

**A Research on the Employee Job Satisfaction in Rubber Glove Manufacturing
Company in Malaysia**

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**Research Project Submitted in Partial Fulfillment of the Requirements
for the Degree of Master in Management
Universiti Tun Abdul Razak**

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DECLARATION

We hereby declare that:

- (1) This postgraduate FYP is the result of our own work, and ALL information sources, whether printed, electronic, or personal, have been properly acknowledged in the references.
- (2) No portion of this FYP has been submitted as evidence for any application for a different degree or certification from this or any other university or educational institution.

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DEDICATION

This dissertation is dedicated to:

My supervisor,
Sir Sapowan Sanusi

For guided throughout the completion of this research study.

Universiti Tun Abdul Razak (UNIRAZAK)

For given a chance to complete this research project.

A glove manufacturing company in Malaysia,

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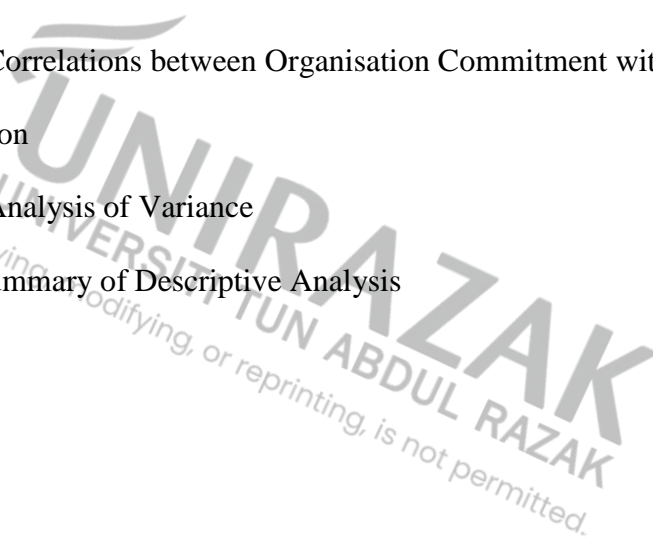
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LIST OF ABBREVIATIONS

A	Agree
AR	Job Accomplishment
ANOVA	Analysis of Variance
BD	The Slope Disagree
DF	Degree of Freedom
DOSM	Department of Statistic of Malaysia
DV	Dependent Variable
EM	Employee Motivation
EPF	Employee's Provident Fund
FMM	Federation of Malaysian Manufacturers
H ₀ H ₁ HR	Null Hypothesis
IV	Alternative Hypothesis Human
JS	Job Satisfaction
JM	Junior Management
JSS	Job Satisfaction Survey
LM	Lower Management
M	Management
JA	Job Accomplishment
M	Management

P	Pay
PB PRO R	President's Resource Organization Regression
SA SD	Strongly Agree Strongly Disagree Significant
Sig. SOCSO	Social Security Organization
SPSS	Statistical Package for the Social Sciences Standard
Std. Error	Error
MB	Moral Behaviour
UNIRAZAK	Universiti Tun Abdul Razak
WE	Work Environment

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PREFACE

This research project is required in order for me to complete my Master in Management studies (MIM). The title of this study is " A Research On The Employee Job Satisfaction In Rubber Glove Manufacturing Companies in Malaysia." This research is being conducted because the rubber glove manufacturing industry plays a significant role in the growth of Malaysia's economy.

When it comes to latex, rubber gloves, and other rubber goods, Malaysia is a global leader. Established in 1989, the Malaysian Rubber Glove Manufacturers Association (MARGMA) now speaks for 90% of Malaysia's glove producers. This data demonstrates that Malaysia is the leading producer of rubber gloves worldwide. In spite of this, a manpower shortage has been seen in the rubber gloves production sector. According to the MARGMA, the demand for rubber gloves throughout the world has been on the rise, but manufacturers have not been able to keep up with production because of a lack of available workers. Uninspired workers in manufacturing are more likely to be sluggish in their work, uncommitted to the company, and open to leaving their positions. The result is a shortage of workers in the rubber gloves manufacturing sector. As a result, this study sheds light on the many elements that contribute to, or detract from, contentment on the job at a glove manufacturing firm in Malaysia.

In short, this research outlined the seven independent variables, Pay, Job Satisfaction, Organizational Commitment, Moral Behaviors, Productive Leaders and Work Environment may influence the job satisfaction of the employees who work in a glove manufacturing company in Malaysia. It was believed that this research is beneficial for future research.

Abstract of the project paper submitted to the Senate of Universiti Tun Abdul Razak in partial fulfilment of the requirements for the Master in Management

A Research on the Employee Job Satisfaction in Rubber Glove Manufacturing Company in Malaysia

**By
Noor Faeazah Binti Mohamad Nor**

October 2022

The purpose of carrying out this research project is to investigate the elements that have a role in determining the level of motivation displayed by workers at a glove manufacturing company located in Malaysia. Pay, Job Satisfaction, Organizational Commitment, Moral Behaviors, Productive Leaders and Work Environment are some of the elements that may impact employee Job Satisfaction. Other aspects include employment security. The subjects of the study are the people working in glove manufacturing companies in the Malaysian states of Selangor, Perak, Negeri Sembilan, and Kedah, as well as Johor. In the course of this investigation, we disseminated our survey by means of a Google form; as a result, we were able to successfully collect 292 pieces of information from the respondents. In both the pilot project and the complete study, the data obtained from respondents is analyzed using Statistical Package for the Social Sciences (SPSS) Version 29. To examine the significance of the link between the independent variables, Pearson Correlation Coefficient Analysis and Multiple Regression Analysis are performed. (pay, organizational commitment, moral behaviors, productive leaders and work environment) and the dependent variable (job satisfaction). In conclusion, it was discovered that all of the independent factors (pay, organizational commitment, moral behaviors, productive leaders, and work environment) had a strong positive association with the dependent variable (job satisfaction). In conclusion, this study provides a review of the most important results, a discussion of the consequences of the research, an analysis of the limitations of the research, and some suggestions.

Keywords: *Pay, Job Satisfaction, Organizational Commitment, Moral Behaviors, Productive Leaders and Work Environment*

CHAPTER 1: RESEARCH OVERVIEW

1.0 Introduction

Job satisfaction is a crucial part of any business since it contributes to employee performance, which influences the company's success. As a result, researchers performed a study to investigate the variables that impact work satisfaction at a Malaysian glove manufacturing firm. This chapter summarizes the research background, problem statement, research objectives, research questions, hypotheses, study significance, chapter arrangement, and conclusion.

The level of performance that an individual delivers ultimately determines how successful a firm is, making job satisfaction an essential component of every corporation. As a result, a study was carried out by researchers to investigate the elements that influence employee job satisfaction in rubber glove manufacturing company in Malaysia.

This chapter provides a summary of the research's history, problem statement, research aims, research questions, hypotheses, study importance, chapter arrangement, and conclusion. Many organizations are confronting escalated challenge in working on the employee's job satisfaction and subsequently, their organizational obligation to acquire upper hand and simultaneously retention of gifted employee's. Effective businesses recognised that staff retention with increased organisational commitment is critical for organisations to support their market development and offerings. Employees are often satisfied when they are fairly paid for their completed task by ensuring that rewards for them reflect genuine commitments to the firm and consistent with market incentive arrangements.

Employee's by and large job satisfaction incorporates various advantages and essentials other than financial rewards like satisfaction with oversight, colleagues, and work. Employees with higher job satisfaction agree that their management recognises the quality of their work and that the business has a bright future in the long run; as a result, employees are more committed to the organisation, more efficient, and more consistent. Similarly, Peterson (2002) has focused on the role morals play in the scope of corporate environment and employee behaviour. It is important for administrators to identify functional areas of concern where they may make a positive effect.

This includes the influence that directors and associates have on the behaviour of their colleagues. The moral environment of a business is inextricably linked to the good and bad work behaviours of its employees. As a result, unfavourable workplace behaviours are associated with decreased job satisfaction and organisational commitment. Despite the fact that the nitty gritty financial repercussions of various ways of acting are difficult to detect, the influence on the major worry can be readily apparent. Consequently, organizations that advance moral environment inside their accepted practices and values can encounter lower levels of freak working environment ways of behaving, and an expansion in the organizational commitment.

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1.1 Research Background

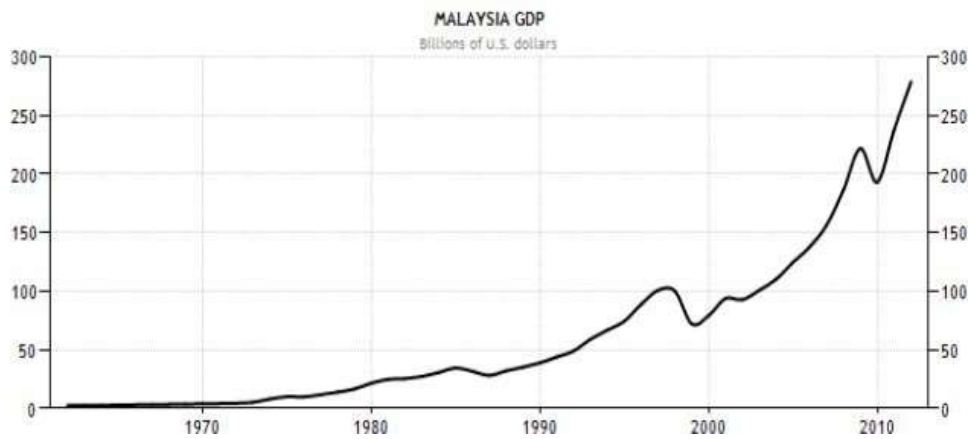
1.1.1 Industry Background

Malaysia is widely regarded as one of the world's leading manufacturers of high-quality latex, rubber gloves, and other rubber-related products. Additionally, it exports latex or rubber goods to a variety of different nations across the world. From the beginning of 2018 through the middle of the year, Malaysian rubber product exports totaled close to 12 billion Malaysian Ringgit (Tan, 2019).

One of the most significant industries in Malaysia is the rubber industry. In the year 2018, it contributed 2.83 billion ringgit to the Gross Domestic Product of Malaysia. Additionally, several rubbers glove manufacturing companies had significant exports to a variety of nations; this not only contributes to a greater GDP for Malaysia but also enhances the country's overall economic development ("Statista Research Department", 2020). The researchers had decided to focus their investigation on the glove manufacturing business in order to hone in on a more precise subset of the rubber manufacturing industry.

From 1960 to 2011, Malaysia's Gross Domestic Product (GDP) averaged 59.9 USD Billion, with a record high of 278.7 USD Billion in December 2011 and a record low of 2.4 USD Billion in December 1961. (Figure 1.1). These numbers demonstrated that Malaysia had the look of a newly founded country. Sadly, Tun Dr Mahathir Mohamad made sense of that a nation was not considered grown basically on the grounds that GDP was high. A created country should have a decent framework, enormous working class great innovative and modern limits, and in particular is the moral, taught and thoroughly prepared work powers (New Straits Times, March 03, 2012).

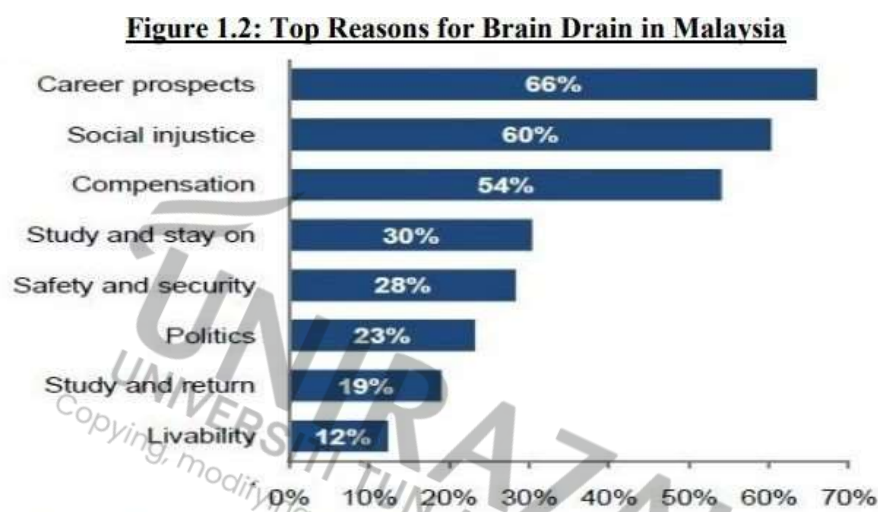
Figure 1.1: Malaysia GDP from year 1961 to year 2011 in Billions of U.S. dollars



Source: Malaysia GDP in Billions of U.S dollars from January, 1961 to December, 2011. (2013, January). Retrieved January 17, 2013, from <http://www.tradingeconomics.com/malaysia/gdp>

Malaysia has been dealing with a significant talent outpouring issue over the last two decades. According to the Global Talent Index (GTI) 2011 study, Malaysia's ranking will fall from three to 39th out of 60 countries by 2015 (Appendix 1.0), reflecting the country's struggle with mind channel and retaining ability. According to the World Bank's research on the country's cerebral channel (Lee, April 28, 2011), the number of Malaysians with university education who relocated to another country has greatly grown in the last 20 years. At the end of the day, two out of every ten Malaysians with higher education choose OECD (Organization for Economic Cooperation and Development) countries or Singapore (Lee, May 02, 2011).

According to the World Bank's study "Malaysia Economic Monitor: Brain Drain," the major three drivers of mind channel were career opportunities, salary, and civil rights (Figure 1.2). Furthermore, according to the Randstad Work Monitor 2012 Quarter 2 report, 62% of Malaysian employees consider decent compensation to be a higher priority than job satisfaction, 42% of Malaysian employees would leave their place of employment if there was no more room for self-development, and 50% of them accept they "work to reside" rather than "live to work."

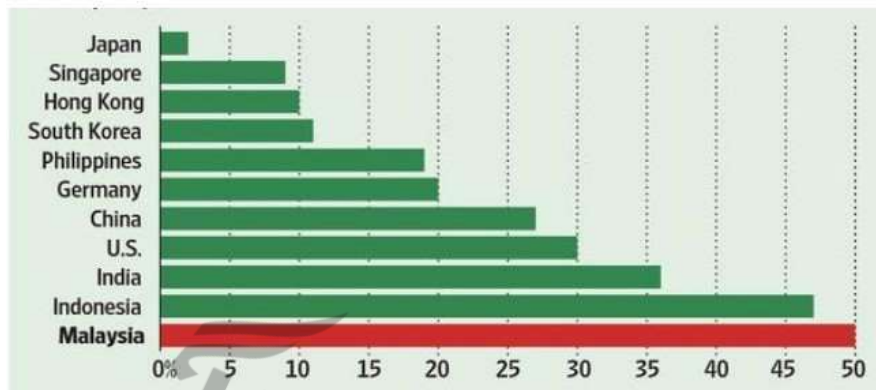


Source: Malaysia Economic Monitor: Brain Drain. (April 28, 2011). The World Bank.

The ability outpouring jeopardises Malaysia's ambition to become a developed top-earning economy by 2020. Four senior World Bank officials added that the outpouring of talent was not being replaced by inflows, harmed the quality of Malaysia's talent base, noting that 60% of migration into Malaysia had only basic training or less, despite the fact that the number of talented ostracises has decreased by 25% since 2004. (Lee, April 28, 2011). Transparency International said that Malaysia rated the worst in the Bribe Payers Survey 2012 in terms of moral behaviour (Figure 1.3). Malaysian groups are deeply committed to topics such as payoff, debasement, and segregation, among others. According to Paul Low, the chief of Transparency International's Malaysian department, Malaysian employees' business mentalities demonstrated that payoff is systematised and basic. These sorts of dishonest labour have a negative influence on employee performance.

As a result, Malaysian enterprises must pay close attention to comprehending and managing moral challenges. This study investigated the impact of moral behaviours of associates and productive leaders on employee organisational commitment.

Figure 1.3: Percentage of companies that say a competitor's bribery has cost them business in year 2012



Source: Lost of Doing Business: Percentage of firms reporting that bribery by a rival cost them business in 2012. Wall Street Journal. Retrieved on the 21st of January, 2013 from <http://www.lipstiq.com/2012/12/12/malaysia-topstransparency-international-bribery-list/>

Individuals are the primary assets of every firm. Employees are a company's responsibility. According to Milliman et al. (2008), how employees feel about their jobs and the outcomes they achieve have a direct impact on an organization's success and stability. The longer a business keeps its employees, the less money it has to spend on training new employees (Saker et al., 2003). As a result, it becomes significantly more critical for Malaysian companies to appreciate the impact on aspects of work happiness and moral behaviours of behaving toward their employee's organisational commitment to keep abilities and increase the quality of Malaysia's expertise foundation.

1.1.2 Challenge Faced by the Industry

The lack of available labour is the primary obstacle that the manufacturing sector must overcome. According to the news reported by Frazee (2018), the National Association of Manufacturers has issued a warning that between 2018 and 2028, there may be a shortage of 2.4 million jobs in the manufacturing sector. In addition, the head of the Federation of Malaysian Manufacturers (FMM), Datuk Soh Tian Lai, said that the sector is suffering from a lack of labour ("The Star Online", 2019).

1.2 Problem Statement:

As a result, are employees committed to the organisation for which they work? Could it be claimed that they are satisfied with their jobs, or that they are looking for something else? Could it be claimed that they are influenced by the moral climate of the organisation? Obviously, no firm could exist without its employees. Employees are the key people who play important roles and make vital commitments to businesses. They also have an influence on the efficiency of the company, which leads to the achievement of the firm's ambitions and objectives. A growing body of research is beginning to look at organisational characteristics that influence overall employee commitment to their firms. There are several studies in the literature that study work satisfaction, organisational commitment, and moral environment. However, very little research has been completed on the link between aspects of job happiness, moral behaviours of acting, and the inhabitants of organisational commitment in the Malaysia environment.

Previous discussions encouraged a succinct review of the existing literature, and the resulting investigation gaps prompted the establishment of the analysis concerns in the analysis research. As a result, the purpose of this research is to understand and dissect the components of job satisfaction and moral behaviours of acting toward organisational commitment for Malaysian employees. The present study's data comes from a sample of 300 full-time Malaysian employees at a rubber glove manufacturing firm.

Job satisfaction in organization is significant for employee prosperity. It is a huge indicator of mental prosperity and a generally recognized develop connected to business related prosperity (Brough and O'Driscoll 2005; Doef and Maes 1999; Ilies and Schwind 2007; Rathi and Rastogi 2008). Murphy and Cooper (2000) find that most of employee's spend somewhere in the range of one and 66% of their waking time in the work environment. In this way, job satisfaction significantly affects employee prosperity in the working environment, as well as at home. Job satisfaction addresses the emotional responses of employee's towards their positions (Parasuraman and Simmers 2001) or employee's good inclination towards their positions. A far reaching meaning of job satisfaction given by Locke (1969) incorporates people's mental, full of feeling and evaluative responses towards their positions. Locke (1969) characterizes job satisfaction as the pleasurable profound state coming about because of accomplishing one's work values, while work failure is an undesirable close to home state coming about because of dissatisfaction in accomplishing one's work values. Herzberg, Mausner and Snyderman (1959) characterize job satisfaction in rubber glove industry and failure as far as motivation and cleanliness factors.

They reason that development, obligation, acknowledgment and accomplishment are among the elements adding to employee's' job satisfaction. In the interim, organization strategy, compensation, and organizations with manager and companions are driving variables to work failure. In evaluating the meanings of job satisfaction, the most far reaching definition, and the one that is generally appropriate for the Malaysian setting, is the definition proposed by Spector (1997: 2), who characterizes job satisfaction as: It is the degree to which individuals like (satisfaction) or aversion (failure) their positions. As it is by and large evaluated, job satisfaction in rubber glove industry is an attitudinal variable. Before, job satisfaction was moved toward by certain analysts according to the viewpoint of need satisfaction that is, whether the work met the employee's physical and mental requirements for the things given by work, like compensation. Anyway this approach has been de- underscored on the grounds that today most analysts will quite often zero in consideration on mental rather on fundamental requirements. Different hypotheses are sent in job satisfaction literature.

For instance, Maslow (1954) recommends that people need to fulfill their essential requirements (food, fabric and asylum) to accomplish the higher necessities in their lives until they accomplish their self-completion. Analysts typically research the variables that are influencing the degree of satisfaction of employee's in view of the hypothesis of need. Under Herzberg's (1968) hypothesis, employee's who are happy with both motivation (i.e., quality of their positions, accomplishment in the work, advancement open doors, and opportunities for self-development and acknowledgment) and cleanliness factors (i.e., organization approaches, management, compensation, relational relations and working circumstances) are fulfilled employee's, while the people who are disappointed with the two variables would bound to be poor performers. The present study looks at the degree of job satisfaction among Malaysian employee's. Besides, the study makes analyses between the degrees of Malaysian job satisfaction and those from recently detailed samples from both the United States and Singapore (Spector and Wimalasiri 1986).

