

CHAPTER 1: INTRODUCTION

1.0 Introduction

Today, the competition in the job industry has become intense due to the high population of people that leads to high job demand. Along with the improvement of the economy, country conditions and the moving trend of lifestyle, the expectation of employees towards their job is changing simultaneously.

Employee's job satisfaction is achieved when the ideal status in the mind of employee is met, the ideal status includes how they feel to work and how they are being compensated by the employers. If the employee's ideal work conditions are not met, it will lead to low job performance and finally the turnover of the employees. According to the research done by the Society for Human Resources Management Organization (2011), the retailing industry placed at the total 3rd highest turnover rate of employees within few key industries with the rate of 22%.

In order to improve the retail business performance and retain valuable employees, all retail industry employers including the employers in fashion retailing sector which is the main examination field of this study should take into consideration and determine what are the factors that affect the job satisfaction of their employees. In this study, the researchers are focused on the areas of compensation, employee benefits, working environment and also the management style.

In this chapter, the background of the study will briefly explain the reason why this research is conducted and also the problem definition and justification of the research. At the end of this chapter, the objectives of the research will be stated.

1.1 Research Background

Fashion retailing industry represents one of the most important sections which play a big role in retailing industry and the economic growth of Malaysia. The heavy promotional activities done by the government on the national event named 'Visit Malaysia' highly emphasizes on highlighting the shopping destinations as one of the attractions to attract foreign tourists to visit Malaysia. The Malaysian Insider (2013) reported that foreign tourists spent more than 2.6 billion US dollar on shopping in Malaysia's fashion retail store in the year 2012, and the number is still increasing year by year. Thus, fashion retailing industry has the significant effect on Malaysia's economic growth and development.

According to The Star Online (2014), an analyst named Tan Ee Zhio pointed out that Malaysia has grabbed the attention of mid-high end international fashion retailers to open up retail stores in Malaysia because Malaysia represents one of the attractive shopping destinations in Asia. The new entrants to Malaysia's retailing industry indicate that there will be more Malaysians hired as employees for these fashion retail stores. The Edge Malaysia (2013) mentioned that the growth rate in Malaysia's retailing industry is lower than the expected value in the beginning half of 2013, but change is expected towards the end of 2013 and the beginning of 2014, meanwhile the fashion retailing sector in Malaysia is expected to maintain the growth rate of 8.4%. The expectations show that the fashion retailing industry is growing and moving on the right track.

Although the fashion retailing industry is a fast growing and important sector in Malaysia's economy it contributed the highest turnover rate among retail industries. According to Fashion United (2010), the high turnover rate in retailing industry has suffered the employers industry itself where the cost of recruiting new employees to the job is significantly high. The replacing costs are likely to increase along with the turnover rate goes up year by year. A survey done in the retail world sourcing on staff turnover rate shows that the fashion and jewelry

retailing sector contributes the highest turnover rate with the record of 60% over the retailing industry.

Job dissatisfaction among employees causes this high turnover rate to occur. The moderate qualification required for the job and the ease in acquiring a similar job, the dissatisfied employees quit the company without voicing out what are the reasons that cause the dissatisfaction on the job. It turns to be a difficult and complex phenomenon to the employers where they are unable to find out the reason and come up with a proper solution to retain their employees and save the cost and time of recruiting new employees to the company. Besides that, there is no specific research on the job satisfaction of fashion retailing industry to give a clear sight on the job satisfaction of employees in this industry.

The researchers decided to conduct a study on the job satisfaction of employees in fashion retailing industry in order to come up with a clear sight of the factors that affect the job satisfaction of the employees in a particular sector. Based on some studies on employee job satisfaction related topic, the researcher comes out with four experimental variables or factors which are salary, employee's benefit, management style and the working environment which will be tested based on the job satisfaction survey on fashion retailing industry employees.

1.2 Problem Statement

In the retail industry, companies are concerned about manpower costs because it is the most significant expenditure in running retail stores. Hence, the job satisfaction of employees in the fashion retail sector is vital, as they are the one who provide the services to consumers. Indirectly, employees are playing the roles of spokesperson, where they need to communicate the brand's message and image through their interactions with the consumers. From the perspective of human resource management, employees are treated as intangible assets to companies. Companies that are able to satisfy and retain their employees create a competitive

advantage which will help them differ from the competition in the same industry (Hill, 2011). According to Heather and Sarah (2012), they pointed out that the cost of replacing an employee is about 10% to 30% of a same position employee's annual salary, the cost incurred on replacing an employee including the training cost of new employee, the cost on recruiting, hiring cost and also advertising cost.

