
EGO	-.0612	-.0464	-.0865	-.1047	-.0677	-.0456	-.4985**	-.4712**	1.0000	.0584
ACTUAL	-.0776	-.0418	.1194	-.0045	-.0494	-.5481**	-.5608**	.1529	.0584	1.0000

1-tailed Signif: \* - .01 \*\* - .001

Minimum pairwise N of cases: 195

NOTE : B21 - QUESTION 21 IN OJS

TABLE 21 : CORRELATION ANALYSIS OF OJS AND WMI FOR TBC GROUP

Correlations:	B21	JOB	PAY	PROMO	WORKERS	SUPERVIS	PHYSICAL	SECURITY	SOCIAL	EGO	ACTUAL
B21	1.0000	.5751**	.1669	.4137**	.2939*	.0822	.1095	.1661	-.0395	-.0943	-.1667
JOB	.5751**	1.0000	.1079	.3114**	.2974*	.0027	-.0369	.1703	-.1174	.0117	-.0712
PAY	.1669	.1079	1.0000	.2775*	-.1225	-.0194	-.0920	.1903	-.0060	-.1147	-.0186
PROMO	.4137**	.3114**	.2775*	1.0000	.2540*	-.1013	-.2272	.1562	.1069	-.1504	.0745
WORKERS	.2939*	.2974*	-.1225	.2540*	1.0000	.0530	.0227	.0085	.0187	.0068	-.0638
SUPERVIS	.0822	.0027	-.0194	.2540*	.0530	1.0000	.0145	.0559	.0397	-.0831	-.0391
PHYSICAL	.1095	-.0369	-.0920	-.2272	.0227	.0145	1.0000	.0625	-.4025**	-.0396	-.5691**
SECURITY	.1661	.1703	.1903	.1562	.0085	.0559	.0625	1.0000	-.1103	-.5492**	-.6123**
SOCIAL	-.0395	-.1174	-.0060	.1069	.0397	.0397	-.4025**	-.1103	1.0000	-.5409**	.0962
EGO	-.0943	.0117	-.1147	-.1504	.0068	-.0831	-.0396	-.5492**	1.0000	.1882	.1882
ACTUAL	-.1667	-.0712	-.0186	.0745	-.0638	-.0391	-.5691**	-.6123**	.0962	.1882	1.0000

Minimum pairwise N of cases: 92 1-tailed Signif: \* - .01 \*\* - .001

NOTE : B21 - QUESTION 21 IN OJS

TABLE 22 : CORRELATION ANALYSIS OF OJS AND WMI FOR NON TBC GROUP

Correlations:	B21	JOB	PAY	PROMO	WORKERS	SUPERVIS	PHYSICAL	SECURITY	SOCIAL	EGO	ACTUAL
B21	1.0000	.4636**	.3834**	.3947**	.1570	-.0672	-.1442	.0723	.1290	-.0356	-.0076
JOB	.4636**	1.0000	.2748*	.3867**	.2606*	.0799	-.0977	.0167	-.0254	.1232	-.0053
PAY	.3834**	.2748*	1.0000	.4326**	.1317	-.1317	-.0836	-.0227	.1672	.0098	-.0598
PROMO	.3947**	.3867**	.4326**	1.0000	.2497*	-.0976	-.2531*	-.0661	.2262	-.0267	.1642
WORKERS	.1570	.2606*	.1317	.2497*	1.0000	.0093	-.0467	.0671	.1429	-.1930	.0406
SUPERVIS	-.0672	.0799	-.1317	-.0976	.0093	1.0000	.0915	.0826	-.0815	-.0542	-.0593
PHYSICAL	-.1442	-.0977	-.0836	-.2531*	-.0467	.0915	1.0000	.0674	-.5870**	-.0498	-.5389**
SECURITY	.0723	.0167	-.0227	-.0661	.0671	.0826	.0674	1.0000	-.1329	-.4580**	-.5201**
SOCIAL	.1290	-.0254	.1672	.2262	.1429	-.0815	-.5870**	-.1329	1.0000	-.4238**	.1890
EGO	-.0356	.1232	.0098	-.0267	-.1930	-.0542	-.0498	-.4580**	-.4238**	1.0000	-.0360
ACTUAL	-.0076	-.0053	-.0598	.1642	.0406	-.0593	-.5389**	-.5201**	.1890	-.0360	1.0000