The analysis of Spector and Wimalasiri (1986) is chosen in light of the fact that the Job satisfaction Survey (JSS), which was initially evolved in the US, was then controlled in Singapore, a country which is in close geographic vicinity to Malaysia and offers a comparative history, identity, religion, language and financial turn of events. Albeit the JSS was initially produced for application in human services out in the open and charitable organizations (Spector 1985), Spector (1997) finds the JSS is likewise reasonable for general use and not confined to a particular organizations.

Past Malaysian analyses on job satisfaction utilize instruments like the Job Descriptive Index (JDI) (Smith, Kendall and Hulin 1969) while zeroing in on little and medium businesses and the travel industry (Abdullah et al. 2007; Yew 2007); the Job Diagnostic Survey (Hackman and Oldham 1975) while looking at nursing, private and public areas (Pearson and Chong 1997; Samad 2006; Shamsuri 2004); and the Job Stress Questionnaire comparable to educators (Ahsan, Abdullah, Fie and Alam 2009). Albeit the JDI and JSS are utilized universally for job satisfaction as well as separately aspects, the JDI chiefly focuses on five features (i.e., work, management, pay, colleagues and advancement) (Spector 2008) and a few things may not have any significant bearing to all employee's (Cook et al. 1981).

1.3 Research Objectives

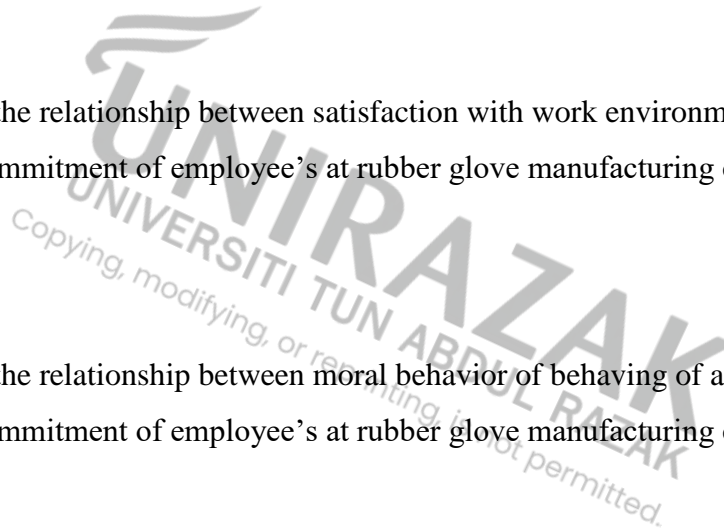
RO1: To look at the relationship between satisfaction with pay and organizational commitment of employee's at rubber glove manufacturing company in Malaysia.

RO2: To look at the relationship between satisfaction with associates and organizational commitment of employee's at rubber glove manufacturing company in Malaysia.

RO3: To look at the relationship between satisfaction with oversight and organizational commitment of employee's at rubber glove manufacturing company in Malaysia.

RO4: To look at the relationship between satisfaction with work environment and organizational commitment of employee's at rubber glove manufacturing company in Malaysia.

RO5: To look at the relationship between moral behavior of behaving of associates and organizational commitment of employee's at rubber glove manufacturing company in Malaysia.



1.4 Research Questions:

RO1: What is the relationship between satisfaction with pay and organizational commitment of employee's at rubber glove manufacturing company in Malaysia?

RO2: What is the relationship between satisfaction with associates and organizational commitment of employee's at rubber glove manufacturing company in Malaysia?

RO3: What is the relationship between satisfaction with oversight and organizational commitment of employee's at rubber glove manufacturing company in Malaysia?

RO4: What is the relationship between satisfaction with work environment and organizational commitment of employee's at rubber glove manufacturing company in Malaysia?

RO5: What is the relationship between moral behavior of behaving of associates and organizational commitment of employee's at rubber glove manufacturing company in Malaysia?

RO6: What is the relationship between moral behavior of behaving of productive leaders and organizational commitment of employee's at rubber glove manufacturing company in Malaysia?

RO6: To look at the relationship between moral behavior of behaving of productive leaders and organizational commitment of employee's at rubber glove manufacturing company in Malaysia?

1.5 Hypotheses of the Study

The following hypotheses had been explored about the relationship of those variables:

Hypothesis 1:

H₀: There is no significant relationship between satisfaction with pay and organizational commitment.

H₁: There is a significant relationship between satisfaction with pay and organizational commitment.

Hypothesis 2:

H₀: There is no significant relationship between satisfaction with associates and organizational commitment.

H₁: There is a significant relationship between satisfaction with associates and organizational commitment.

Hypothesis 3:

H₀: There is no significant relationship satisfaction with oversight and organizational commitment. H₁: There is a significant relationship satisfaction with oversight and organizational commitment.

Hypothesis 4:

H₀: There is no significant relationship between moral behavior of behaving of associates and organizational commitment.

H₁: There is a significant relationship between moral behavior of behaving of associates and organizational commitment.

Hypothesis 5:

H₀: There is no significant relationship between moral behavior of behaving of associates and organizational commitment.

H₁: There is a significant relationship between moral behavior of behaving of associates and organizational commitment.

Hypothesis 6:

H₀: There is no significant relationship between moral behavior of behaving of productive leaders and organizational commitment.

H₁: There is a significant relationship between moral behavior of behaving of productive leaders and organizational commitment

1.6 Significance of study:

This research study is essential because it provides a better understanding of the elements that impact job satisfaction at a Malaysian glove manufacturing firm. It provides insight into the most important aspect influencing job satisfaction in a glove manufacturing firm. This study, however, may assist other businesses in addition to the glove manufacturing company. The motivation behind this analysis is to look at Malaysia employee's organizational commitment concerning aspects of occupation job satisfaction and moral behaviors of behaving. The researcher trusts that this study will add to various advantages as far as hypothetical, the board as well as scholarly viewpoints. As far as hypothetical, this exploration would assist others with demonstrating the legitimacy of a few hypotheses and furthermore support related future analysis, creates smart thoughts and furthermore gives better figuring out on related research regions. This study could likewise uphold the executives with data in regards to the effect on aspects of job satisfaction and moral behaviors of behaving toward employee's organizational commitment.

Consequently, by extending the comprehension on the impact that apparent moral environment has on organizational commitment and job satisfaction of full-time Malaysian employee's could all the more likely comprehend the effect their administrative choices have on the drawn out reasonability of the organizations. By and by, this exploration study will help different understudies to figure out the relationship between features of job satisfaction and moral behaviors of behaving toward organizational commitment. It very well may be a rule or reference for different specialists who are intrigued to concentrate on the relationship between factors on related research regions.

This study helps the organisation identify the most critical element affecting worker happiness and enhance incentives systems. The corporation may learn about its staff. Job satisfaction in a business affects employee performance. As workers are motivated, they will work harder to fulfil their objectives, visions, goals, and improve corporate profitability. Job satisfaction may enhance the power of performance.

1.7 Chapter Layout:

This study will be comprised on total 5 chapters in which chapter 1 will be the introduction chapter, chapter 2 will be the literature study, chapter 3 will be the research methodology, chapter 4 will be the results analysis and discussion and chapter 5 will be the conclusion and recommendations.

Chapter 1: Introduction

This chapter discusses the research background, problem statement, research objectives, research questions, hypotheses, importance of the study, chapter arrangement, and conclusion.

Chapter 2: Literature Review

This chapter discusses the underlying theory, a review of the literature, the appropriate theoretical framework and model, the suggested research conceptual framework, and the formulation of hypotheses.

Chapter 3: Research Methodology

The following topics have been covered: study design, data collecting methods, sample design, research instrument, measurement scales, data processing, and data analysis.

Chapter 4: Research Results

The survey was carried out using Google Forms. The acquired data will be analysed using SPSS (Version 29), and the findings will be explained.

Chapter 5: Conclusion and Discussion

This chapter will outline all of the conclusions and findings. Furthermore, theoretical and managerial implications, limits of this study, and recommendations for future research will be presented.

1.8 Conclusion

In conclusion, this chapter has examined the format of the study as well as the research backdrop, including the relevance of a glove manufacturing firm in Malaysia placing an emphasis on employee happiness in their jobs. After that, the description of the issue was discussed, and hypotheses, independent variables, and dependent variables were organised.


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CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

In a perfect world, all organizations need to enroll employee's who might connect entirely mentally as well as genuinely to the particular organization. Employee's are frequently inspired and affected to continually develop commitment and remain faithfulness towards the organization, nonetheless, the truth isn't what it appears to be nowadays. Employee disposition, conduct, and discernment have significantly progressed in the twenty-first century as a result of several factors, resulting in uncertain corporate commitment. In this study, two aspects are analysed that are somewhat to significantly important in terms of organisational commitment.

They are job satisfaction and moral behavior of behaving. Inside each aspect comprise a few particular variables. In part two, we conduct a thorough review of relevant publications, diaries, and related prior investigation from auxiliary sources in order to investigate and research the factors of work satisfaction and moral behaviour when it comes to organisational commitment. Nothing is more important than emphasising the Malaysian employee's degree of organisational devotion. The expectation of the literature review is to provide a reliable viewpoint and the basic framework for the investigation.

2.1 Organizational Commitment

Various specialists refer to organisational commitment in broad terms. According to Kouvonen et al. (2006), organisational commitment refers to an individual's willingness to offer their efforts and dedication to the company. The organisational commitment examined the employees' relationship, dedication, and loyalty to the organisation. It is associated with certain people's awareness of their organisation. According to Mowday et al., (1982), organisational commitment is distinguished by three characteristics: (1) a strong desire to remain an individual from the organisation; (2) a strong belief in and recognition of the qualities and objectives of the organisation; and (3) the ability to

exert significant effort for the benefit of the organisation. O'Reilly and Chatman (1986) classified commitment into distinct bases (components of commitment) that provide relationships different focuses. Mowday et al. (1974) defined commitment in three ways: commitment-related behaviours, attitudinal commitment, and steadfast loyalty to the organisation.

Commitment related ways of behaving address the habits in the organization where people do without elective strategies and decide to connect themselves to the organization. Attitudinal commitment typically includes a business relationship and is distinguished by three characteristics: beneficial impact for the organisation, recognisable proof with the organisation, and a willingness to expend effort for the organisation (Jaussi, 2007). Steadfastness to the organisation is a relationship state perceived by an organisational part as a sense of dedication and dependability (Fletcher, 1993). According to continuing research, there are two distinct components of commitment: length commitment with a limited number of options and continuation commitment with a large sacrifice of one's own objectives (Hackett, Bycio, and Hausdorf, 1994).

Long-term commitment may be defined as the tendency to continue with one's devotion to an organisation notwithstanding personal costs associated with quitting and a lack of obvious changing options. According to the major component, employees opt to stay with the company since there are no opportunities for them to work for other companies. The final four behaviour or mental requirements for individual penances are consistent with the main component of duration commitment.

The next point is that employees demonstrated their commitment to an organisation despite the high costs associated with quitting (Wallace, 1995). This is because individuals are believed to stay in an organisation for the sake of receiving external benefits and pursuing collective objectives. Duration commitment is therefore brought closer in accordance with this calculative viewpoint (Finegan, 2000). Organizational commitment also has certain effects on how employees behave, including retention, involvement, and effectiveness. Once more, when employees are focused on an organisation, they exhibit good behaviours. The following are examples of good behaviour: increasing steadfastness, supporting likelihood of retention and productivity (Bloemer and OdekerkenSchroder, 2006).

2.2 Job satisfaction

In order to compete in Malaysia's diverse rubber manufacturing industries, the corporation must inspire its employees to put in rigorous labour. When people are motivated and content, they will generate innovative ideas and goods. Consequently, the company's image will be enhanced by their attitudes and experiences. Malaysia is home to numerous glove and rubber manufacturing companies, including Top Glove Corporation Berhad, Rubberex Corporation (M) Berhad, Kossan Rubber Industries Bhd, and Hartalega Holdings Bhd (Liew, 2019). In 2018, these four companies produced exceptional results.

The employee's optimistic and pessimistic tendencies toward their employment are considered indicators of job satisfaction. Additionally, it refers to the extent of a favourable local response to the job that results from an employee's assessment of the job as fulfilling or consistent with the person's beliefs. Januarysen (2001). Furthermore, specialists accepted that the work qualities and individuals' needs are genuinely steady as there is much of the time express or implied dependence upon Maslow's progressive system of necessities (Locke, 1976). Be that as it may, there has been minimal observational check of a progressive system if needs among people (Hopkins, 1983). In the end, job satisfaction is a study of an employee's decisions regarding their workforce support, whether to continue working at a certain job or stop, and how much work to add to their current workload. Job satisfaction is consistently guaranteed to be the most crucial and frequently focused on factor in the organisational behaviour climate, according to Mitchell and Lason (1987). For instance, the Job Diagnostic Survey by Hackman and Oldham (1975), which maintains that job satisfaction is linked to five central factors, including independence, expertise collection task character, task importance, and criticism from the actual gig as well as two advantageous factors, including managing others, has shown that these factors are also related to job satisfaction.

The Job Descriptive Index, developed by Smith et al., is another often engaged component of job satisfaction (1969). In order to categorise the overall percentage of job satisfaction, it divided it into contentment with management, satisfaction with associates, compensation, satisfaction with work, and progression. According to Luthans (1998), work satisfaction is influenced by three key factors, which are as follows: (1) Job satisfaction is a close to home 19

reaction to a task circumstance;

(2) Job satisfaction not entirely set in stone by how well result meet or surpass assumptions;

(3) Job satisfaction addresses a few related perspectives which are significant qualities of a task about which individuals have successful reaction. By and large, past analyses contended that job satisfaction is complex. The work setting is seen overall of various essential parts which individual might be either fulfilled or disappointed. In light of the past analyses, we presumed that by estimating the various components of job satisfaction have straightforwardly permits an organization to find the particular pain points and provide researchers with various experiences into specific parts of the work market.

Then, it is consistently conceivable to accumulate the various parts of job satisfaction into a general proportion of job satisfaction; be that as it may, it is preposterous to expect to work in a converse heading if by some stroke of good luck by and large job satisfaction is estimated. Performance effort has also been linked to job satisfaction (Apostle et al., 1985). A Leach-directed research from 1998 revealed that motivation control has a negative influence on deal performance. Additionally, work satisfaction increased in tandem with improved performance. The majority of intentional turnover models assume that work failure is the primary cause of high turnover.

Several studies have demonstrated the inverse association between work satisfaction and employee turnover (Locke, 1969; Mobley, 1977; Vroom, 1964). As per Mobley (1977), employee's will generally investigate elective work open doors, assess the simplicity of development to these new business open doors, lastly genuine turnover while employee's having their work failure. Consequently, the turnover's customary reasonable methodology which sees willful division as a result of low job satisfaction joined with elective work market potential open doors that are

Employee's are a company's most valuable asset; therefore, job satisfaction is essential to achieving business objectives. Employee's that are motivated to do their jobs effectively will not only perform better but also be more effective and efficient in their work, which will lead to an improvement in the company's production and profitability. A firm that has employee's that are motivated and optimistic will have a better culture, which will influence the employee's to be loyal to the company, which will lessen the intention of employee's leaving the company, in addition to the company having the potential to have a better reputation. As a consequence of this, the researchers have an interest in determining the elements that determine the level of job satisfaction at a glove manufacturing company in Malaysia.



2.3 Moral Behavior

According to Webber (2007), morals are the systematisation and application of values, whereas values speak to accepted norms. These attributes are then systematised into the collective standards that are refined by the staff. There are many different types of settings that may be found inside the workplace in an organisational context, such as those for local area administration, health consistency, and growth. Later, Victor and Cullen (1988) introduced the moral environment, a more modern type of organisational environment. The moral climate of an organisation refers to the perceived morally appropriate behaviours and how problems relating to behaviours that differ from those norms are handled in the organisation. Therefore, the environment might generally be defined as the organization's culture in laying out principles and morals, which are essential for supporting strong employee confidence and teamwork in achieving corporate goals.

An organisational setting where employees exercise moral conduct is one that reflects organisational approaches, strategies, and practises that have moral effects (Cullen et al., 2003). Additionally, Posner and Schmidt (1993) argued that employee opinions on their jobs and moral behaviour take precedence over clarity regarding organisational characteristics. Overall, moral conduct implies an effective application of an organization's principles that shapes into the accepted norms that members of the organisation construct (Webber, 2007). In relation to this examination, ethical behaviour of collaborators and productive administrators will be taken into consideration.

2.3 Dimensions of Job satisfaction

2.3.1 Satisfaction with Pay

Pay satisfaction may be seen as the people' overall assessment of positive or pessimistic influence (or sentiment) toward their remuneration from their work environment, according to Miceli and Lane (1991). Officially, "pay" alludes to all types of pay which advanced from both direct money installments (e.g., pay) and aberrant noncash installments (e.g., benefits). Expectedly, a controlled course of organization's pay framework and how much increases in salary additionally straightforwardly effect on pay satisfaction. Several scholars have suggested that a multifaceted definition of pay satisfaction should be used to divide the vast meaning of pay satisfaction (Heneman, 1985; Judge, 1993; Scarpello et al., 1988). It was clear from this that researchers needed to examine and deconstruct the component of pay satisfaction separately. According to Heneman and Schwab (1985), there are five factors that should be considered when analysing compensation: pay level, pay increment, pay structure, employee benefits, and pay organisation. According to Dreher et al. (1988), an employee's assumption refers to the connection between compensation and productivity, which is indirectly influenced by attitudes toward pay.

2.4 Dimensions of Job satisfaction

2.4.1 Satisfaction with Pay

As indicated by Miceli and Lane (1991), pay satisfaction can be made sense of as the individuals' by and large measure of good or pessimistic effect (or feeling) toward their compensation from their work environment. Officially, "pay" alludes to all types of pay which advanced from both direct money installments (e.g., pay) and aberrant noncash installments (e.g., benefits).

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In view of Dreher et al., (1988), employee's assumption alludes to the relationship among remuneration and work results which is in a roundabout way impacted by attitudinal responses to pay. Therefore, it may be concluded that pay satisfaction is a necessary but insufficient condition for an organisation to achieve the goals of its pay structure, such as job satisfaction and retention. If this affects how employees view their compensation, it may have an effect on their degree of pay satisfaction. The reason being that by focusing on other factors that contribute to job happiness, such as contentment with coworkers or supervisors, firms may almost likely influence more forerunners of pay satisfaction.

The basic variable of pay level satisfaction, as suggested by the disparity hypothesis (Lawler, 1971; 1981), is the discrepancy between the amount of compensation that should have been received and the amount that was actually received. When the apparent pay that should be received and the actual pay received are equal, employees will be delighted with their pay. On the other hand, if the perceived amount of pay warranted is greater than the amount received as predicted by the theory, employees will be dissatisfied with their remuneration. Additionally, businesses' pay policies should relate to their staff members' happiness with their pay levels (Dyer and Theriault, 1976). Performance-based employees may recognise that their compensation structure, such as salary increases, is obligated to value their accomplishments (Heneman et al., 1988).

2.4.2 Satisfaction with Employee's

As per Blustein (2006); Fine (1983); and Freud (1930), work is the area where people burn through 33% to one portion of their lives hence work is an essential part of the general personal satisfaction. Regularly, it is normal that employee's would expect to have satisfaction in their work lives particularly satisfaction with associates whom they invest the majority of the energy with. Job satisfaction increment when employee's get sufficient collaborators support. Associates support is the instrumental and basic encouragement got from employee's at work (Karasek and Theorell, 1990). Relational relationships in working environment have an extraordinary effect toward employee's in general job satisfaction in organization, which add to delight in employee's work. At the end of the day, unfortunate relationships at work might add to failure with and wretchedness in employee's work. As per Blustein (2006), relational relationships at working environment straightforwardly impact employee's job satisfaction, which is the fundamental benefactor of life satisfaction and mental prosperity. Furthermore, the researcher additionally featured that organizations with others is humans key need particularly in the working environment where this need can be met.

The arrangement of help is probably going to be more successful when employee's got it from individuals who are like the help beneficiaries and who share comparative pressure encounters (Thoits, 1983). In this specific situation, associates who share normal work encounters and comparative obligations can frequently increment employee's everyday encouragement (giving positive collaborations and trust toward one another) and instrumental help (offering common help to achieve work errands) (Karasek and Theorell, 1990). In light of Vredenburg et al., (1999), social help from collaborators, including managers, which may not be as simple to stop by for somebody in confidential practice, is the fundamental pointers in anticipating employee's burnout in work environment other than independence and pay satisfaction. Social help from collaborators being distinguished as a significant indicator of job satisfaction, saw pressure and saw probability of leaving the organization (Hatton and Emerson, 1993).