Job dissatisfaction among employees usually leads to absenteeism, turnover intention or misbehavior in serving customers. High turnover rate among employees in retailing industry is seen as a common issue. Companies usually face high turnover intentions amongst management and sales employees, which may affect companies' sales, performance and cause competitive disadvantage in the long term (Mohd Nazari, 2007). Therefore, it is critical to conduct this thesis in order to find out what factors affect and contribute to job satisfaction. Besides that, this study also finds out the level of employees job satisfaction with the existing compensation package, employees' benefits, working environment and management style.

1.3 Research Objectives

The main objectives of this research report is to identify the factors that lead to job satisfactions in fashion retailing industry. In this research, the researchers will examine and prove whether are there any positive relationships between the factors (salaries, employee's benefit, working environment and management style) that have been chosen to be examined with job satisfaction.

Besides examining the relationship between these factors and job satisfaction, the researcher would also like to examine the degree of importance of the factors itself. It is very important to measure the degree of importance of each factor because the more important the factor is, the more impact it will have on the job satisfaction of the employees. By understanding the impact of each factor to job

satisfaction, the researcher can come up with useful recommendation or research outcomes which could help employers to fulfill employee's job satisfaction.

In this research the objective is divided into general objectivity and specific objectivity

General objectivity:-

- To investigate the factors that influence job satisfaction among employees

Specific objectivities:-

- To understand factors that influence job satisfaction among employees in the fashion retailing industry sector in Klang Valley
- To figure out which factor has the biggest impact on job satisfaction
- To examine the differences of male and female on job satisfaction

1.4 Research Questions

The general research question is:

- What are the factors that influence job satisfaction among employees in the fashion retail sector in Klang Valley?

The specific research questions are as follows:

- How does salary, employees benefit, working environment and management style influence employee's job satisfaction in the fashion retail sector?
- Which factor has the biggest impact on job satisfaction among the employees in the fashion retailing industry?
- Is there any difference between males and females working in the fashion retail industry in term of their job satisfaction?

1.5 Significance of the Study

An overview about how salary, employees' benefits, working environment and management style in affecting job satisfaction among employees in the fashion retail industry will be presented in this research. The employees' job satisfaction is important, because it will impact an organization greatly from different perspectives. As job satisfaction affects the behavior of the employees, in turn, it will impact the service quality, profitability and sales of the company. Thus, the job satisfaction of employees has become a key factor for fashion retailers to run their businesses successfully.

Although many scholars, practitioners and organizational specialists conducted empirical studies on employees' job satisfaction in the past, those previous empirical studies are mainly focused on corporate, education and healthcare institutions. Hence, there is a lack of empirical studies which is done extensively on job satisfaction among employees in the fashion retail industry. Therefore, the finding of this study is expected to provide contribution to top management and human resource management of fashion retails in Malaysia, so that they can gain a deeper insight of employees' job satisfaction.

Furthermore, this research also studies the existing job satisfaction level and factors that influence job satisfaction. By understanding the factors that influence job satisfaction, the management will be able to know the actual needs of their employees. Then, the management can implement strategies more precisely to retain employees and enhance their job satisfaction.

1.6 Chapter Layout

This research report consists of five chapters. Chapter 1 is the research overview which presents a clear picture of the whole research context and provides a clear explanation for the research problem. Apart from that, it also lists down the research objectives, research questions and hypotheses that is going to be achieved, answered and tested in this study. Chapter 2 is the literature review which provides wide-ranging analysis of the published and unpublished journals that is related to this topic. It also provides definitions, theories, concepts, previous research results of each variable in a summary form. Chapter 3 is the research methodology, which explains methods that are used to conduct the study, such as research design, data collection methods, sampling design, instruments, constructs measurement and data analysis tools. Chapter 4 is data analysis which presents results of the data that is received from the target respondents. The respondents' demographic characteristic and results of reliability and inferential analyses also will be addressed in chapter 4. Lastly, Chapter 5 provides summary of the statistical analysis, the discussion of our finding, constraints of study and suggestions for further research in the future.

1.7 Conclusion

This chapter includes the background, problem, aims, questions and importance of this research project, which provides the general idea to readers so that they can gain some knowledge regarding this topic before going into details. The following chapter will discuss the theories that are related with the areas of interest and findings that were collected from other researchers.

Chapter 2: LITERATURE REVIEW

2.0 Introduction

In this chapter, factors that influence the job satisfaction among employees in fashion retail sector in Klang Valley were studied. After studying on past researches on job satisfaction factors, four independent variables that affect job satisfaction among employees were found. The independent variables are salary, employee's benefits, working environment and management style. By using the four variables as independent variables and job satisfaction as the dependent variable, a conceptual framework was developed. This conceptual framework was used to study the relationships between the independent variables and the dependent variable.