1-tailed Signif: \* - .01 \*\* - .001

Minimum pairwise N of cases: 103

NOTE : B21 - QUESTION 21 IN OJS

TABLE 23 : CORRELATION ANALYSIS OF OJS, WMI AND CP FOR IBC GROUP

Correlations: B21		JOB	PAY	PROMO	WORKERS	SUPERVIS	PHYSICAL	SECURITY	SOCIAL	EGO	ACTUAL	ASKING	FEEDBACK
B21	1.0000	.5751**	.1669	.4137**	.2939*	.0822	.1095	.1661	-.0395	-.0943	-.1567	-.0551	-.1385
JOB	.5751**	1.0000	.1079	.3114**	.2974*	.0027	-.0369	.1703	-.1174	.0117	-.0712	.1378	.0760
PAY	.1669	.1079	1.0000	.2775*	-.1225	-.0194	-.0920	.1903	-.0060	-.1147	-.0186	-.1966	-.1759
PROMO	.4137**	.3114**	.2775*	1.0000	.2540*	-.1013	-.2272	.1562	.1069	-.1504	.0745	.0264	-.0035
WORKERS	.2939*	.2974*	-.1225	.2540*	1.0000	.0530	.0227	.0085	.0187	.0068	-.0638	.1227	-.1467
SUPERVIS	.0822	.0027	-.0194	-.1013	.0530	1.0000	.0145	.0559	.0397	-.0831	-.0391	-.0999	.0074
PHYSICAL	.1095	-.0369	-.0920	-.2272	.0227	.0145	1.0000	.0625	-.4025**	-.0396	-.5691**	-.1284	-.0728
SECURITY	.1661	-.0369	.1903	.1562	.0085	.0559	.0625	1.0000	-.1103	-.5492**	-.6123**	-.3189**	-.1932
SOCIAL	-.0395	-.1174	-.0060	.1069	.0187	.0397	-.4025**	1.0000	1.0000	-.5409**	.0962	-.0753	-.1541
EGO	-.0943	.0117	-.1504	.0745	.0068	-.0831	-.5492**	-.5409**	1.0000	1.0000	.1882	.4143**	.3069*
ACTUAL	-.1667	-.0712	-.0186	.0264	-.0638	-.0391	-.5691**	-.6123**	.0962	.1882	1.0000	.1497	.1363
ASKING	-.0551	.1378	-.1966	.0264	.1227	-.0999	-.1284	-.3189**	-.0753	.4143**	.1497	1.0000	.6791**
FEEDBACK	-.1385	.0760	-.1759	-.0035	.1467	.0074	-.0728	-.1932	-.1541	.3069*	.1363	.6791**	1.0000

Minimum pairwise N of cases: 91      1-tailed Signif: \* - .01 \*\* - .001

NOTE : B21 - QUESTION 21 IN OJS

TABLE 24 : CORRELATION ANALYSIS OF OJS, WMI AND CP FOR NON TBC GROUP

Correlations: B21	JOB	PAY	PROMO	WORKERS	SUPERVIS	PHYSICAL	SECURITY	SOCIAL	EGO	ACTUAL	ASKING	FEEDBACK
B21	1.0000	.4636**	.3947**	.1570	-.0672	-.1442	.0723	.1290	-.0356	-.0076	.1776	.1157
JOB	.4636**	1.0000	.3867**	.2806*	.0799	-.0977	.0167	-.0254	.1232	-.0053	.1323	.1369
PAY	.3834**	.2748*	1.0000	.4326**	.1317	-.0836	-.0227	.1672	.0098	-.0598	.2112	.1004
PROMO	.3947**	.4326**	1.0000	.2497*	-.0976	-.2531*	-.0661	.2262	-.0267	.1642	.0167	-.0095
WORKERS	.1570	.1317	.2497*	1.0000	.0093	-.0467	.0671	.1429	-.1930	.0406	.0474	.0624
SUPERVIS	-.0672	-.1317	-.0976	.0093	1.0000	.0915	.0826	-.0815	-.0542	-.0593	-.0365	.0106
PHYSICAL	-.0977	-.0836	-.2531*	-.0467	.0915	1.0000	.0674	-.5870**	-.0498	-.5389**	-.1801	-.1201
SECURITY	.0723	.0167	.0723	.0671	.0826	.0674	1.0000	-.1329	-.4580**	-.5201**	-.0381	-.0856
SOCIAL	.1290	.1232	.1290	.1429	-.0815	-.5870**	-.1329	1.0000	-.4238**	.1890	.1806	.0903
EGO	-.0356	.1232	.1290	.1429	-.0815	-.5870**	-.1329	-.4238**	1.0000	-.0360	.0754	.1445
ACTUAL	-.0076	-.0053	-.0076	-.0053	-.0076	-.0053	-.0076	-.0053	-.0076	1.0000	.0007	-.0021
ASKING	.1776	.1323	.1776	.1369	.1157	.1323	.1369	.1157	.1323	.1369	1.0000	.7018**
FEEDBACK	.1157	.1369	.1157	.1004	.0106	.1201	.0856	.0903	.1445	-.0021	.7018**	1.0000

Minimum pairwise N of cases: 103 1-tailed Signif: \* - .01 \*\* - .001

NOTE : B21 - QUESTION 21 IN OJS