2.4.3 Satisfaction with Supervision

Over the past ten years, a number of issues with the corporate environment have made it inevitable that managers regularly treat their subordinates in an unanticipated manner, creating a relationship that affects their overall job satisfaction and commitment to the company. As a result, the concept of pioneer part trade (LMX) in the corporate environment has been a heavily researched and debated topic (Harris and Eplion, 2007; Lian et al., 2007; Rosen et al., 2006). LMX has been described as the one-on-one interaction between a superior and a subordinate in the workplace. Pioneer part trade theory aims to assess each relationship's quality and its implications for organisational outcomes over time (Lussier and Achua, 2004). Given the growing number of workers who are dissatisfied with their continuous employment, understanding these connections is essential. Organizations are given the opportunity to lower their turnover rate by recognising these links (Lussier and Achua, 2004). According to Williams (2002), the main reason people leave their companies is because their managers don't treat them well. Another investigation research revealed that those who remain in their positions while working for bad supervisors would typically have poorer job satisfaction, lesser organisational commitment, more work-family conflict, and mental health issues (Tepper, 2000).

By implication, this claim has suggested the need for more investigation and focus in the area of LMX and employee work satisfaction. Although the concept of pioneer part-time work has been thoroughly researched by many experts, very few evaluations have been conducted to determine the trustworthy outcomes with regard to its impact on employees, their job satisfaction, and turnover. Turnover experts have asserted that management has a crucial role in decisions about employee turnover, both academically and professionally (Morrow et al., 2005). With this in mind, it is easy to see how administrative ties might cause employees to feel less obligated to or satisfied with their jobs. According to the LMX theory, Morrow et al. (2005) also said that a manager's and an employee's connection fosters cross- functional trades between the two. These connections can be classified as excellent or "great" (i.e., displaying esteem, loyalty, and trust) or awful or "bad" (i.e., reflecting doubt, low regard, and an absence of steadfastness).

2.4.4 Satisfaction with Work

According to Vogel (1963), commitment is particularly controlled in the Japanese labour force, not because of their administration styles or organisational designs that effectively move them, but rather because hard work and commitment to the organisation are linked with important Japanese characteristics that foster an individual's contribution to the collective. All the more definitively, in the event that the work environment is a constituent of the expert local area, offers proficient professional success open doors, advances proficient independence, and supports esteems that are lined up with the calling. Organizations might carry out specific administration rehearses in endeavor to change the work relationship into an "wrapping, shared and amicable reliance between the organization and its employee's" (Lincoln and Kalleberg, 1985) that sustain dependence, commitment, and organizational dedication among its staff. According to Lincoln and Kalleberg (1985), organisational control is closely connected to employee job satisfaction and overall organisational commitment. The researchers identified four ideal controls that organisations should use to produce more work commitment and happiness..

These include: (1) Socializing, which allows staff members to express themselves and lay out their organisation within a stable corporate culture that fosters expressive social ties between partners outside of the workplace; (2) Decentralization in navigation, where the feeling of independence and designation force of employees in the work flow are laid out in the organisation; (3) Structural separation, where individual versatility and vocations progress in the organisational through professional success along inner work stepping stools; (4) Formalization and authenticity, which refers to how holy requests are upheld via the intentional design of norms and mechanisms to enhance employee government support while also demonstrating promises. According to Mowday et al. (1982), the phrase "job-related" refers to a group of tasks that may have an impact on an employee's loyalty to the company. There are three components to this task: the degree of challenge, the difficulty, and the unpredictability of the labour. According to two distinct investigations, the difficulty at work is predicted to be inversely related to dedication (Mathieu, 1990; Morris and Sherman, 1981).

In a different study, Angle and Perry (1981) found a strong inverse link between job insecurity and organisational commitment. According to Mathieu (1990), task overload is inversely related to employee commitment in several important areas of strength. Meyer, Allen, and Smith (1993) claim that job development leads in increased commitment and lower turnover and non-appearance by giving employees greater autonomy and advancement in their work arrangements. According to the experts, if an employee's job scope expands or changes due to a work revolution, their degree of dedication will correspondingly increase. Five builds make up the work qualities listed by Hackman and Oldham (1975). They are: (1) Task importance refers to the scope of a task's impact over an individual inside an organisation as well as the broader public; (2) Task character refers to the scope of a task's contribution to the completion of an overall observable outcome; (3) Skill collection describes the degree of an employment's requirement for the use of a variety of skills; (4) Autonomy refers to the degree of an occupation that gives employees the discretion to choose how tasks are to be completed; (5) Feedback is a mechanism for measuring how well an individual understands the facts, assessment, and analysis surrounding their performance after completing a task at work.

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2.5 Moral Behavior of Employee's

Employee's activities have been connected with individual-level results in work environment (Barnard, 1938; Roethlisberger and Dickson, 1939). Few historical assessments have suggested a connection between an employee's matter, support, moral or dishonest action, and their coworkers' burnout, stress, actual strains, and moral stance (Beehr et al., 2000; Halbesleben, 2006; Viswesvaran et al., 1999). Therefore, it makes sense to say that an employee's actions influence certain job outcomes, such as the mentalities of their coworkers, their learning, and their moral or dishonest behaviour (Hackman, 1992). According to the social data handling theory, the collaborator is a key source of information on the immediate social environment of an employee.. The reasons being is on the grounds that (1) Employee's are unavoidable: when their associates are searching for data on the most proficient method to finish the work, collaborators are the most prompt source; (2) Employee's are persuasive: expanded dependence on work bunches makes colleague trades compelling and hence less autonomous while taking care of business (Parker, 2007); (3) Employee's are imparted regularly; because of time imperatives, range of control of the last option, closeness and remarkable quality of the previous, communications with associates are more successive than with chiefs (Cole et al., 2002).

Consequently, employee's moral behaviors of behaving act as a significant model of employee's mentalities and ways of behaving toward their translations on moral or deceptive ways of behaving (Salancik and Pfeffer, 1978). As per Caplan (1974); Bruk-Lee and Spector (2006), colleagues arraign in both negative (opposition) and positive (support) ways of behaving. Then, the "Terrible is more grounded than great" standards (Baumeister et al., 2001) additionally proposed that job satisfaction is decline as a result of their employee's negative or exploitative ways of behaving; expansion in job satisfaction driven by sure or moral behaviors of behaving. Moreover, Festinger (1954) has guaranteed that social environment's data is obvious and especially relevant while the getting employee accepts the singular sources as basically the same as oneself. Researcher additionally contended that on the off chance that data from formal channels is unsure, unstructured or missing, employee's will begin to depend on the social climate to acquire understandings. Subsequently, employee's understandings can be impacted by the perspectives and ways of behaving of those colleagues whom they see as like themselves.

2.6 Moral Behavior of Productive Leaders

Factors like social, relational, and organizational environment have been connected to the different of work environment ways of behaving. As indicated by Appelbaum et al., (2007), greater part specialists have presumed that the main giver for the event of various work environment ways of behaving is the clashing insight, by means of various good samples, that their ways of behaving are upheld by the organization. Consequently, the different positive or negative work environment ways of behaving which in a roundabout way carry critical effect on the organizational commitment are connected to either consistent or rebellious way of behaving; social dynamic or standoffish way of behaving; and moral behavior of behaving or organizational bad conduct (Peterson, 2002). Trevino (1986) additionally guaranteed the mentality and conduct of the organizational enrollment is impacted by both situational and organizational elements. For this situation, the super organizational element which contributed a moral employee conduct is very relies upon their managers' organizational way of behaving (Peterson, 2002).

Organization's chiefs are liable for laying out the vision, mission, objectives, values and standards of their organization. Hence, it is vital to take note of the job that director play inside the organizational environment. Brown et al., (2005) characterized moral initiative as the exhibition of proper direct through relational relationships and individual activities. At the end of the day, authority implies the capacity to impact others (Maxwell, 2005). In this manner, directors should be considered a dependable, alluring, reliable, and genuine good sample to impact their supporters. Moral behavior of behaving of chief is progressively vital to stay away from moral embarrassments where questions have been raised regarding the effect directors have on giving moral direction. The analysis of moral initiative is shaped upon the social learning's establishment. In view of Brown and Gray (2004), social getting the hang of alluding supervisors could impact the moral behavior of behaving of others through demonstrating. To put it plainly, it is managers obligation to show the moral conduct they need structure devotees which will then, at that point, added to more elevated level of organizational commitment. Wimbush and Shepard (1994) suggested that employee's will more often than not follow their managers' conduct since bosses consider the subordinates responsible for their activities. Directors become a basic determinant of how organizational strategies are seen all through the whole organization. Thus, when assumptions and

arrangements are miscommunicated, the different environment types start to arise lastly lead to bring down organization commitment. Also, as indicated by Brown and Gray (2004), the right sort of private characteristics, for sample, managers' dependability isn't sufficient to lay out trust inside an organization system. Managers' genuine power which shows up with their situation as well as their capacity to designate and control organization's assets have given to a fair treatment. One method for completing the fair treatment for employee's is through the idea of moral stewardship.

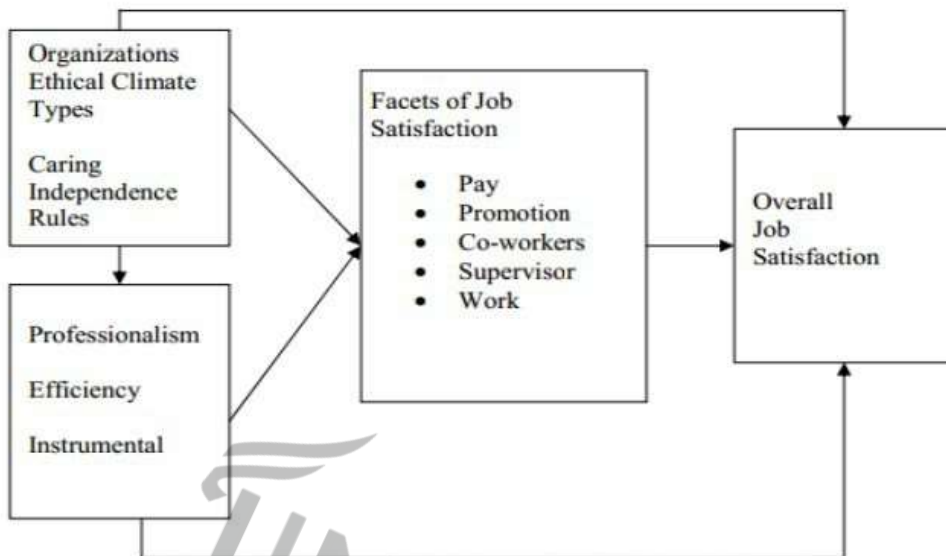
Caldwell et al., (2010) referenced moral stewardship is rearranged as "a more significant level obligation of administration wherein the motivations of the supervisor depend on supportive of organizational as opposed to personal circumstance conduct". Consequently, chiefs should do their obligation (for sample distribute assets, give satisfactory training and formative open doors) in a chivalrous and fair way. At the point when employee's are being treated with deference and decency, their commitment toward the organization is fortified. Furthermore, McFall (1987) likewise showed that directors need to apply moral standard to upgrade trust. The degree to which the legal administrator has areas of strength for an of equity, the consistency of the trustee's past activities, the conviction that the legal administrator has areas of strength for an of equity, and the degree to which the trustee's activities are viable with their words are a few issues that are related to how the trustee's (chief) respectability is judged (Mayer et al., 1995). According to Lieberman (1981), respectability is a key element of trust; reliability is evaluated based on the perceived level of honesty that records exhibit. Therefore, managers' moral behaviour inside the organisation is quite important to gain legitimacy within the organisation.

2.7 Study of Relevant Theoretical Models

Beneath audit hypothetical structure (Figure 2.1) is taken on from Okpara (2002). The system showed that pertinent hypothetical model that act as starting point for the proposed applied structure. This study depends on the mental disharmony hypothesis created by Festinger in 1942. Festinger (1942) suggested that individuals will attempt to limit cacophony in their current circumstance, and the presence of discord brings about failure and pain with everything going on. This hypothesis is appropriate to organizational setting. For instance, employee's who experience less troubled with their work will encounter more prominent job satisfaction, while employee's who experience persistent discord in their work

environment will encounter disappointed with their positions.

Figure 2.1: Theoretical Model of the Influence of Ethical Climate Types on Job Satisfaction of IT Managers: Implications for Management Practice and Development in a Developing Economy



Source: Okpara, J. O. (2002). The Influence of Ethical Climate Types on Job Satisfaction of IT Managers: Implications for Management Practice and

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According to Schwepker (1999), employees anticipate that their moral worth framework and the moral environment of their employers would be consistent. Koh and Boo (2001) also suggested that discord will occur if an employee practises moral conduct or makes an effort to uphold this moral standard in their workplace. However, if this employee realised there was little to no support from upper management for their moral conduct or that there was little to no connection between their moral behaviour and their profession, there would be discord and work failure. A few research findings have established that, among other work issues, a lack of moral compatibility between a business and its employees might result in work failure (Sims and Kroeck, 1994; Viswesvaran and Deshpande, 1996; Schwepker, 1999). In conclusion, when there is a moral match between the employee's and their organisations, there is a natural positive association between the morals of the organisations and job happiness. Overall, it is expected that a higher level of organisational morale would be associated with a higher degree of work satisfaction.

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2.8 Hypotheses Development:

H1: Malaysian employees' commitment to their organisations would be significantly impacted by their pay satisfaction. The goal of the employee to remain with the business serves as the foundation for organisational commitment (Meyer and Allen, 1991). Numerous research have shown a negative correlation between turnover rate and pay satisfaction (Jaros, 1997; Mathieu and Zajac, 1990; Meyer et al., 1974). Williams and Hazer (1986) also suggested that organisational commitment be strongly associated with pay satisfaction as a goal. At initially, the concept of equity was used to assess how committed employees were to the amount of compensation provided (Adam, 1965). In recent years, a growing body of modern research has used Adam's value hypothesis to study the technique for controlling the portioning process. According to Cox (2000), an optimistic perspective of the distribution cycle has a fundamental impact on organisational commitment.

Scandura and Lankau (1997) additionally exhibited that apparent value brought about higher obligation to the organization. However, Townsend and Patridge have shown a reduced perception of pay satisfaction for workers hired under a lower pay scale than current specialists (1999). It seems that employee benefits and pay level satisfaction are closely related to organisational structure and have immaterial features for the organisation. Business and work happiness can both increase with a sense of pay value (Ago et al., 1993; Witt and Nye, 1992; Berg, 1991), and contentment with the organisation can lead to a higher degree of organisational commitment (Alexander and Ruderman, 1987; Ronen, 1986). Analysts also acknowledged the link between an employee's personal accounting records and job outcomes. In view of Family and Work Institute (1997), issues in employee's regular routines influence their mental states and conduct at working environment.

To put it plainly, financial concerns spill over into employee's obligation at the organization. Brown (1993) asserted that 10% of all employee's experience financial troubles, which, thus, influence their organizational commitment. Then again, Garman, Leech and Grable (1996), additionally assessed that around 15% of the employee's in the United States are encountering individual financial issues that influence their commitment in working environment. Joo (1998)

recommended that a more significant level of financial prosperity was straightforwardly connected with better performance evaluations and organizational commitment, less non-attendance, as well as less work time misfortune. A few hypothetical models like Lawler (1971) and Deckop (1992) are by and large in view of the idea that pay satisfaction has an immediate impact over organizational commitment.

However, results from a few studies have shown how pay satisfaction can affect truancy, extra- and intra-job behaviour, staff turnover, work and job satisfaction, and work and job satisfaction (Summers and Hendrix, 1991; Reid and McGhan, 1987). These findings support the notion that pay satisfaction can influence these behaviours (Weiner, 1980). The influence of employee benefit satisfaction is another area where there aren't many research done (circuitous noncash installment). The two assessments agree that an employee's commitment may be significantly impacted by how satisfied they are with their benefits (Covin et al., 1993; Carraher et al., 1992). In this approach, the analyst prompted the idea that organisational commitment in Malaysia will be significantly impacted by pay satisfaction. H2: Job Satisfaction with collaborators will essentially influence organizational commitment of Malaysian employee's. There have been many analysis of job satisfaction in various work types from different ventures that guaranteed that satisfaction with employee's relationships at working environment is a fundamentally influence the job satisfaction and in this manner influence the generally speaking organizational commitment.

Employee's viewpoints in regards to the quality of relational relationship with colleagues have been decidedly corresponded with by and large job satisfaction among the experts in worldwide enterprises (Raabe and Beehr, 2003); assembly line laborers in Mexico (Peterson, Puia, and Suess, 2003); employee's of little organization (Riordan and Griffeth, 1995); regular laborers in work groups (Hodson, 1997); staff at instructive industry (Paoline et al., 2006); kid care laborers (Jorde- Bloom, 1988); and numerous different experts and average people in different ventures (Morgeson and Humphrey, 2006). Besides, an exploration led by Joplin, Nelson, and Quick (1997) has guaranteed that social help from colleagues was fundamentally contributed adverse consequence in connected with counter-reliance and proposed positive effect in connected with over-reliance. Findings from this study have inferred that when employee's recognized their collaborators to be the sources of social help at work environment, their mental and actual trouble side effects were lower.

Moreover, Harmer and Findlay (2005) have likewise analyzed the relationship between work environment fellowship and job satisfaction in the organization. The researchers noticed that there will be an motivation for employee's assuming positive social organizations are laid out in the work environment. Consequently, these relational relationships among colleagues were utilized in analyzing position satisfaction in rubber glove manufacturing company and organizational commitment. As indicated by Caplan et al., (1975), satisfaction of colleagues can be upgraded through both business related undertakings and social consistent reassurance all through the functioning day. Lee and Ashforth (1996) have found that employee's depersonalization was adversely related with job satisfaction.

Their findings proposed employee's who had social help from colleagues and independence from managers were more averse to encounter work failure. Researchers likewise detailed that when administration laborers feel pressure and the workplace has no satisfactory daily reassurance, then the specialists might start limiting any organization with the gig, unknowingly, the degree of organizational commitment has become endlessly lower. As a result, the analyst proposed the theory that organisational commitment in Malaysia will be significantly impacted by employee happiness. H3: The level of organisational commitment among Malaysian employees would largely depend on their satisfaction with the management. According to Spinelli and Canavos (2000), giving employees the chance to participate in navigation, have comparable training opportunities available to them, receive comparable benefits, and receive prompt responses from their local managers can significantly increase their satisfaction with their supervision. Similarly, Brown and Peterson (1993) found that how employees are treated by their superiors has a significant impact on their overall work satisfaction.

In a different unusual situation, Shaw (1999) ensured that there is a reverse link between an employee's work happiness and their control over and organisational dedication. In the following, Mobley (1997) argued that an organization's high turnover rate will be directly caused by its close management. Since the Hawthorne processing plant research was conducted in 1930, it has been suggested (Vroom, 1964) that overall work satisfaction has been significantly influenced by employee contentment with management (Cunningham and MacGregor, 2000; Schyns and Croon, 2006). In any event, organisational analysis has demonstrated that various administrative behaviours contribute to an environment that is favourable for the majority of job performance.

This is supported by a hypothesis that states that supervision and work pressure have an influence on organisational commitment as a mediating variable, which in turn has an impact on the inside help quality of a protection dealing force (Christo and Gerhard, 1995). As per Yukl (1981), authority management has gotten significant exact consideration in industry and organizational brain research alluding to subordinate occupation related results. Boss must give management over subordinates' job explanation, plan developments, coordination, issue arrangement, and dealing with reprimands and tension for them to perform better. Oversight ought to likewise be as far as strong, agreeable, accommodating, advances open correspondence and perceive their commitment. Administrative variables comprehensive of inception of construction and thought. Both would ultimately prompt job pressure, for sample, job vagueness and job struggle.

In the end, it would bring about organizational commitment (Ramaswami, Agarwal, and Bhargava, 1993). As a result, experts suggested that organisational commitment in Malaysia will be significantly impacted by management satisfaction. H4: Employee engagement to the organisation in Malaysia would be significantly influenced by job satisfaction at work. Adam Smith acknowledged in *The Division of Labor in Society* that individuals "who might throughout their life play out similar number of fundamental tasks repeatedly" may have emotional well-being weaknesses. From that point forward, social researchers have reported that unfortunate workplaces can increment stress, dissolve wellbeing (Kahn et al., 1982) and significantly affect mental working (Kohn and Schooler, 1973) by which every one of these may devalue organizational commitment.

Besides, Loscocco and Spitze (1990) guaranteed that the capability of work to influence laborers' prosperity has suggestions for their degrees of efficiency, capacity to work as residents, and weakness to illness; accordingly it has significant ramifications for both society and the person. Given the results of work characteristics for stress and wellbeing, it is viewed as the manners in which that particular work characteristics influence emotional well-being and mental sentiments towards the organization. Different researchers fight that the quality of the work job is a more basic component (Barnett et al., 1992). Independent positions permit people to go with additional choices all alone, control the speed of their work, and have more opportunity (Schwalbe, 1985). Also, testing and non-routine work might be related with word related jobs in which people have more noteworthy self-directedness, power, and control (Kohn and Schooler, 1973). Work jobs

permit people to experience and communicate their own qualities and objectives and gain individual and social prizes (Pearlin, 1983).

Thus, researcher prompted the hypothesis of satisfaction with work will altogether influence organizational commitment of Malaysian employee's. H5: Moral behavior of behaving of collaborators will essentially influence organizational commitment of Malaysian employee's. O'Fallon and Butterfield (2005) recommended that friend effect on moral conduct will essentially affect on employee's organizational commitment. Besides, O'Fallon and Butterfield (2005) referenced that colleagues frequently act as good samples for other people and their activities will be trailed by those recently joined employee's. Accordingly, this will make standards for the work environment. This is reliable to the social learning hypothesis which recommended that individuals learn new way of behaving through noticing firmly related people's ways of behaving who encompassing them (Bandura, 1977). In the interim, differential affiliation hypothesis communicated the moral behavior of behaving or dishonest conduct direct of a particular reference bunch essentially affects a person's moral behavior of behaving (Ferrell and Gresham, 1985).

These two hypotheses have confirmed the substantial relationship between employee's moral behavior of behaving and organizational commitment. As indicated by Kish-Gephart et al. (2010) and Treviño, (1986), parts of the organizational climate, including moral codes, organizational culture, or colleague conduct, influence how employee's answer moral issues by applying social impact. The more the people recognize peers participating in exploitative way of behaving, the more probable they will participate in something similar or comparative exercises (Jones and Kavanagh, 1996; Keith et al., 2003). These people are profoundly delicate to peer's impact since they are bound to put areas of strength for an on their social climate and look for the method for recognizing fitting from improper way of behaving from what they realized at the social climate (Kohlberg, 1969).

Additionally, it is fundamentally essential to comprehend peers' impact since peers generally utilize regularizing strain against peer revealing (Near and Miceli, 1995). Albeit most employee's demonstrated that they have seen exploitative way of behaving, but they are not able to report the way of behaving to a power body (Burton and Near, 1995), particularly assuming that the

companion is a companion. Despite the fact that there are expanding proof demonstrating the significance of companion conduct, but analysts have generally restricted their concentration to the, "Monkey See, Monkey Do" focal point of Social Learning hypothesis (Robinson and O'Leary-Kelly, 1998). Moreover, noticing exploitative friend conduct may likewise lead employee's to feel that they are in a difficult spot, provoking dishonest way of behaving to level the playing field" or to keep one from falling behind. These will decisively bring down by and large employee's organizational commitment. Alongside that, this proposes embracing extra hypothetical structures like Social Identity hypothesis (for sample, I acted unscrupulously in light of the fact that exploitative way of behaving is the social norm') and Social Comparison hypothesis (for sample, "If I don't take part in untrustworthy way of behaving, I will fall behind my peers").

In this way, the researcher stimulated the theory that Malaysian employees' organisational commitment will be significantly impacted by their peers' moral behaviour. H6: The organisational commitment of Malaysian employees will be significantly influenced by the moral behaviour of successful chiefs. According to Peterson's recommendations from 2002, a company's moral climate should be directly related to how well its employees behave as well as to the range of improper workplace behaviour, such as tardiness and truancy. According to Morrison (2008), "those (employees) with anything like one unfavourable connection at work and exploitative manner of acting were basically less fulfilled and detailed less organisational commitment". The degree of job happiness, organisational commitment, and turnover targets would all be impacted, she said, by dishonest behaviour and poor relationships in the workplace. Formal managers' code of conduct might lead to a more certain perception of an organization's moral character (Valentine and Barnett, 2002) and could also push employees to exhibit higher levels of moral leadership (McCabe et al., 1996).

Employees are more likely to accept the organization's ideals as compatible with their own when managers uphold moral standards, which may result in higher levels of organisational commitment (Finegan, 2000). In actuality, when the cleaning components are either lacking or inadequate, work failure occurs (Nelson and Quick, 2009). According to Herzberg's two-element theory, motivation factors are workplace elements that promote mental growth and high levels of job pleasure, whereas cleanliness factors are workplace elements that promote mental anguish and job failure.

In this situation, managers' untrustworthy conduct in the organization is viewed as cleanliness factor. As per Nelson and Quick (2009), deceptive way of behaving don't support human turn of events; rather it impacting the degree of occupation failure.

If cleanliness elements are heavily managed, the result is a stronger organisational commitment as well as a decline in personnel failure. Employees claimed to like moral firms, and researchers Jose and Thibodeaux (1999) suggested that managers' acquaintance with a moral code can increase employee engagement to the business (Fritz et al., 1999). According to Trevino, Butterfield, and McCabe (1998), workers who perceive that the company respects and promotes moral principles are more committed to the company. A study of bookkeepers found that organisational commitment was stronger among employees in organisations with moral codes than in organisations without codes, despite the fact that there is no precise research on the link between organisational commitment and managers' moral code. Overall, research led to the notion that competent directors' moral behaviour will have a fundamental impact on organisational commitment in Malaysia.

2.9 Chapter summary

This part furnishes a survey of literature foundation with the aim for a superior comprehension of ebb and flow research study. This literature survey additionally features a portion of the analysis that have utilized measures and plans like the ongoing study. The hypothetical establishments to further develop generally speaking organizational commitment are accessible for organizations for the reason to allow organizations to apply the data and travel it to functional. By summed up various significant features of job satisfaction and moral behavior of behaving adding to the organizational commitment, the relationship of the reliant variable with every free factors are obviously characterized in hypotheses structure. In the accompanying part, specialists will talk about the exploration approach utilized in this study, including the overview instrumentation, hypothetical approval and unwavering quality, pilot testing and pilot results, dependability testing and results, data analysis and moral contemplations.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Research Design

This study used quantitative research since it can quickly collect data in numerical form (McLeod, 2019). Through quantitative research design, more data may be acquired in less time (Setia, 2016). Because qualitative research is time-consuming, the researchers prioritised descriptive expressions such as textual, narrative, and visual while conducting face-to-face interviews and observations.

This study is clear in quality that is the reason it would take on the quantitative exploration approach to assess the employee job satisfaction at rubber glove manufacturing company in Malaysia. In this study, the Job Satisfaction Survey (JSS) of Spector (1985) is utilized to quantify job satisfaction. Since it can identify the cause-and-effect link between the independent variables (Pay, Organizational Commitment, Moral Behaviors, Productive Leaders and Work Environment), and the dependent variable is (Job Satisfaction). This study also makes use of a cross-sectional study because the information was gathered just once. To address the research issues, it enables the researchers to consider a variety of factors simultaneously (Cherry, 2019).

3.2 Source & Tools of Data Collection

The questionnaire was utilised as the primary data collecting strategy in this study since it allows the researchers to obtain preliminary data from selected respondents. Following the creation of the questions, Google forms will be built to gather data. The justification for using Google forms to collect data from a big sample size is that it is less expensive, simpler, and faster (Junio, 2018). Aside from that, another reason to utilise this approach is that Google forms are provided in an anonymous form to the responder, and it can also offer improved dependability from data collecting.

The study's data came from both primary and secondary sources. Primary data were collected from employee's of top rubber glove manufacturing company and others rubber gloves manufacturing company in Malaysia in order to understand employee attitudes regarding job satisfaction and employee behaviour toward job performance. Secondary information was gathered from books and articles related to the topic that were found in libraries and online. Desk reviews were also carried out from the appropriate rubber glove manufacturing company and websites. Customized questionnaires were used to gather primary data. Structured questionnaires have been chosen as the method of collecting information because they can quickly gather data from a large number of employees, are useful for gathering data that is specific to each individual, such as attitude and behaviour, and allow for easy and quick quantification of the results.

Two sections make up the questionnaire. The first section made it easier to gauge how satisfied Development Bank of Ethiopia workers were with their jobs. The Likert scale, the most common assessment, was utilized to gauge satisfaction level. A Likert scale with four levels has been applied, with 1 denoting "strongly disagree," 2 "disagree," 3 "agree," and 4 "strongly agree." The researcher was able to determine employee job performance behaviour based on their attitude about their work thanks to the questionnaire's second section. The questionnaire was written in both English and Malay. Using Cronbach's coefficient alpha, the validity and consistency of the questionnaire were examined. The results indicate that the Cronbach alpha coefficient of $\alpha = 0.813$ confirms the validity of the data collection tool.

Because of concerns about the time imperatives and challenges in enrolling an adequate number of respondents, respondents also were chosen from 5 New rubber glove manufacturing company arranged in the West Coast (Kedah, Perak, Selangor, WP Kuala Lumpur, Negeri Sembilan and Johor) of Peninsula Malaysia by moving toward the top supervisory group individuals (Chen et al. 2009), administrators or employee's with whom the specialist had proficient organizations or individual contacts (Lu, Gilmour, Kao and Huang 2006). Moreover, utilizing purposive and proficient organization systems are legitimate on the grounds that the irregular methodology prompted an exceptionally low reaction rate from Malaysian organizations that had been engaged with past analysis (Idris, Dollard and Winefield 2010).

3.3 Population and Sampling

Sampling refers to any technique that derives conclusions from data collected from a subset of the population (Zikmund et al, 2009, pp.66). This research study's target group was all of the workers of rubber glove manufacturing company were chosen as target responders. According to the website of a glove manufacturing company in Malaysia (A glove manufacturing company, n.d.), the company employed 1,022 people. 593 (58%) of the total number of employees are professional and high level managers, 153 (15%) are semi-professional, clerical and administrative, 72 (7%) are technical and skilled, and the remaining 204 (20%) are foreign workers in the production line. The majority of whom have been with the company for more than ten years. In addition, others new rubber glove manufacturing company around 58 people with all total target population 1,080 people.

The sampling frame, or the actual set of sampling units from which the sample was drawn, consisted of procedures found at the head office. The sampling frame included middle-level managers, professionals, clerical and non-clerical employees. This study did not include high-level supervisors such as executive management members, general worker and managers since supervisors are included as one element that affects job satisfaction.

This study employed Taro Yamane's (1967) simplified formula to calculate sample size:

$$n = \frac{n^2}{1 + n(e^2)}$$

Where n is the sample size, N is the population size, and e is the percentage of accuracy allowed for sampling mistakes. This study assumes a level of accuracy or sampling error of 5%.

$$n = \frac{1,080}{1 + 1,080(0.05^2)}$$

n = 292. As a result, the study's sample size was 292 personnel from the employee working in rubber glove manufacturing company. Probability sampling was chosen because every element

in a sample frame has an equal probability of being included in the sample.

This analysis includes all branches from different states of this Malaysian glove manufacturing firm. Table 3.2. Selangor, Perak, Kedah, Johor, WP Persekutuan, and Negeri Sembilan are the states.

A Glove Manufacturing Company in Malaysia

State	Target Employee	Estimated Respondents
Selangor	100	150
Perak	800	100
Negeri Sembilan	40	20
Kedah	20	5
Johor	20	7
WP Persekutuan	100	10
Total	1,080	292

3.4 Procedures of Data Collection

A survey questionnaire was used to obtain primary data for this study. Before delivering the questionnaire to the selected sample, pre-testing was carried out on a small number of employees to ensure the relevance and correctness of the created questionnaire, as well as to determine how respondents understood the questions. Based on the results of the pre-test, the

questionnaire was amended. The respondents were notified that their responses would be kept secret, aggregated, and used solely for academic purposes.

Furthermore, the researchers distributed the questionnaire using a basic random sampling approach. This is because the researchers requested that the Human Resources Department send the questionnaire to all workers at the Malaysian glove manufacturing company through email. To put it another way, every employee has an equal probability of being picked as a response. The main argument for employing this approach of questionnaire distribution is that it can lessen selection bias.

3.5 Research Tool

The questionnaire was the primary research tool in this study.

3.5.1 Questionnaire Design

The questionnaire was created in a plain and short manner so that respondents could readily grasp the questionnaire survey. The survey questionnaire is divided into three sections: Section A, Section B, and Section C. Section A contains the respondents' demographic information, while Sections B and C are based on their personal experiences and ideas concerning motivation and the elements that impact job satisfaction. Section A has both a nominal and an ordinal scale. In this study, an interval scale with a five-point Likert scale is employed.

3.6 Structure Specifications

3.6.1 Nominal Scale

Section A had three questions that employed a nominal scale: question (Gender), question 3 (Ethnic group), and question 7. (Current working location).

1. Gender:

Male

Female

3.6.2 Ordinal Scale

Section A of the questionnaire has four questions that employ an ordinal scale: question 2 (Age), question 4 (Educational level), question 5 (Position in organisation), and question 6. (Years of Employment).

4. Education Level:

Lower Secondary

Degree

Higher Secondary

Master

Diploma

Phd: _____

3.6.2 Interval Scale

The Likert scale was commonly used in this study to directly evaluate attitude. In Sections B and C of this questionnaire survey, a Likert scale is used (McLeod, 2019). The researchers used a five-point scale in the questionnaire, which is listed below:

1= Strongly disagree (SD)

2= Disagree (D)

3= Neutral (N)

4= Agree (A)

5= Strongly agree (SA)

The Likert scale aids both the respondent and the researcher in avoiding ambiguity.

The following is an example of an interval scale:

No.	Questions	Strongly	Disagree	Disagree	Neutral	Agree	Strongly
		Disagree	Disagree	Neutral	Agree	Agree	
1.	I enjoy what I do for a profession.	1	2	3	4	5	

Table 3.6 displays the scale types used for each question in the questionnaire:

Table 3.6

Types of Scales Used in Questionnaire

Section A		Number of Question	Type of Scales
Q1	Gender	1	Nominal
Q2	Age	1	Ordinal
Q3	Ethic Group	1	Nominal
Q4	Education Level	1	Ordinal
Q5	Position in Organization	1	Ordinal
Q6	Years of Employment	1	Ordinal
Q7	Current Working Location	1	Nominal
Section B & C		Number of Question	Type of Scales
Part 1	Job Satisfaction	6	Interval
Part 2	Pay	5	Interval
Part 3	Job and Accomplishment	5	Interval

Part 4	Work Environment	5	Interval
Part 5	Organisation Commitment	5	Interval
Part 6	Moral Behaviours	5	Interval
Part 7	Productive Leaders	7	Interval

Source: Designed for research


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3.6.4 Construct Measurement Origin

In the current study, the operational definition of the main concept is adopted.

Table 3.7

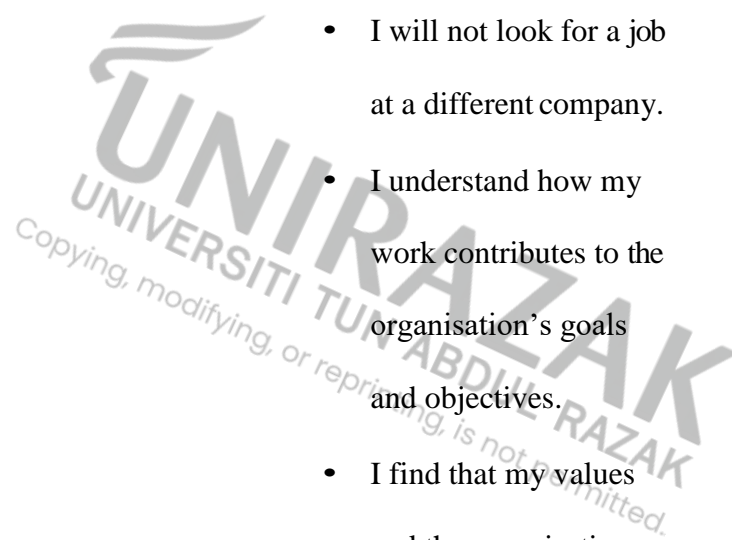
<i>Key Construct Operational Definition</i>			
Variables	Items	Construct Measurement	Sources
Job Satisfaction	6	<ul style="list-style-type: none"> • I enjoy what I do for a profession. • I am prepared to put in a lot of work to assist the firm succeed. • I take a lot of personal responsibility for the work I perform. • I am honoured to be a part of the organisation. • I will complete the task assigned to me by my manager. • I am motivated to succeed because my work environment empowers me. 	Adopted from Bozeman, Dennis & Perrewe (2001); Erickson, Ives, Duffy & Gibbons (2004)

Pay	5	<ul style="list-style-type: none"> • I am satisfied with my current pay. • I am satisfied with my current benefit [e.g. sick leave, health insurance]. • I am satisfied with the pay scales increment. • The salary is comparable with other manufacturing industry. • Being offered a good salary and compensation package has an impact on my level of motivation. 	<p>Adopted from Ellenbecker, Carol, Byleckie & Samia (2008); Owoyele (2017); Wanjihia (2016)</p>
Job and Accomplishment	5	<ul style="list-style-type: none"> • I feel that the company appreciate towards my achievement. • I feel that the company recognize my ability. 	<p>Adopted from Nyberg & Anthony (2010); Wanjihia (2016)</p>

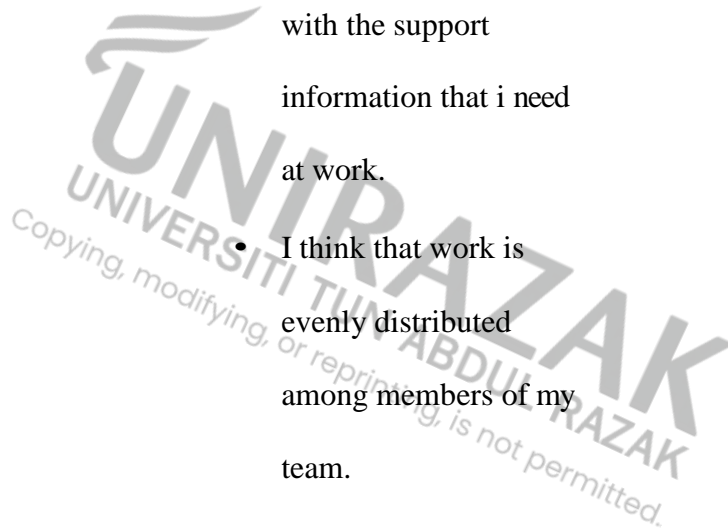
-
- My company's recognition events motivate me to excel at work .
 - Promotion in the company is based on my achievement.
 - Being recognized for my work motivates achievements.

Work Environment	5	<ul style="list-style-type: none"> • I feel satisfy with the cleanliness of current work environment. • I am in a stress-free working environment. • I feel that the work environment is free from health hazards. • I feel that the work environment is safe. • Good work environment increases my motivation. 	Adopted from Morgeson & Frederick (2006); Belanger, France, Collins & Cheney (2001)
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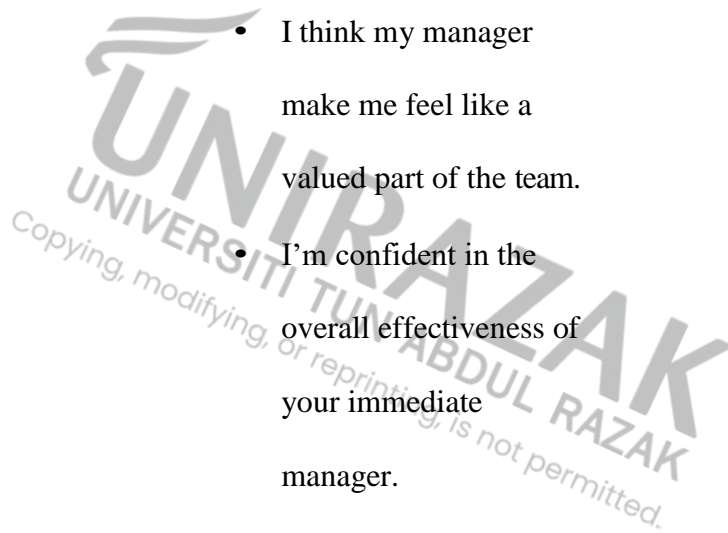
Organisation Commitment	5	<ul style="list-style-type: none"> • I would accept almost any type of job assignment in order to keep working for this organisation. • I am willing to put in a great deal of extra effort to help this organisation be successful. • I will not look for a job at a different company. • I understand how my work contributes to the organisation's goals and objectives. • I find that my values and the organisation values are very similar. 	Adopted from Kraimer & Maria (2005); Jimenez & Didona (2017);
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Moral	5	<ul style="list-style-type: none"> • I'am happy with the opportunities for growth available in the company. • I feel that adequately rewarded for my dedication and commitment toward work. • My team provide me with the support information that i need at work. • I think that work is evenly distributed among members of my team. • I think my team respects your personal time. 	<p>Adopted from Takeuchi, Riki, Takeuchi & Lepak (2007); Kraimer, Maria, Seibert & Wayne (2011); Collins, Christopher & Smith (2006); Sun, Li-Yun,</p>
Behaviours			



Productive	7	<ul style="list-style-type: none"> • I regularly receive constructive performance feedback from your manager. • My manager care about my development. • My manager effectively communicate the information you need to understand. • I think my manager make me feel like a valued part of the team. • I'm confident in the overall effectiveness of your immediate manager. • I see myself growing and developing career at this company. • I believe I will be able to reach my full potential here. 	<p>Adopted from</p> <p>Takeuchi, Riki, Takeuchi & Lepak (2007); Kraimer, Maria, Seibert & Wayne (2011); Collins, Christopher & Smith (2006); Sun, Li-Yun,</p>
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3.7 Data Processing

Data processing is the process through which the researcher converts the input data obtained from the questionnaire into useful information. Before beginning the data analysis stage, the researchers must finish this data processing step (Sekaran & Bougie, 2010).

3.7.1 Data Validation

Before researchers execute the pilot test, they do a pre-test to ensure there are no errors in the questionnaire before beginning the distribution procedure. As a result, the researcher can obtain a more accurate response from the respondent.

3.7.2 Data Editing

The researchers will go over each questionnaire to see if there are any data errors, such as incomplete, inconsistent, or unclear responses. The purpose of data editing is to correct questions with missing answers or questions with multiple answers. In this situation, the researchers' data can be more accurate and thorough (Chin et al., 2016).

3.7.3 Data Coding

Data coding is the process of assigning a code to each response in a questionnaire. The questionnaire response for Section A is classified as follows:

Coding of Question in Section A

No.	Question	Coding
Q1	Gender	<ul style="list-style-type: none">• “Male” is coded as 1• “Female” is coded as 2• “Missing Data” is coded as 00
Q2	Age	<ul style="list-style-type: none">• “20 and below” is coded as 1• “21-29” is coded as 2• “30-39” is coded as 3• “40-49” is coded as 4• “50-59” is coded as 5• “60 or older” is coded as 6• “Missing Data” is coded as 00
Q3	Ethnic Group	<ul style="list-style-type: none">• “Chinese” is coded as 1• “Malay” is coded as 2

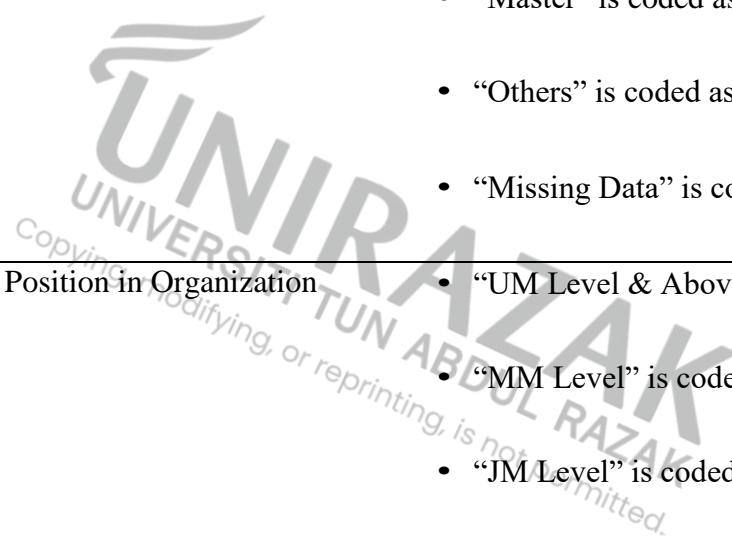
Table 3.8

	<ul style="list-style-type: none"> • “Indian” is coded as 3 • “Others” is coded as 4 • “Missing Data” is coded as 00
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Q4	Education Level	<ul style="list-style-type: none"> • “Lower Secondary” is coded as 1 • “Higher Secondary” is coded as 2 • “Diploma” is coded as 3 • “Degree” is coded as 4 • “Master” is coded as 5 • “Others” is coded as 6 • “Missing Data” is coded as 00
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Q5	Position in Organization	<ul style="list-style-type: none"> • “UM Level & Above” is coded as 1 • “MM Level” is coded as 2 • “JM Level” is coded as 3 • “LM Level” is coded as 4 • “Missing Data” is coded as 00
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Q6	Years of Employment	<ul style="list-style-type: none"> • “3 years or below” is coded as 1 • “Above 3 years to 5 years” is coded as 2 • “Above 5 years to 10 years” is coded as 3
----	---------------------	---



-
- “Above 10 years” is coded as 4
 - “Missing Data” is coded as 00

-
- Q7 Current Working Location
- “Selangor” is coded as 1
 - “Perak” is coded as 2
 - “Negeri Sembilan” is coded as 3
 - “Kedah” is coded as 4
 - “Johor” is coded as 5
 - “WP Persekutuan” is coded as 6
 - “Missing Data” is coded as 00

Source: Design for the research

The coding for the dependent and independent variables in Section B and Section C of questionnaire are coded as below:

- “Job Satisfaction” is coded as JB
- “Pay” is coded as P
- “Job Accomplishment” is coded as JA
- “Work Environment” is coded as WE
- “Organisation Commitment” is coded as OC
- “Productive Leader” is coded as PL

The coding for the answer in questionnaire for Section B and Section C are coded as below:

- “Strongly Disagree” is coded as 1
- “Disagree” is coded as 2
- “Neutral” is coded as 3
- “Agree” is coded as 4
- “Strongly Agree” is coded as 5
- “Missing data” is coded as 00

3.7.4 Data Coding

The researchers must transcribe previously gathered data into SPSS software throughout the data transcribing procedure (Version 29). SPSS software (Version 29) is a statistical analysis and testing programme. Before doing the reliability test, it is critical to reverse score negative questions in the surveys. This is because the purpose of reverse scoring for the negative question is to maintain consistency in the meaning of the response. Furthermore, the researchers must modify and change the data of inconsistent responses (Chin et al., 2016).

3.7.5 Data Cleaning

Data cleansing is the process through which a researcher examines and discovers missing data. Furthermore, SPSS software (Version 29) will assist the researcher in determining the consistency of the data and identifying data that is outside of the study purpose or unrelated to the research. However, even if the data has already been validated, it will assist to ensure that the data has finished preview before the final analysis at this point (Chin et al., 2016).

3.8 Data Analysis

The researchers will utilise this stage to convert all of the completely acquired data into valuable and intelligible information. To modify the data, the researchers used the SPSS programme (Version 29).

3.8.1 Descriptive Analysis

Descriptive analysis is the act of translating raw data into usable information so that researchers may easily come up with a clearer interpretation and explanation while also presenting graphics to audiences such as tables and bar charts. Furthermore, descriptive analysis allows researchers to summarise all of the linked questionnaire responses in a concise statistic. Furthermore, the researchers will display the data using percentage analysis to provide readers with a clearer picture (Zikmund, 2003).

3.8.2 Scale Measurement

The reliability test is critical for the study since it allows the researcher to assess the dependability by displaying the consistency of the respondents' answers. Furthermore, the reliability test might assist researchers in identifying random errors in the questionnaire (Chong, Eng, Gwee, Ooi, & Wang, 2013). The coefficient alpha (α) is used to assess the consistency and dependability of both independent and dependent variables. Cronbach's alpha ranges are shown in Table 3.4.

According to Sekaran and Bougie (2012), when the coefficient alpha value is less than 0.60, it indicates a low degree of dependability. Furthermore, dependability is acceptable when the coefficient alpha value is between 0.60 and 0.70; reliability is high when the coefficient alpha value is between 0.70 and

0.80. Furthermore, the coefficient alpha value range of 0.80 to 0.95 demonstrates remarkable dependability. Furthermore, the higher the level of dependability, the closer the Cronbach's alpha.

3.9 Conclusion

Researchers outlined how to carry out all of the actions in the research process for this study in chapter three. This chapter has covered topics such as study design, data collecting methods, sample designs, research instruments, construct measurement, data processing, and data analysis. Furthermore, the study group will do additional research and will reveal and explain the conclusions from the questionnaire responses in the next chapter.



CHAPTER 4: RESULTS ANALYSIS AND INTERPRETATION

4.0 Introduction

The fourth chapter focuses on analysing and describing descriptive, inferential, and scale measurement data. The information was gathered from 292 people in Selangor, Perak, Negeri Sembilan, Kedah, Johor and WP Kuala Lumpur. SPSS Software is used to create the data (Version 29). The survey findings are analysed in depth using the bar chart and table. As a result, this chapter gives a thorough grasp of the link between the independent factors (pay, job accomplishment, work environment, organisation commitment, moral behaviour and productive leaders) and the dependent variable (job satisfaction).

4.1 Descriptive Analysis

Researchers employed simple visuals such as bar charts, pie charts, and tables to summarise and explain the data acquired in descriptive analysis to offer an easy comprehension of the demographic profile of the respondents.

4.1.1 Respondant Demographic Profile

The demographic profile of survey respondents is collected, including their gender, age, ethnic group, education level, position in the company, years of employment, and current working location.

4.1.1.1 Gender

Table 4.1

Respondent's Gender

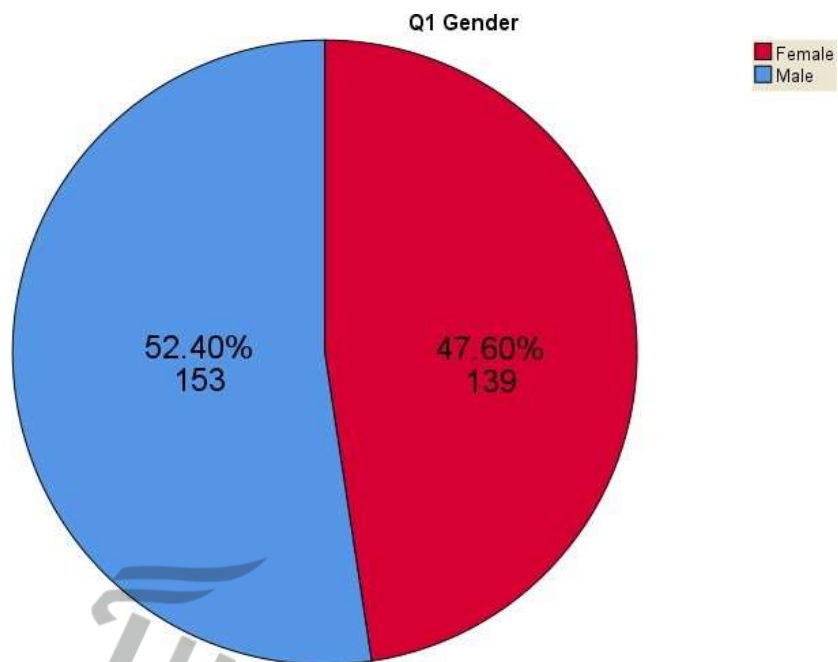
Gender	Frequency	Percentage (%)	Cumulative Frequency	Cumulative Percentage (%)
Male	153	52.4	170	47.6
Female	138	47.3	292	100.0
Total	292	100	100	

Source: Design for the research

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Figure 4.1

Statistics of Respondent's Gender



Source: Design for the research

According to Table 4.1 and Figure 4.1, 52.4% (153 respondents) of a total of 292 respondents are females, while 47.6% (139 respondents) are males.

4.1.1.2 Age

Table 4.2

Respondent's Age

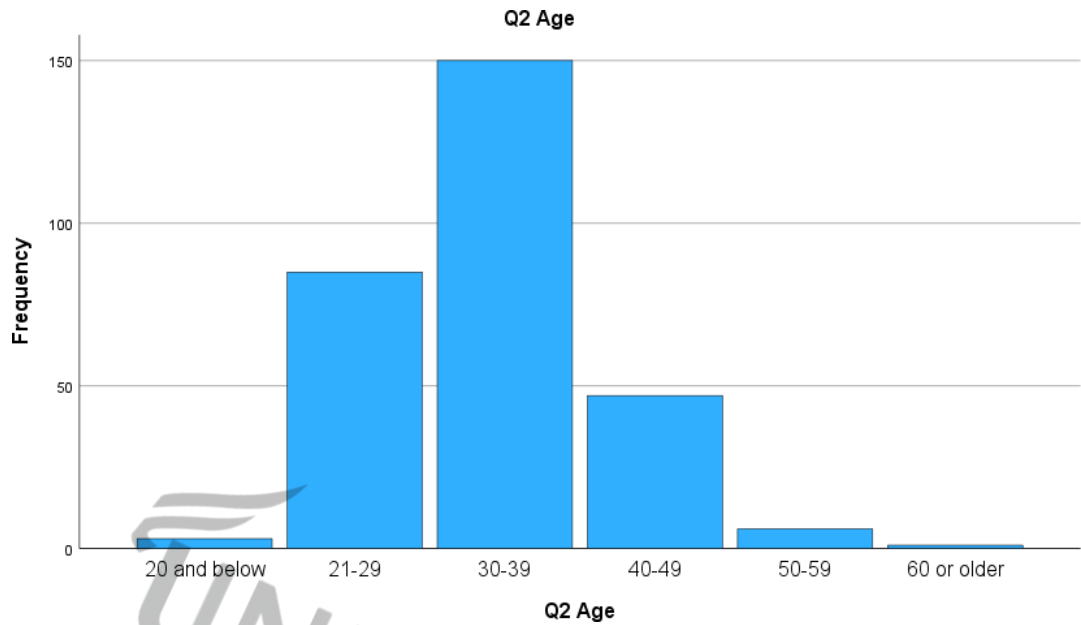
Age	Frequency	Percentage (%)	Cumulative Frequency	Cumulative Percentage (%)
20 and below	3	1.0	1.0	1.0
21-29	85	29.1	29.1	30.1
30-39	150	51.4	51.4	81.5
40-49	47	16.1	16.1	97.6
50-59	6	2.1	2.1	99.7
60-69	1	0.3	0.3	100.0

Source: Design for the research

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Figure 4.2

Statistics of Respondent's Age



Source: Design for the research

The age of the respondents is divided into categories. According to Table 4.2 and Figure 4.2, 51.4% (150 respondents) of the total of 292 respondents are between the ages of 30 and 39, 29.1% (85 respondents) are between the ages of 21-29, 16.1% (47 respondents) are between the ages of 40-49, and 2.1% (6 respondents) are between the ages of

50-59. Only 1.0% (3 responses) are 60 years old or older. Finally, no one under the age of 20 is eligible to participate in this research study.

4.1.1.3 Ethnic Group

Table 4.3

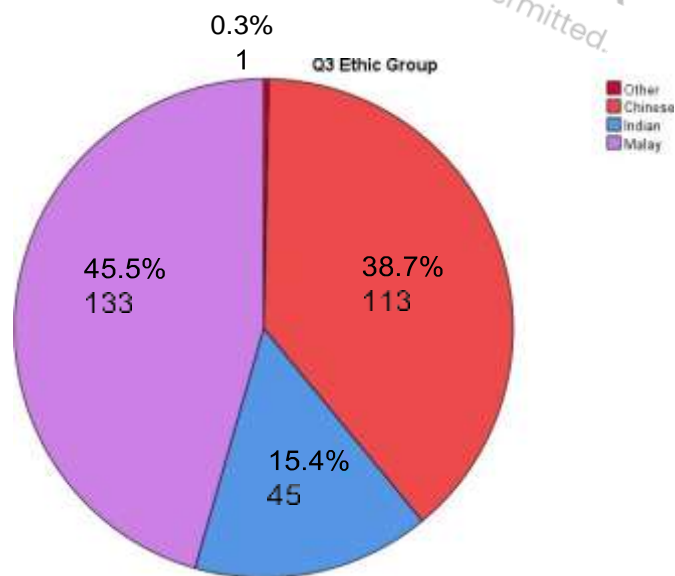
Respondent's Ethnic Group

Ethnic Group	Frequency	Percentage	Cumulative	Cumulative
		(%)	Frequency	Percentage (%)
Chinese	113	38.7	38.7	39.0
Malay	133	45.5	45.5	100.0
Indian	45	15.4	15.4	54.5
Others (Bajau)	1	0.3	0.3	0.3

Source: Design for the research

Figure 4.3

Statistics of Respondent's Ethnic Group



Source: Design for the research

The ethnicity of the respondents is divided into four groups. 45.5% (133 respondents) of the 292 respondents are Malay, 38.7% (113 respondents) are Chinese, and 15.4% (45 respondents) are Indian, according to Table 4.3 and Figure 4.3. Additionally, just 0.3% of respondents (1 respondents) identify as belonging to a different ethnic group.

4.1.1.4 Education Level

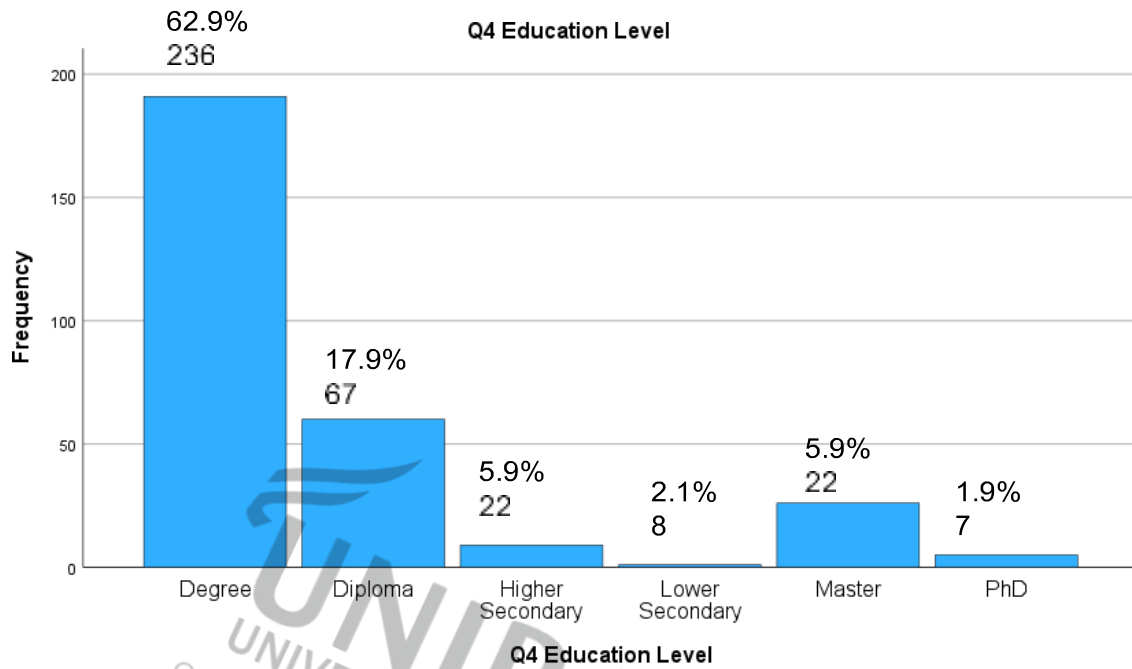
Table 4.4
Respondent's Education Level

Education Level	Frequency	Percentage (%)	Cumulative Frequency	Cumulative Percentage (%)
Lower Secondary	8	2.1	8	2.1
Higher Secondary	22	5.9	30	8.0
Diploma	67	17.9	97	25.9
Degree	236	62.9	333	88.8
Master	35	9.3	368	98.1
Others	7	1.9	292	100.0

Source: Design for the research

Figure 4.4

Statistics of Respondent's Education Level



Source: Design for the research

According to Table 4.4 and Figure 4.4, out of the total respondents of 292, 62.9% (236 respondents) are degree holders, 17.9% (67 respondents) are diploma holders, 9.3% (35 respondents) are masters, 5.9% (22 respondents) are higher secondary students, and 2.1% (8 respondents) are lower secondary students. Only 7 replies, or 1.9%, are below the PhD level.

4.1.1.5 Position in Organization

Table 4.5

Respondent's Position in Organization

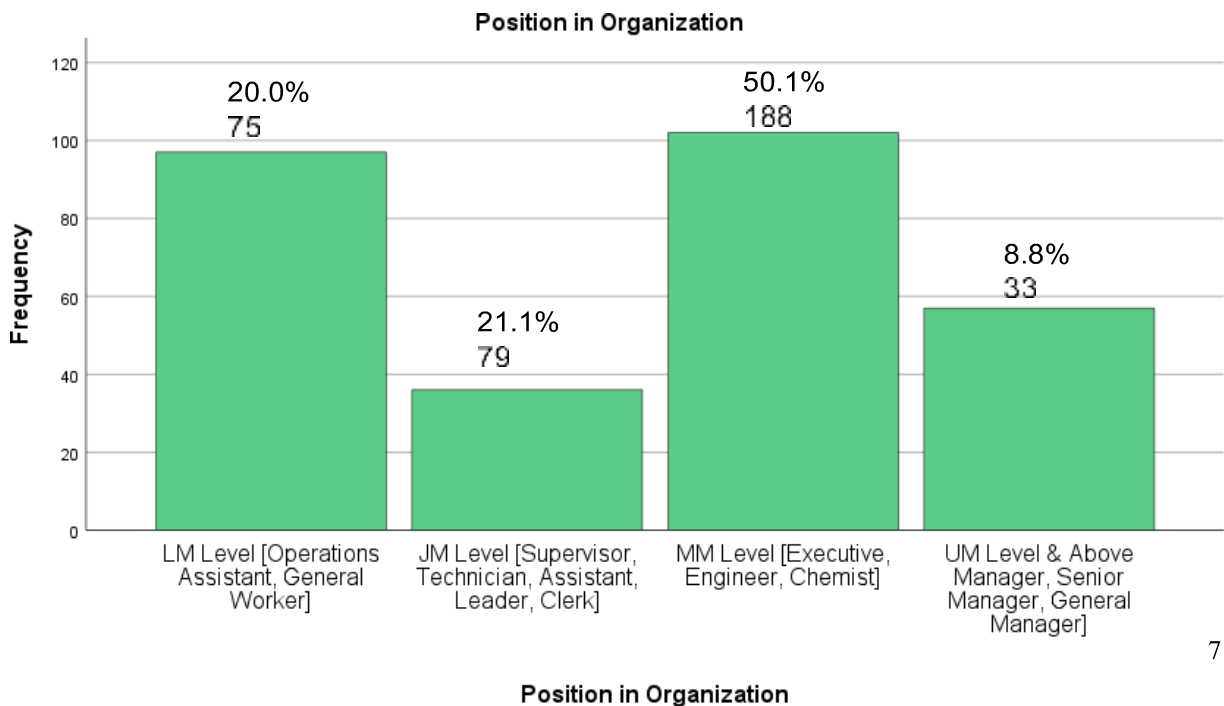
Position in Organization	Frequency	Percentage (%)	Cumulative Frequency	Cumulative Percentage (%)
UM Level & Above	57	19.5	19.5	100.00
MM Level	102	34.9	34.9	80.5
JM Level	97	33.2	33.2	33.2
LM Level	36	12.3	12.3	45.5

Source: Design for the research

Figure 4.5

Statistics of Respondent's Position in Organization

Source: Design for the research



The respondent's position within the company is displayed in Table 4.5 and Figure 4.5. Out of the 292 respondents, 50.1% (188 respondents) are at the MM level, which includes managers, engineers, and chemists; 21.1% (79 respondents) are at the JM level, which includes supervisors, technicians, assistants, leaders, and clerks; and 20.0% (75 respondents) are at the LM level, which includes operations assistants and general workers. Finally, just 8.8% of respondents (33 respondents) are at UM level the manager, senior management, or general manager level or higher.

4.1.1.6 Years of Employment

Table 4.6

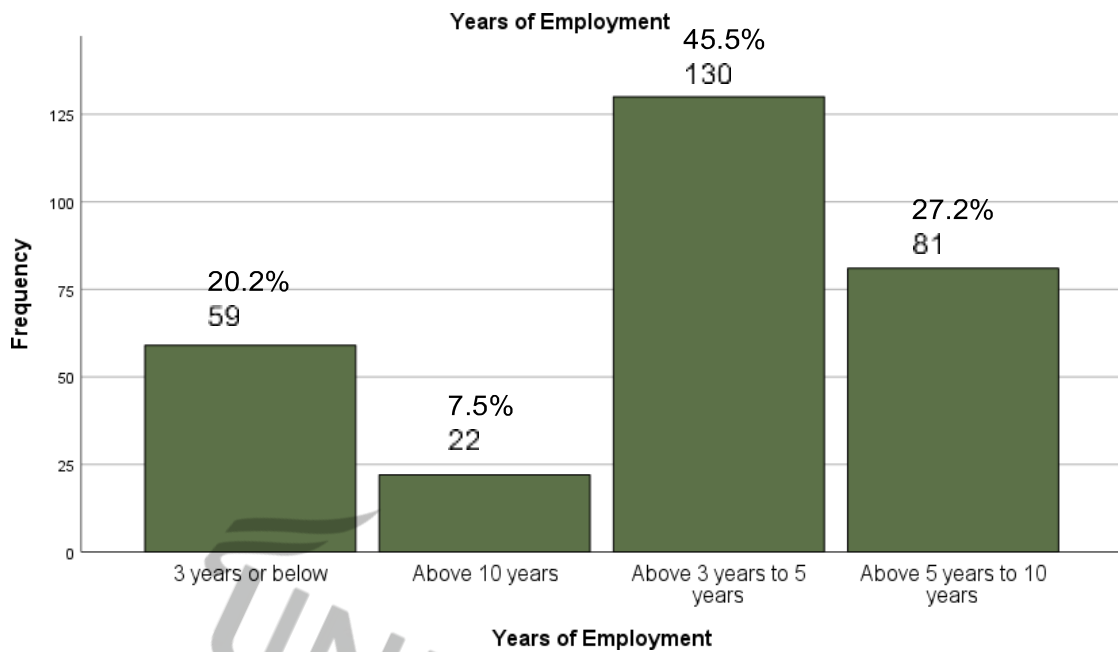
Respondent's Years of Employment

Years of Employment	Frequency	Percentage (%)	Cumulative Frequency	Cumulative Percentage (%)
3 years or below	59	20.2	20.2	20.2
Above 3 years to 5 years	130	44.5	44.5	72.3
Above 5 years to 10 years	81	27.7	27.7	100.0
Above 10 years	22	7.5	7.5	27.7

Source: Design for the research

Figure 4.6

Statistics of Respondent's Years of Employment



Source: Design for the research

The respondent's years of employment are classified into four categories in Table 4.6 and Figure 4.6. There are 44.5% (130 respondents) of the total respondents of 292 who work for 3 years to 5 years, 20.2% (59 respondents) who work for 3 years or less, and 27.7% (81 respondents) who work for 5 years to 10 years. Only 7.5% (22 respondents) have worked in the glove sector for more than ten years.

4.1.1.7 Current Working Location

Table 4.7

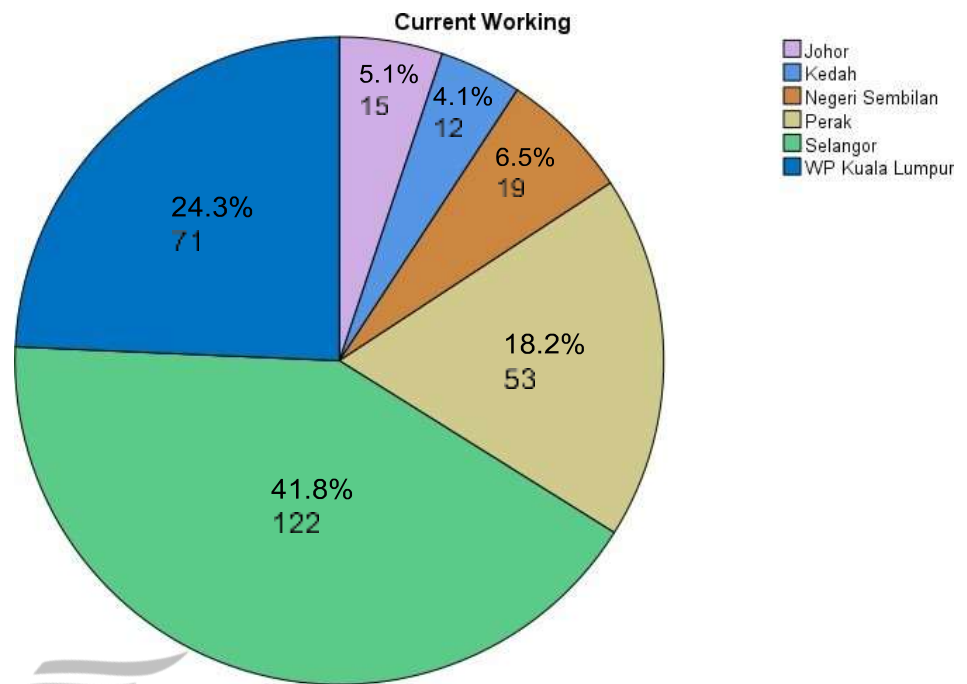
Respondent's Current Working Location

Working Location	Frequency	Percentage	Cumulative	Cumulative
		(%)	Frequency	Percentage
				(%)
Selangor	122	41.8	41.8	75.7
Perak	53	18.2	18.2	33.9
Negeri Sembilan	19	6.5	6.5	15.8
WP Kuala Lumpur	71	24.3	24.3	100.0
Kedah	12	4.1	4.1	9.2
Johor	15	5.1	5.1	5.1

Source: Design for the research

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Figure 4.7



Statistics of Respondent's Current Working Location

Source: Design for the research

According to Table 4.7 and Figure 4.7, out of the total of 292 respondents, 41.8% (122 respondents) are currently employed in Selangor, followed by 24.0% (71 respondents) in WP Kuala Lumpur, 18.2% (53 respondents) in Perak, 6.5% (19 respondents) in Negeri Sembilan, and 5.1% (15 respondents) in Johor. Additionally, 12.5% of respondents (4.1%) work in Kedah.

4.1.2 Central Tendencies Measurement of Constructs

4.1.2.1 Job Satisfaction

Table 4.8

Central Tendency Measurement for Job satisfaction

Question	Statement	Mean	Standard Deviation	Mean Ranking	Standard Deviation Ranking
JS1	I enjoy what I do for a profession.	3.67	0.989	5	4
JS2	I am prepared to put in a lot of work to assist the firm succeed	3.67	0.989	4	5

JS3	I take a lot of personal responsibility for the work I perform	3.59	2	1
JS4	I am honoured to be a part of the organisation	3.66	3	3
JS5	I will complete the task assigned to me by my manager	4.17	1	2
JS6	I am motivated to succeed because my work environment empowers me.	3.67	6	6

Source: Design for the research

Table 4.8 depicts the primary patterns assessment of work satisfaction. The highest mean score is 4.17, suggesting that the majority of respondents agree with the statement. Following that were JS3 (3.67), JS2 (3.67), JS4 (3.66), and JS3 with the lowest mean of (3.59). In addition, we can observe that JS3 has the largest standard deviation of 0.996. Then came JS5 (0.992), JS1 (0.989), ES2 (0.731), ES3 (0.676),

and ES5 with the lowest standard deviation in response meaning more individuals agreed with the statement.




4.1.2.2 Pay Satisfaction

Table 4.9

Central Tendency Measurement for Pay and Satisfaction

Question	Statement	Mean	Standard Deviation	Mean Ranking	Standard Deviation Ranking
PS1	I am satisfied with my current pay	3.67	0.894	4	1
PS2	I am satisfied with my current benefit [e.g. sick leave, health insurance].	3.68	0.895	5	3


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PS3	I am satisfied with the pay scales increment.	3.74	0.873	3	4
PS4	The salary is comparable with other manufacturing industry	4.11	0.918	1	5
PS5	Being offered a good salary and compensation package has an impact on my level of motivation	3.99	0.938	2	6

Source: Design for the research

Table 4.8 depicts the key tendency measuring of pay satisfaction. It suggests that PS4 has the highest mean score of 4.11, indicating that the majority of respondents agree with the statement. Then came PS5 (3.99), PS3 (3.74), PS2 (3.68), and PS1 (3.67).

4.1.2.3 Job Accomplishment

Table 4.10

Central Tendency Measurement for Job Accomplishment

Question	Statement	Mean	Standard Deviation	Mean Ranking	Standard Deviation Ranking
JA1	I feel that the company appreciate towards my achievement	3.69	1.019	4	1
JA2	I feel that the company recognize my	3.87	0.938	3	2
JA3	My company's recognition events motivate me to excel at work	3.91	0.878	2	3
JA4	Promotion in the company is based on my achievement	4.35	0.826	1	5

JA5	Being recognized for my work motivates achievements	3.75	0.854	5	4
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Source: Design for the research

The central tendencies measuring of job accomplishment are shown in Table 4.10. It clearly shows that JA4 has the highest mean of 4.35, and the majority agrees on this conclusion. Then came JA3 (3.91), JA2 (3.87), and JA1 and JA5, all of which had the same lowest mean of 3.73.

We also know that JA1 has the largest standard deviation, which is 1.019. Then came JA2 (0.938), JA3 (0.878), JA5 (0.854), and JA4 (0.826), which had the lowest standard deviation in response.

4.1.2.4 Work Environment

Table 4.11

Central Tendency Measurement for Work Environment

Question	Statement	Mean	Standard Deviation	Mean Ranking	Standard Deviation Ranking
WE1	I feel satisfy with the cleanliness of current work environment.	3.75	0.811	3	5
WE2	I am in a stress- free working environment.	3.46	0.975	5	2
WE3	I feel that the work environment is free from health hazards.	3.74	0.824	4	1

WE4	I feel that the work environment is safe.	3.85	0.969	1	3
WE5	Good work environment increases my motivation.	3.81	0.832	2	3

Source: Design for the research

Table 4.11 displays the central tendencies measurement for the work environment. WE4 has the highest mean of 3.85, indicating that the majority of respondents agree with this statement. Then came WE5 (3.81), WE1 (3.75), WE3 (3.74), and WE2 with the lowest mean of 3.46.

WE3 has the biggest standard deviation of 3.74, as can be seen. This was followed by WE2 (0.975), WE4 (0.969), WE5 (0.832), and WE1 (0.811), which has the lowest standard deviation in answer.

4.1.2.5 Organisation Commitment

Table 4.12

Central Tendency Measurement for Organisation Commitment

Question	Statement	Mean	Standard Deviation	Mean Ranking	Standard Deviation Ranking
OC1	I would accept almost any type of job assignment in order to keep working for this organization	3.70	0.880	5	2
OC2	I am willing to put in a great deal of extra effort to help this organisation be successful	3.82	0.828	2	5

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OC3	I will not look for a job at a different company.	3.75	0.852	4	3
OC4	I understand how my work contributes to the organisation's goals and objectives	3.94	0.954	1	1
OC5	I find that my values and the organisation values are very similar.	3.75	0.859	3	4

Source: Design for the research

The major tendency assessment for organizational commitment is shown in Table 4.12. It shows that OC4 had the highest mean score of 3.94, indicating that the majority of respondents agreed with it. Then came OC2 (3.82), OC5 (3.75), OC2 (3.75), and OC1 with the lowest mean value of 3.70.

For standard deviation, OC4 has the highest standard deviation of 0.954. Then continued with OC1 (0.880), OC5 (0.859), OC3 (0.852) and ended with OC2 (0.828) that has the lowest standard deviation in answer and the majority agreed with the statement.



4.1.2.6 Moral Behaviour

Table 4.13

Central Tendency Measurement for Moral Behaviour

Question	Statement	Mean	Standard Deviation	Mean Ranking	Standard Deviation Ranking
MB1	I am happy with the opportunities for growth available in the company	3.70	0.885	5	2
MB2	I feel that adequately rewarded for my dedication and commitment toward work	3.72	0.887	4	1
MB3	My team provide me with the support information that i need at work	3.74	0.866	3	4

MB4	I think that work is evenly distributed among members of my team	3.79	0.878	2	3
MB5	I think my team respects your personal time	3.82	0.852	1	5

Source: Design for the research

The central tendency assessment of moral behavior is shown in Table 4.13. It demonstrates that MB5 has the greatest mean (3.82), indicating that the majority of the questions are agreed upon. Then came MB4 (3.79), MB3 (3.74), MB2 (3.72), and finally MB1 (3.70), which has the lowest mean.

In addition, MB2 has the largest standard deviation of 0.887. This was followed by MB1 (0.885), MB4 (0.878), MB3 (0.866), and MB5 (0.852), which has the lowest standard deviation in answer and is agreed upon by the majority of respondents.

4.1.2.8.1 Productive Leader

Table 4.13

Central Tendency Measurement for Moral Behaviour

Question	Statement	Mean	Standard Deviation	Mean Ranking	Standard Deviation Ranking
PL1	I regularly receive constructive performance feedback from your manager	3.80	0.944	3	1
PL2	My manager care about my development	3.70	0.885	7	4
PL3	My manager effectively communicate the information you need to understand	3.72	0.887	6	3

PL4	I am willingly to participate in any training and development programs.	3.74	0.866	5	6
PL5	I'm confident in the overall effectiveness of your immediate manager	3.79	0.878	4	5
PL6	I see myself growing and developing career at this company	3.82	0.852	1	7
PL7	I believe I will be able to reach my full potential here	3.80	0.944	2	2

Source: Design for the research

Table 4.14 displays the assessment of productive leader major tendency. The fact that PL6 has the highest mean (3.82) shows that the majority of the questions are accepted, according to this analysis. Following PL7 (3.80), PL1 (3.80), which has the lowest mean, followed PL5 (3.79), PL4 (3.74), PL3 (3.72), and lastly PL2 (3.70)

PL7 also has the highest standard deviation, which is 0.944 and same result for PL1 (0.944). Following this were PL3 (0.887), PL2 (0.885), PL5 (0.878), PL6 (0.866) and PL6 (0.852), the response with the lowest standard deviation and the one that the majority of respondents concurred upon.



4.2 Scale Measurement

4.2.2 Reliability Test

Through SPSS Software (Version 29), it can determine whether the result of the 292 sets of questionnaires is reliable. Table 4.14 shown below described the result for the variables.

Table 4.14

Cronbach's Alpha Reliability Test

Question	Cronbach's Alpha Value	Number of Items
Dependent Variable:		
Job Satisfaction	0.924	6
Independent Variable:		
Pay	0.891	5
Job Accomplishment	0.893	5
Work Environment	0.914	5
Moral Behaviour	0.966	5
Organisation Commitment	0.942	5
Productive Leader	0.973	7

Source: Design for the research

It is possible to assess the reliability of the 292 sets of questionnaire results using SPSS software. The outcome of the variables was shown in Table 4.14. First off, the job satisfaction dependent variable's Coefficient Alpha Value is 0.924. While productive leader have the greatest Coefficient Alpha Value for the independent variables (0.973), followed moral behaviour (0.966), organization commitment (0.942), work environment (0.914), as well as job accomplishment (0.893) and pay (0.891) receive the lowest value. In conclusion, the fact that every variable's Coefficient Alpha Value falls between 0.80 and 0.97 indicates that all of the variables have very high dependability.



4.3 Inferential Analysis

4.3.2 Pearson Correlation Analysis

Studies employ Pearson Correlation Analysis to assess the significance, correlation, intensity, and direction of the relationship between two continuous variables (Sekaran & Bougie, 2013). The Rule of Thumb in Table 4.15 provided the coefficient range, direction of the relationship, and intensity of the correlation.

Table 4.15

Rule of Thumb for Interpreting the Strength of a Correlation Coefficient

Coefficient Range	Strength
± 0.91 to ± 1.00	Very Strong
± 0.71 to ± 0.90	High
± 0.41 to ± 0.70	Moderate
± 0.21 to ± 0.40	Small but Definite Relationship
0.00 to ± 0.20	Slight, Almost Negligible

Source: Hair, Jr., Money, A. H., Samouel, P., & Page, M.

(2007). *Research methods for business*. Chichester. West

Sussex: John Wiley & Sons, Inc.

4.3.2.8 Pay with Job Satisfaction (Hypothesis 1)

H₀: There is no significant relationship between pay with job satisfaction.

H₁: There is a significant relationship between pay with job satisfaction.

Table 4.16

Correlations between Pay with Job satisfaction

		Job satisfaction
Pay	Pearson Correlation	0.541
	Significant (2-tailed)	<0.000
	N	292

Source: Generated from SPSS software (Version 29)

Because the correlation coefficient has a positive value, Table 4.16 indicates that there is a positive association between pay and work satisfaction. Pay and work satisfaction have a positive association of 0.541. Job satisfaction will thus be high when pay is high. This correlation coefficient's value of 0.541 is between the range of 0.41 to 0.70. The p-value (0.000) is smaller than the alpha value, so the association between pay and work satisfaction is modest and significant (0.05).

4.3.2.9 Job accomplishment with Job satisfaction (Hypothesis 2)

H₀: There is no significant relationship between job accomplishment with job satisfaction.

H₁: There is a significant relationship between job accomplishment with job satisfaction.

Table 4.17

Correlations between Job Accomplishment with Job satisfaction

		Job satisfaction
Job	Pearson Correlation	0.669
Accomplishment	Significant (2- tailed)	<0.000
	N	292

Source: Generated from SPSS software (Version 29)

According to Table 4.17's findings, work satisfaction and job achievement have a positive link since the correlation coefficient is positive. Job happiness and job achievement are positively correlated, with a score of 0.669. This explains why job happiness increases with increased success and recognition levels. This correlation coefficient's value of 0.669 is between the range of 0.41 to 0.70. Because the p-value (0.000) is smaller than the alpha value, the association between job achievement and job satisfaction is modest and significant (0.05).

4.3.2.10 Work Environment with Job satisfaction (Hypothesis 3)

H₀: There is no significant relationship between work environment with job satisfaction.

H₁: There is a significant relationship between work environment with job satisfaction.

Table 4.18

Correlations between Work Environment with Job satisfaction

		Job satisfaction
Work Environment	Pearson Correlation	0.592
	Significant (2-tailed)	<0.000
	N	292

Source: Generated from SPSS software (Version 29)

Referring to Table 4.18's findings demonstrates that there is a favourable association between work environment and job satisfaction due to the positive correlation coefficient value. Job satisfaction and work environment are positively correlated, with a score of 0.592. Therefore, job satisfaction is high when the work environment is seen as being better. This correlation coefficient's value of 0.592 is between the range of 0.41 to 0.70. Because the p-value (0.000) is smaller than the alpha value, the association between the work environment and job satisfaction is modest and significant (0.05).

4.3.2.11 Moral Behaviour with Job satisfaction (Hypothesis 4)

H₀: There is no significant relationship between moral behaviour with job satisfaction.

H₁: There is a significant relationship between moral behaviour with job satisfaction.

Table 4.19

Correlations between Moral Behaviour with Job satisfaction

		Job satisfaction
Moral Behaviour	Pearson Correlation	0.602
	Significant (2- tailed)	<0.000
	N	292

Source: Generated from SPSS software (Version 29)

According to the analysis of Table 4.19, there is a positive association between moral behaviour and work satisfaction since the correlation coefficient is positive. Moral behaviour has a 0.602 positive association with job satisfaction. As a result, the stronger the job security, the higher the work happiness. This correlation coefficient's value of 0.602 falls within the coefficient range of 0.41 to 0.70. As a result, because the p-value (0.000) is less than the alpha value, the association between moral behaviour and work satisfaction is modest and significant (0.05).

4.3.2.12 Organisation Commitment with Job Satisfaction (Hypothesis 5)

H₀: There is no significant relationship between organization commitment with job satisfaction.

H₁: There is a significant relationship between organization commitment with job satisfaction.

Table 4.20

Correlations between Organisation Commitment with Job satisfaction

		Job satisfaction
Organisation	Pearson Correlation	0.514
Commitment	Significant (2-tailed)	<0.000
	N	292

Source: Generated from SPSS software (Version 29)

The positive value for the correlation coefficient in Table 4.20 indicates that there is a positive association between organisational commitment and job satisfaction. Organizational commitment has a 0.514 connection with work satisfaction. This explains why the more the dedication of the organisation, the greater the work satisfaction. This correlation coefficient's value of 0.514 falls within the coefficient range of 0.41 to 0.70. As a result, because the p-value (0.000) is less than the alpha value, the association between organisational commitment and work satisfaction is modest and significant (0.05).

4.3.2.13 Productive Leader with Job Satisfaction (Hypothesis 5)

H₀: There is no significant relationship between productive leader with job satisfaction.

H₁: There is a significant relationship between productive leader with job satisfaction.

Table 4.20

Correlations between Productive Leader with Job satisfaction

		Job satisfaction
Productive	Pearson Correlation	0.514
Leader	Significant (2- tailed)	<0.000
	N	292

Source: Generated from SPSS software (Version 29)

The positive value for the correlation coefficient in Table 4.20 indicates that there is a positive association between effective leaders and work satisfaction. A productive leader has a 0.514 positive association with work happiness. This explains why the more productive the leader, the greater the work happiness. This correlation coefficient's value of 0.514 falls within the coefficient range of 0.41 to 0.70. As a result, because the p-value (0.000) is less than the alpha value, the association between productive leaders and work satisfaction is modest and significant (0.05).

4.3.3 Multiple Linear Regression Analysis

Table 4.21

Analysis of Variance

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	68.944	5	13.789	76.360	<0.000
Residual	66.633	369	0.181		
Total	135.577	374			

Source: Generated from SPSS software (Version 29)

H₀: The seven independent variables (pay, job accomplishment, work environment, moral behaviour, organization commitment and productive leader) are not significant explain the variance of job satisfaction.

H₁: The seven independent pay, job accomplishment, work environment, moral behaviour, organization commitment and productive leader) are significant explain the variance of job satisfaction.

According to Table 4.21, the p-value (0.000) is smaller than the alpha value (0.05). This helps to understand why the F-statistic is crucial. This study's model accurately describes the relationship between the dependent and independent variables. As a result, all of the independent factors (salary and benefits, accomplishment and recognition, work environment, job stability, training and development) are significant in explaining job satisfaction variation. The evidence supports the alternative theory.

4.4 Conclusion

In a summary, the questionnaire was distributed, collected, thoroughly evaluated, and explained in this chapter. Furthermore, the data standard deviation and mean score were provided, and a scale measurement was done to establish the questionnaire survey's dependability. The Pearson Correlation Coefficient and Multiple Linear Regression (MLR) Analysis findings were conducted using SPSS software (Version 29) to show the relationship between the dependent variable (job satisfaction) and the seven independent variables (pay, job accomplishment, work environment, moral behaviour, organisation commitment and productive leader). There will be a brief conclusion and some pertinent implications for the findings in Chapter 5.



CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

The last chapter provides a summary that serves as an overview for statistical analyses such as descriptive and inferential analyses. In addition, some important implications for the key findings will be offered. Furthermore, the researchers will explain the research's limitations and make some recommendations for future studies. Job satisfaction in rubber glove industry makes sense of people's responses towards their positions. Many analyses secure that position satisfaction in rubber glove industry is a notable develop that is broadly used to concentrate on business related prosperity; and contributes fundamentally to employee's' general personal satisfaction. The ongoing paper looks at job satisfaction in rubber glove industry among Malaysian employee's involving the Job satisfaction in rubber glove industry Survey (JSS).

5.1 Summary of Statistical Analysis

The results of descriptive and inferential analysis created in the previous chapter will be thoroughly addressed in this chapter, and the researcher will synthesise it to provide an overview..

5.1.1 Summary of Descriptive Analysis

Table 5.1

Summary of Descriptive Analysis

Variables	Frequency	Percentage (%)	Cumulative Frequency	Cumulative Percentage (%)
Gender				
Male	153	52.4	170	47.6
Female	138	47.3	292	100.0
Age Group				
20 years old and below	3	1.0	1.0	1.0
21 – 29 years old	85	29.1	29.1	30.1
30 – 39 years old	150	51.4	51.4	81.5
40 – 49 years old	47	16.1	16.1	97.6
50 – 59 years old	6	2.1	2.1	99.7
60 or older years old	1	0.3	0.3	0.3
Ethnic Group				
Chinese	113	38.7	38.7	39.0
Malay	133	45.5	45.5	100.00
Indian	45	15.4	15.4	54.5
Others	5	1.3	292	100.1
Education Level				
Lower Secondary	8	2.1	8	2.1

Higher Secondary	22	5.9	30	8.0
Diploma	67	17.9	97	25.9
Degree	236	62.9	333	88.8
Master	35	9.3	368	98.1
Others	7	1.9	292	100.0

Position in

Organization

UM Level & Above	57	19.5	19.5	100.0
MM Level	102	34.9	34.9	80.5
JM Level	97	33.2	33.2	33.2
LM Level	36	12.3	12.3	45.5

Years of

Employment

3 years or below	59	20.2	20.2	20.2
Above 3 years to 5 years	130	44.5	44.5	72.3
Above 5 years to 10 years	81	27.7	27.7	100.0
Above 10 years	22	7.5	7.5	27.7

Current Working

Location

Selangor	122	41.8	41.8	75.7
Perak	53	18.2	18.2	33.9
Negeri Sembilan	19	6.5	349	15.8
WP Kuala Lumpur	71	24.3	24.3	100.0

Kedah	12	4.1	4.1	9.2
Johor	15	5.1	5.1	5.1

Source: Developed for the research

In summary, 292 people took part in the questionnaire survey for this study. According to the findings in Chapter 4, the majority of respondents (54.7%) are female. The majority of them are between the ages of 21 and 29, accounting for 60.5% of those who responded to the study; nevertheless, there are no respondents under the age of 20. Furthermore, the results revealed that 40.5% of Chinese respondents participated in this poll. The majority of the 292 respondents in this survey are graduates, accounting for 62.9% of the total. Furthermore, nearly half of all responders (50.1%) are from the MM Level and have 3 years or less of job experience (52%). Finally, the state of Selangor accounts for 65.9% of all respondents in this study.

5.2 Discussion

Besides, the consequences of component analysis support the past study, recommending conceivable social contrasts in the comprehension of, and agreement with respect to, the design of the gig satisfaction in rubber glove industry scale. In view of the exploration, the system is appropriate in rubber glove producing industry. There are seven viewpoints to persuade employee's in this exploration. This analysis gives experimental proof to job satisfaction of various aspects in a glove producing organization in Malaysia. All free factors utilized in this exploration had the option to accomplish a critical relationship with job satisfaction. After the analysts tried the model, it is connected in light of the free factors ready to make sense of huge variety in subordinate factors. The model is pertinent to decide the motivation factors in glove fabricating setting. Other than financial motivation, the directors can likewise execute nonfinancial and different kinds of motivation to spur their employee's by permitting them to be all that they can be (Burton, 2012).

The organization supervisors need to think about job satisfaction as its cardinal goal. This is on the grounds that the efficiency and progress of an organization are for the most part relying upon how promptly accessible and serious the labor force is (Olusadum and Anulika, 2018). The organization the board assumes a huge part in spurring employee's (Singh, Almsafir, Al-khrabsheh, 2013). Each employee is unique and has their own various necessities. Subsequently, the supervisors need to consider this and perceive the distinctions between every employee as only one out of every odd employee is roused similarly (Burton, 2012). As per Doyle (2004), he said that an organization ought to begin everything from the very start of the interaction, the employing system. To make a propelling working spot, the administration can begin with employing inspired individuals. (Burton, 2012).

As an end, the five variables in this study (pay, job accomplishment, work environment, moral behaviour, organization commitment and productive leader). can influence the motivation of employee's. On the off chance that employee's are roused, they will have better performance as well as powerful and proficient in going about their business, and it prompts efficiency and benefit of the organization expanded. Moreover, with propelled and positive employee's, an organization will have a decent culture and it will influence the employee's be faithful and won't have turnover expectation, too as the organization can have a decent standing. Ultimately, the board assumes a significant part in rousing employee's (Singh, Almsafir and Al-khrabsheh, 2013). Subsequently, the top administration, directors and managers should cooperate in contributing methods and ways of rousing and help one another and their subordinates in accomplishing the objectives of their organization.

5.3 Limitations of the Study

The researchers confronted a few restrictions while leading the exploration project. This study, first and foremost, focuses on the employee at a glove producing in Malaysia. Notwithstanding, the extent of the analysis is minuscule and data gathered are restricted as the questionnaire was simply be shipped off a top glove producing organization in Malaysia, which might bring about study biasness. The exploration extension couldn't be bigger into other glove fabricating organization because of different reasons, for sample, research cost and an immense measure of time expected to get endorsement from various specialists. For data gathering in this analysis, the organization's administration had sent messages including our Google Form connect to the employee's in various branches.

At first, we can get around 300 respondents in the initial in a month, however at that point, the quantity of respondents didn't increment. Later on, the analysts attempted to utilize WhatsApp, Facebook, Instagram & Telegram to speak with the employee's to illuminate them about our overview. By utilizing email, it unfit to assemble all employee consideration regarding fill in the google structure and set aside some margin to arrive at the objective respondents. Furthermore, the specialists likewise saw that a few respondents answer the questionnaire by picking impartial as their response, roughly 16% of the all out survey replies. The respondents may not able to communicate their genuine responses since they might alarm it influence their real work. Thus, this will decrease the unwavering quality and legitimacy of the analysis result. Ultimately, this exploration involved cross-sectional methodology in data collection rather than longitudinal methodology. As the cross-sectional methodology just can study the elements of impact job satisfaction in a given mark of time as opposed to the variables that impact them in the long haul.

5.4 Recommendations for Future Research

The researcher have finished this analysis study despite the fact that they confronted a few impediments during the exploration. There are a few proposals accommodated future specialists who will direct comparative exploration. Future researchers ought to extend the objective respondents to various glove fabricating organizations in Malaysia as opposed to just zeroing in on one organization. This will expand the quantity of respondents and enlarge the exploration scope. Accordingly, the outcomes can be more delegate and generalizable simultaneously can forestall the predisposition issue. In this exploration study, the researchers defeat the restriction of arriving at the employee's by reaching them with Facebook. In future, the specialists can contact the administration to spread the Google Form connect through WhatsApp bunch. It is on the grounds that the vast majority use WhatsApp to impart instead of Facebook and Email.

As indicated by Iqbal (2019), WhatsApp is one of the world top applications. 3 million organizations are utilizing WhatsApp Business. So, the administration regularly involves WhatsApp as a stage to refresh the most recent data about the organization. To beat the respondents by picking the impartial as their response in the survey, the organization the executives ought to have a short clarification about the questionnaire and let them in on every one of the responses are completely private and secret without influence their work. Subsequently, this can forestall misconception of the employee's while noting the google structure. Ultimately, future specialists are recommended to involve longitudinal methodologies in data collection for their study. This is on the grounds that the variables that impact job satisfaction and their requirements might change from various places of time.

5.5 Conclusion

According to the findings of this study, the independent factors (pay, job satisfaction, job accomplishment, work environment, moral behaviour, organisation commitment and productive leaders) have a substantial impact on job satisfaction. As a result, the firm should focus on all of these separate elements in order to meet all of its employees' demands and enhance job satisfaction. Employees that are motivated will improve their job performance and lead the organisation to greater success in the future. As a result, it may retain personnel, minimise absenteeism, and boost staff productivity and efficiency.

Furthermore, the researchers have made some suggestions for future researchers to enhance their research. The primary goal of the research study was met by the researchers. This research's findings are also applicable to other sectors.

According to this study, accomplishment and acknowledgment have the greatest impact on employee motivation. However, the variables that encourage employees may alter from time to time as their demands change. Thus, according to Jayasuriya, Kumarasinghe, and Perera (2017), the corporation should keep a careful eye on the elements that drive employees in order to maintain a competitive advantage over competitors. Future researchers can do in-depth analyses to determine the degree of these characteristics that attract employees in different sectors.

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APPENDICE

APPENDIX 1 : Permission Letter

KAJIAN TENTANG KEPUASAN BERKERJA DI SYARIKAT PENGILANG
SARUNG TANGAN GETAH DI MALAYSIA

A Research on The Employee Job Satisfaction in Rubber Glove Manufacturing Company in Malaysia

Dear Respondent,

I am Noor Faeazah a Master in Management student from University Tunku Abdul Razak (UNIRAZAK Kuala Lumpur Campus). I am conducting research and survey on the topic "**A Research on The Employee Job Satisfaction in Rubber Glove Manufacturing Company in Malaysia.**" The purpose of this study is to analyze factors and job satisfaction among employees in glove manufacturing companies in Malaysia.

This questionnaire consists of **THREE (3)** sections. **Section A** is about your demographic profile, while **Section B** is the **employee satisfaction** from employee of rubber glove company in Malaysia. **Section C** is about the **factors that influence employee job satisfaction** against the company that can be voiced based on statements and scale given.

Your cooperation in answering the following questions is very important to help in our research. Please answer **ALL** questions with your existing knowledge. Preceded by thanks for your sacrifice of time and participation in our research study. Your reply is **CONFIDENTIAL** and used for **ACADEMIC PURPOSES** only. The privacy of your data is important to us. Personal data collected will be protected by the Personal Data Protection Act 2010.

Sekiranya anda mempunyai sebarang pertanyaan, sila hubungi saya:

Nama	ID Pelajar	Alamat emel
NOOR FAEAZAH BINTI MOHAMAD NOR	M201101060	n.faeazah2011@ur.unirazak.edu .my

Sila dimaklumkan bahawa menurut Akta Perlindungan Data Peribadi 2010 yang berkuatkuasa pada 15 November 2013 Universiti Tun Abdul Razak dengan ini terikat untuk memberi notis dan memerlukan persetujuan berhubung dengan pengumpulan, rakaman, penyimpanan, penggunaan dan pengekalan maklumat peribadi.

Pengiktirafan Notis:

() Saya telah dimaklumkan tentang Notis PDPA dan saya dengan ini difahami, memberi kuasa dan bersetuju dengan terma UNIRAZAK.

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KAJIAN TENTANG KEPUASAN BERKERJA DI SYARIKAT PENGILANG
SARUNG TANGAN GETAH DIMALAYSIA

Section B (Bahagian B) : Employee Satisfaction (Kepuasan Pekerja)

The following set of statement related to the general information of employee motivation. Please indicate the extent to which you agree or disagree with each statement by circling one number per line on the 5-points Likert scale response framework in which ((1) strongly disagree; (2) disagree; (3) neutral, (4) agree; and (5) strongly agree. }

(Set pernyataan berikut berkaitan dengan maklumat umum motivasi pekerja. Sila nyatakan sejauh manakah anda bersetuju atau tidak bersetuju dengan setiap pernyataan dengan mengelilingi satu nombor per baris pada rangka tindak balas skala Likert 5-point di mana {(1) sangat tidak setuju; (2) tidak bersetuju; (3) neutral; (4)= setuju; dan (5)= sangat setuju))

1= Strongly Disagree (Sangat Tidak Setuju)

2= Disagree (Tidak Setuju)

3= Neutral

4= Agree (Setuju)

5= Strongly Agree (Sangat Setuju)

No.	Questions (Soalan-soalan)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I'm content with my business and the work I'm doing. (Saya berasa gembira berada di dalam syarikat dalam melaksanakan tugas saya).	1	2	3	4	5
2.	I am prepared to put in a lot of work to assist the firm succeed. (Saya dengan sukarelanya berusaha keras untuk membantu syarikat saya mencapai matlamatnya).	1	2	3	4	5
3.	I take a lot of personal responsibility for the job I perform. (Saya rasa bertanggungjawab secara peribadi yang bertahap tinggi terhadap kerja yang saya lakukan).	1	2	3	4	5
4.	I am honoured to be a member of the organisation. (Saya berasa bangga menjadi sebahagian daripada syarikat)	1	2	3	4	5

KAJIAN TENTANG KEPUASAN BERKERJA DI SYARIKAT PENGILANG
SARUNG TANGAN GETAH DI MALAYSIA

5.	I shall complete the task given to me by my boss. <i>(Saya akan melakukan kerja yang diberikan oleh penyelia).</i>	1	2	3	4	5
6.	I am driven to succeed because my work environment empowers me. <i>(Saya amat bermotivasi untuk melakukan yang terbaik kerana persekitaran kerja yang diamanahkan).</i>	1	2	3	4	5


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**Section C (Bahagian Cd Factors That Influence Employee Job Satisfaction
(Faktor-Faktor Yang Mempengaruhi Kepuasan Berkerja)**

In the rubber glove manufacturing sector, employee jobsatisfaction is affected by a variety of variables. Please indicate the extent to which you agree or disagree with each statement by circling one number per line on the 5- points Likert scale response framework in which ((1) strongly disagree; (2) disagree; (3) neutral, (4) agree; and (5) = strongly agree. }

(Set pernyataan berikut berkaitan faktor yang mempengaruhi kepuasan pekerja dalam industri pembuatan sarung tangan getah. Sila nyatakan sejauh manakah anda bersetuju atau tidak bersetuju dengan setiap pernyataan dengan mengelilingi satu nombor per baris pada rangka tindak balas skala Likert 5-point di mana { (1)= sangat tidak setuju; (2) tidak bersetuju; (3) neutral; (4) setuju; dan (5) sangat setujuJ

1= Strongly Disagree {Sangat Tidak Setuju}

2= Disagree {Tidak Setuju}

3= Neutral

4= Agree {Setuju}

5= Strongly Agree {Sangat Setuju}

Part 1 (Bahagian 1) : **Satisfaction With Pay (Kepuasan Terhadap Bayaran)**

No .	Questions {Soalan-soalan}	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	My present salary is plenty for me. (Saya berpuas hati dengan gayer semasa saya).	1	2	3	4	5
2.	I am content with the benefits I already get [for example, sick leave and health insurance].(Saya berpuas hati dengan kebajikan saya [cth. cuti saki t, insurans kesihatan]).	1	2	3	4	5
3.	I am pleased with the pay scale increase. (Saya berpuas hati dengan kenaikan tangga ga i).		2	3	4	5
4.	The pay is about the same as in other industries that make things. (Gaji saya sebanding dengan industri pembuatan lain).	1	2	3	4	5

KAJIAN TENTANG KEPUASAN BERKERJA DI SYARIKAT PENGILANG
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5.	Being given a competitive wage and benefits package has an effect on my motivation. <i>(Ditawarkan gajey yang baik dan pakej pampasan mempunyai kesan terhadap tahap motivasi saya).</i>	1	2	3	4	5
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Part 2 (Bahagian 2) : Satisfaction With Job And Accomplishment (Kepuasan Terhadap Pekerjaan Dan Pencapaian)

No.	Questions {Soalan-soalan}	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I feel that the company appreciate towards my achievement <i>(Saya berasa syarikat menghargai pencapaian saya).</i>	1	2	3	4	5
2.	I get the impression that the corporation is appreciative of my accomplishments. <i>(Saya rasa syarikat mengenal pasti keupayaan saya).</i>		2	3	4	5
3.	Recognition ceremonies at work inspire me to do my best. <i>(Acara pengiktirafan syarikat saya mendorong saya untuk bekerja).</i>	1	2	3	4	5
4.	Promotion within the organisation is contingent upon my accomplishments. <i>(Kenaikan pangkat dalam syarikat adalah berdasarkan pencapaian saya).</i>	1	2	3	4	5
5.	Recognized for my professional accomplishments encourages me. <i>(Penghargaan untuk pencapaian kerja saya mendorong saya).</i>	1	2	3	4	5

Part 3 (Bahagian 3) : Work Environment (Persekitaran Kerja)

No.	Questions {Soalan-soalan}	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I am content with the existing state of cleanliness in my work environment. <i>(Saya berpuas hati dengan kebersihan persekitaran kerja semasa).</i>	1	2	3	4	5
2.	I am in a stress-free working environment <i>(Saya berada dalam persekitaran kerja tanpa tekanan).</i>	1	2	3	4	5
3.	I believe there are no health risks in the workplace. <i>(Saya berasa persekitaran kerja bebas daripada bahaya kesihatan).</i>	1	2	3	4	5
4.	I believe that my workplace is a safe environment. <i>(Saya percaya persekitaran kerja saya adalah selamat).</i>	1	2	3	4	5
5.	My motivation is boosted by a positive work environment. <i>(Persekitaran kerja yang baik meningkatkan motivasi saya).</i>	1	2	3	4	5

Part 4 (Bahagian 4) : Satisfaction With Organisation (Kepuasan Terhadap Organisasi)

No.	Questions (Soalan-soalan)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I tell my friends this is a good organisation to work for. (Saya memberitahu rakan-rakan saya ini adalah organisasi yang baik untuk bekerja.)	1	2	3	4	5
2.	I would accept almost any type of job assignment in order to keep working for this organisation (Saya akan menerima hampir semua jenis tugas kerja untuk terus bekerja untuk organisasi ini.)	1	2	3	4	5
3.	I am willing to put in a great deal of extra effort to help this organisation be successful. (Saya bersedia untuk melakukan banyak usaha tambahan untuk membantu organisasi ini berjaya.)	1	2	3	4	5
4.	I will not look for a job at a different company. (Saya tidak akan mencari kerja di syarikat lain.)	1	2	3	4	5
5.	I understand how my work contributes to the organisation's goals and objectives (Saya memahami bagaimana kerja saya menyumbang kepada matlamat dan objektif organisasi.)	1	2	3	4	5
6.	I find that my values and the organisation values are very similar. (Saya mendapat bahawa nilai saya dan nilai organisasi adalah sangat serupa.)	1	2	3	4	5

KAJIAN TENTANG KEPUASAN BERKERJA DI SYARIKAT PENGILANG
SARUNG TANGAN GETAH DIMALAYSIA

Part S (*Bahagian 5*) : Satisfaction **With** Moral Behaviour Of Behaving Of Associates (*Kepuasan Terhadap Tingkah Laku Moral Rakan Sekerja*)

No.	Questions {Soafan-soafan}	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I'm happy with the opportunities for growth available in the company. (<i>Saya gembira dengan peluang pertumbuhan yang tersedia dalam syarikat.</i>)	1	2	3	4	5
2.	I feel that adequately rewarded for my dedication and commitment toward work. (<i>Saya merasakan bahawa ganjaran yang mencukupi untuk dedikasi dan komitmen saya terhadap kerja.</i>)	1	2	3	4	5
3.	My team provide me with the support information that i need at work. (<i>Pasukan saya memberi saya maklumat sokongan yang saya perlukan di tempat kerja.</i>)	1	2	3	4	5
4.	I think that work is evenly distributed among members of my team. (<i>Saya fikir kerja itu diagihkan sama rata di kalangan ahli pasukan saya.</i>)	1	2	3	4	5
5.	I think my team respects your personal time. (<i>Saya rasa pasukan saya menghormati masa peribadi anda.</i>)	1	2	3	4	5

Part 6 (*Bahagian d*) : Satisfaction **With** Management And **Productive** Leaders (*Kepuasan Dengan Pengurusan Dan Pemimpin Produktif*)

KAJIAN TENTANG KEPUASAN BERKERJA DI SYARIKAT PENGILANG
SARUNG TANGAN GETAH DIMALAYSIA

No.	Questions (foofon-soofon)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I regularly receive constructive performance feedback from your manager. (<i>Saya kerap menerima maklum balas prestasi yang membina daripada pengurus anda.</i>)	1	2	3	4	5
2.	My manager care about my development. (<i>Pengurus saya mengambil berat tentang perkembangan saya.</i>)	1	2	3	4	5
3.	My manager effectively communicate the information you need to understand. (<i>Pengurus saya menyampaikan maklumat yang anda perlu fahami dengan berkesan.</i>)	1	2	3	4	5
4.	I think my manager make me feel like a valued part of the team. (<i>Saya rasa pengurus saya mem buatkan saya berasa seperti sebahagian daripada pasukan yang dihargai.</i>)	1	2	3	4	5
5.	I'm confident in the overall effectiveness of your immediate manager. (<i>Saya melihat diri saya berkembang dan mengembangkan kerjaya di syarikat</i>	1	2	3	4	5

KAJIAN TENTANG KEPUASAN BERKERJA DI SYARIKAT PENGILANG
SARUNG TANGAN GETAH DIMALAYSIA

6.	I see myself growing and developing career at this company. (<i>Saya yakin dengan keberkesanan keseluruhan pengurus terdekat anda.</i>)	1	2	3	4	5
7.	I believe I will be able to reach my full potential here. (<i>Saya percaya saya akan dapat mencapai potensi penuh saya di sini.</i>)	1	2	3	4	5

Thank you very much for your participation.

Terima kasih atas penyertaan anda.

Your time and opinion are greatly appreciated!

Masa dan pendapat anda amat dihargai!

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APPENDIX 3 : Descriptive Analysis

EP1 I enjoy what I do for a profession

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	8	2.7	2.7	2.7
	2	35	12.0	12.0	14.7
	3	54	18.5	18.5	33.2
	4	144	49.3	49.3	82.5
	5	51	17.5	17.5	100.0
	Total	292	100.0	100.0	

EP2 I am prepared to put in a lot of work to assist the firm succeed

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	8	2.7	2.7	2.7
	2	33	11.3	11.3	14.0
	3	52	17.8	17.8	31.8
	4	152	52.1	52.1	83.9
	5	47	16.1	16.1	100.0
	Total	292	100.0	100.0	

EP3 I take a lot of personal responsibility for the work I perform

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	12	4.1	4.1	4.1
	2	28	9.6	9.6	13.7
	3	73	25.0	25.0	38.7
	4	134	45.9	45.9	84.6
	5	45	15.4	15.4	100.0
	Total	292	100.0	100.0	

EP4 I am honoured to be a part of the organisation

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	1	9	3.1	3.1	3.1
	2	28	9.6	9.6	12.7
	3	65	22.3	22.3	34.9
	4	140	47.9	47.9	82.9
	5	50	17.1	17.1	100.0
	Total	292	100.0	100.0	

EP5 I will complete the task assigned to me by my manager

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	1	8	2.7	2.7	2.7
	2	10	3.4	3.4	6.2
	3	44	15.1	15.1	21.2
	4	91	31.2	31.2	52.4
	5	139	47.6	47.6	100.0
	Total	292	100.0	100.0	

EP6 I am motivated to succeed because my work environment empowers me

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	1	7	2.4	2.4	2.4
	2	18	6.2	6.2	8.6
	3	84	28.8	28.8	37.3
	4	138	47.3	47.3	84.6
	5	45	15.4	15.4	100.0
	Total	292	100.0	100.0	

P1SP1 I am satisfied with my current pay

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	1	8	2.7	2.7	2.7
	2	20	6.8	6.8	9.6
	3	79	27.1	27.1	36.6
	4	138	47.3	47.3	83.9
	5	47	16.1	16.1	100.0
	Total	292	100.0	100.0	

P1SP2 I am satisfied with my current benefit [eg . sick leave , health insurance]

	Fr eq uency	Perce nt	Vali d Perce nt	Cumul ative Perce nt
Valid	6	2.1	2.1	2.1
2	21	7.2	7.2	9.2
3	78	26.7	26.7	36.0
4	141	48.3	48.3	84.2
!5	46	!5.8	!5.8	100.0
Total	292	100.0	100.0	

P1SP3 I am satisfied with the pay scales increment

	Fr eq uency	Perce nt	Vali d Percent	Cumul ative Perce nt
Valid 1	6	2.1	2.1	2.1
2	17	!5.8	!5.8	7.9
3	71	24.3	24.3	32.2
4	!50	!51.4	!51.4	83.6
!5	48	16.4	16.4	100.0
Total	292	100.0	100.0	

P1SP4 The salary is comparable with other manufacturing industry

	Fr eq uency	Perce nt	Vali d Perce nt	Cumul ative Perce nt
Valid	!5	1.7	1.7	1.7
2	7	2.4	2.4	4.1
3	!57	19.!5	19.!5	23.6
4	104	3!5.6	3!5.6	!59.2
!5	119	40.8	40.8	100.0
Total	292	100.0	100.0	

P1SP5 Being offered a good salary and compensation package has an impact on my level of motivation

	Fr eq uency	Perce nt	Vali d Perce nt	Cumul ative Perce nt
Valid	3	1.0	1.0	1.0
2	13	4.!5	4.!5	!5.!5
3	49	16.8	16.8	22.3
4	147	!50.3	!50.3	72.6
!5	80	27.4	27.4	100.0
Total	292	100.0	100.0	

P2 SJ1 I feel that the company appreciate towards my achievement

	Fr eq uency	Perce nt	Vali d Perce nt	Cumul ative Perce nt
Valid	7	2.4	2.4	2.4
2	31	10.6	10.6	13.0
3	75	25.7	25.7	38.7
4	111	38.0	38.0	76.7
5	68	23.3	23.3	100.0
Total	292	100.0	100.0	

P2SJ2 I feel that the company recognize my ability

	Fr eq uency	Perce nt	Vali d Perce nt	Cumul ative Perce nt
Valid 1	5	1.7	1.7	1.7
2	20	6.8	6.8	8.6
3	60	20.5	20.5	29.1
4	131	44.9	44.9	74.0
5	76	26.0	26.0	100.0
Total	292	100.0	100.0	

P2SJ3 My company's recognition events motivate me to excel at work.

	Fr eq uency	Perce nt	Vali d Perce nt	Cumul ative Perce nt
Valid	4	1.4	1.4	1.4
2	16	5.5	5.5	6.8
3	55	18.8	18.8	25.7
4	145	49.7	49.7	75.3
5	72	24.7	24.7	100.0
Total	292	100.0	100.0	

P2SJ4 Promotion in the company is based on my achievement

	Fr eq uency	Perce nt	Vali d Perce nt	Cumul ative Perce nt
Valid	4	1.4	1.4	1.4
2	4	1.4	1.4	2.7
3	30	10.3	10.3	13.0
4	101	34.6	34.6	47.6
5	153	52.4	52.4	100.0
Total	292	100.0	100.0	

P2SJ5 Being recognized for my work motivates achievements me

	Fr eq uency	Perce nt	Vali d Perce nt	Cumul ative Perce nt
Valid	4	1.4	1.4	1.4
2	26	8.9	8.9	10.3
3	73	25.0	25.0	35.3
4	154	52.7	52.7	88.0
5	35	12.0	12.0	100.0
Total	292	100.0	100.0	

P3WE1 I feel satisfy with the clea nliness of current work environme nt

	Fr eq uency	Perce nt	Vali d Perce nt	Cumul ative Perce nt
Valid	4	1.4	1.4	1.4
2	17	5.8	5.8	7.2
3	67	22.9	22.9	30.1
4	165	56.5	56.5	86.6
5	39	13.4	13.4	100.0
Total	292	100.0	100.0	

P3WE2 I am in a stress -free working environment

	Fr eq uency	Perce nt	Vali d Perce nt	Cumul ative Perce nt
Valid 1	11	3.8	3.8	3.8
2	38	13.0	13.0	16.8
3	80	27.4	27.4	44.2
4	132	45.2	45.2	89.4
5	31	10.6	10.6	100.0
Total	292	100.0	100.0	

P3WE4 I feel that the work environment is safe

	Fr eq uency	Perce nt	Vali d Perce nt	Cumul ative Perce nt
Valid 1	5	1.7	1.7	1.7
2	23	7.9	7.9	9.6
3	63	21.6	21.6	31.2
4	121	41.4	41.4	72.6
5	80	27.4	27.4	100.0
Total	292	100.0	100.0	

P3WE5 Good work environment increases my motivation

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	1	5	1.7	1.7	1.7
	2	17	5.8	5.8	7.5
	3	53	18.2	18.2	25.7
	4	171	58.6	58.6	84.2
	5	46	15.8	15.8	100.0
	Total	292	100.0	100.0	

P40C1 I would accept almost any type of job assignment in order to keep working for this organisation

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	1	7	2.4	2.4	2.4
	2	19	6.5	6.5	8.9
	3	71	24.3	24.3	33.2
	4	153	52.4	52.4	85.6
	5	42	14.4	14.4	100.0
	Total	292	100.0	100.0	

P40C2 I am willing to put in a great deal of extra effort to help this organisation be successful

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	1	5	1.7	1.7	1.7
	2	16	5.5	5.5	7.2
	3	53	18.2	18.2	25.3
	4	171	58.6	58.6	83.9
	5	47	16.1	16.1	100.0
	Total	292	100.0	100.0	

P40C3 I will not look for a job at a different company.

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	1	5	1.7	1.7	1.7
	2	19	6.5	6.5	8.2
	3	65	22.3	22.3	30.5
	4	159	54.5	54.5	84.9
	5	44	15.1	15.1	100.0
	Total	292	100.0	100.0	

P40C4 I understand how my work contributes to the organisation 's goals and objectives

	Fr eq uency	Perce nt	Vali d Perce nt	Cumul ative Perce nt
Valid	7	2.4	2.4	2.4
2	16	5.5	5.5	7.9
3	52	17.8	17.8	25.7
4	130	44.5	44.5	70.2
5	87	29.8	29.8	100.0
Total	292	100.0	100.0	

P40C5 I find that my values and the organisation values are very similar.

	Fr eq uency	Perce nt	Vali d Perce nt	Cumul ative Perce nt
Valid	4	1.4	1.4	1.4
2	21	7.2	7.2	8.6
3	66	22.6	22.6	31.2
4	154	52.7	52.7	83.9
5	47	16.1	16.1	100.0
Total	292	100.0	100.0	

P5MB1 I'am happy with the opportunities for growth available in the company

	Fr eq uency	Perce nt	Vali d Perce nt	Cumul ative Perce nt
Valid	4	1.4	1.4	1.4
2	25	8.6	8.6	9.9
3	73	25.0	25.0	34.9
4	144	49.3	49.3	84.2
5	46	15.8	15.8	100.0
Total	292	100.0	100.0	

P5MB2 I feel that adequately rewarded for my dedication and commitment toward work

	Fr eq uency	Perce nt	Vali d Perce nt	Cumul ative Perce nt
Valid	6	2.1	2.1	2.1
2	21	7.2	7.2	9.2
3	68	23.3	23.3	32.5
4	151	51.7	51.7	84.2
5	46	15.8	15.8	100.0
Total	292	100.0	100.0	

P5MB4 I think that work is evenly distributed among members of my team

	Fr eq uency	Perce nt	Vali d Perce nt	Cumul ative Perce nt
Valid	5	1.7	1.7	1.7
2	21	7.2	7.2	8.9
3	56	19.2	19.2	28.1
4	158	54.1	54.1	82.2
5	52	17.8	17.8	100.0
Total	292	100.0	100.0	

P6PL1 I regularly receive constructive performance feedback from your manager

	Fr eq uency	Perce nt	Vali d Perce nt	Cumul ative Perce nt
Valid	8	2.7	2.7	2.7
2	18	6.2	6.2	8.9
3	63	21.6	21.6	30.5
4	139	47.6	47.6	78.1
5	64	21.9	21.9	100.0
Total	292	100.0	100.0	

P6PL2 My manager care about my development.

	Fr eq uency	Perce nt	Vali d Perce nt	Cumul ative Perce nt
Valid 1	4	1.4	1.4	1.4
2	25	8.6	8.6	9.9
3	73	25.0	25.0	34.9
4	144	49.3	49.3	84.2
5	46	15.8	15.8	100.0
Total	292	100.0	100.0	

P6PL3 My manager effectively communicate the information you need to understand

	Fr eq uency	Perce nt	Vali d Perce nt	Cumul ative Perce nt
Valid	6	2.1	2.1	2.1
2	21	7.2	7.2	9.2
3	68	23.3	23.3	32.5
4	151	51.7	51.7	84.2
5	46	15.8	15.8	100.0
Total	292	100.0	100.0	

P6PL4 I think my manager make me feel like a valued part of the team

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	5	1.7	1.7	1.7
	2	21	7.2	7.2	8.9
	3	64	21.9	21.9	30.8
	4	157	53.8	53.8	84.6
	5	45	15.4	15.4	100.0
	Total	292	100.0	100.0	

P6PL5 I'm confident in the overall effectiveness of your immediate manager

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	5	1.7	1.7	1.7
	2	21	7.2	7.2	8.9
	3	56	19.2	19.2	28.1
	4	158	54.1	54.1	82.2
	5	52	17.8	17.8	100.0
	Total	292	100.0	100.0	

P6PL7 I believe I will be able to reach my full potential here

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	8	2.7	2.7	2.7
	2	18	6.2	6.2	8.9
	3	63	21.6	21.6	30.5
	4	139	47.6	47.6	78.1
	5	64	21.9	21.9	100.0
	Total	292	100.0	100.0	

APPENDIX 4 : Reliability Test for Pilot Study

Report

Q1 Gender		EP1 I enjoy what I do for a profession	EP2 I am prepared to put in a lot of work to assist the firm succeed	EP3 I take a lot of personal responsibility for the work I perform	EP4 I am honoured to be a part of the organisation	EP5 I will complete the task assigned to me by my manager
Female	Mean	3.48	3.53	3.39	3.50	4.06
	N	139	139	139	139	139
	Std. Deviation	1.017	.966	1.025	1.003	1.055
Male	Mean	3.84	3.81	3.77	3.82	4.28
	N	153	153	153	153	153
	Std. Deviation	.935	.951	.935	.921	.921
Total	Mean	3.67	3.67	3.59	3.66	4.17
	N	292	292	292	292	292
	Std. Deviation	.989	.967	.996	.972	.992

EP5 I will complete the task assigned to me by my manager	EP6 I am motivated to succeed because my work environment empowers me	P1SP1 I am satisfied with my current pay	P1SP2 I am satisfied with my current benefit [eg . sick leave , health insurance]	P1SP3 I am satisfied with the pay scales increment	P1SP4 The salary is comparable with other manufacturing industry
4.06	3.58	3.57	3.58	3.65	4.02
139	139	139	139	139	139
1.055	.932	.971	.924	.924	.967
4.28	3.76	3.76	3.78	3.83	4.20
153	153	153	153	153	153
.921	.851	.864	.860	.817	.866
4.17	3.67	3.67	3.68	3.74	4.11
292	292	292	292	292	292
.992	.894	.920	.895	.873	.918

APPROVAL PAGE

TITLE OF PROJECT PAPER: A RESEARCH ON THE EMPLOYEE JOB
SATISFACTION IN RUBBER GLOVE
MANUFACTURING COMPANY IN
MALAYSIA

NAME OF AUTHOR: NOOR FAEAZAH BINTI MOHAMAD NOR

The undersigned certify that the above candidate has fulfilled the condition of the project paper prepared in partial fulfilment for the degree of Master in Management

SUPERVISOR

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Name :

Date :

ENDORSED BY:

Dean

Graduate School of Business

Date :

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