2.1 Review of the Literature

2.1.1 Job Satisfaction

Job satisfaction plays a vital role in businesses, because it determines the success of any business. Over the years, job satisfaction is widely studied by many researchers in industrial organizations. According to Locke, job satisfaction is defined as an enjoyable, pleasurable and an affirmative emotion feeling where it causes the appraisal of one's job or job experiences. In a way, job satisfaction will impact the performance and attitude of employees (Locke, 1976). In the old job satisfaction model, the main focus usually falls on the employee's emotional feeling towards the job itself. In contrast, the modern job satisfaction model does not emphasize on the job itself, but it also relies on employees' perception, attitude and expectation towards the job (Lu et al., 2005). Agesegn, Tefera and Ebrahim's conducted an experimental study among 278 nurses from 34 health

centre and three governmental hospitals concluded that the final predictors of overall satisfaction were autonomy, leadership relationship, promotion, working environment and group cohesion, professional training, recognition at work, and perceived employment opportunity. (Agesegn, Tefera and Ebrahim, 2014).

Staw (1989) states that intrinsic factors that contribute to job satisfactions refer to the pleasure or value associated with the activity itself. Intrinsic factors are built inside and internal drive in an individual, which are personal achievement, sense of fulfillment and prestige. Whereas extrinsic factors focus on the value an individual places on the end of an action and the probability of reaching these ends. For example salary, employee benefits, working condition and resources support. While studying the impact of intrinsic and extrinsic factors on subsequent satisfaction and commitment, which assessed 108 graduates immediately after accepting jobs and again 6 months later, O'Reilly and Caldwell found out that an extrinsic job feature (salary) was positively related to future tenure intention and negatively related to job satisfaction. Another study was done by Wernimont (1966) regarding the intrinsic and extrinsic factors in job satisfaction. 50 accountants and 82 engineers were required to respond to both forced choice and free-choice items in self descriptions of past satisfying and dissatisfying job situations. In describing past satisfying situations, achievement, work itself and responsibility were mentioned most often. In dissatisfying situations, a lack of advancement and recognition were mentioned most often. This study has concluded that both intrinsic and extrinsic factors can be sources of both satisfaction and dissatisfaction, but intrinsic factors are stronger in both cases.

In Anna and Sanni's study, they stated the important reasons on why employees' job satisfaction should be concerned by companies. Firstly, the job satisfaction is able to indicate the emotional and psychological health of employees. Job satisfaction also reflects the way a company treats its employees. The presence of job dissatisfaction may reflect a bad treatment of an employer towards its employees such discrimination and injustice in workplace. Secondly, job satisfaction also affects employees' behavior and attitude which can directly impact the organization's functioning (Anna and Sanni, 2010). Most of the

organizations pay attention to this important variable by assessing and measuring job satisfaction among their employees. This is because their management teams do believe that employee's well-being is vital (Spector, 1997)

Lease's (1998) study shows that employees who like their jobs are able to increase company's productivity, decrease turnover rates, reduce absenteeism and increase organizational commitment. On the other hand, employees who are dissatisfied with their jobs, they will have the intention to leave and contribute less commitment to the company. According to Patterson (2010) he stated in his study that job satisfaction is usually related with employees' absenteeism, turnover and performance. However, he also argued that job satisfaction of employees in an organization might differ in the level of satisfaction with one another due to various aspects of job satisfaction. Employees might have a high job satisfaction because of the characteristic of the job. However, other employees who are satisfied with their jobs might be because of their good relationship with their superiors and co-workers. Therefore, it is important to understand the needs, attitude and motives of the employees so that the company can satisfy various aspects of job satisfaction.

Additionally, the study done by Spector (1997) also provided a few popular variables that are widely used in measuring job satisfaction. Those variables are appreciation, communication, job design, organization design, working environment, employee benefits, organization's policies and procedures, pay package, personal growth, promotion, opportunities, recognition, job security and supervision. In this study, the components selected are salary, employee benefits, employees' perception of job, working environment and management style.

2.1.1.1 Mood and Emotion

One of the factors that affect job satisfaction is mood and emotions. A satisfied employee will usually find it enjoyable to go to work and will try to perform at his best. Mood and emotion are used interchangeably; however, there are a few

factors that distinguish one from another. One of the most obvious differences stated by Ekman (1994) is the duration, in general, mood last longer than emotion. According to Ekman (1984), emotions are often more intense but only last for few seconds or most minutes while mood has a weaker states of uncertain origin but last longer. Usually mood will last for hours, sometimes for days. Besides, the apparent difficulty in modulating an emotion can also be used in distinguishing mood and emotion. For example, if a person is in an irritable mood, it will be more difficult to modulate his/her anger as compared to when he/she is not. We can predict that the anger during an irritable mood will be more intense and less controlled and also it will take longer time to decay. Weiss and Cropanzano (1996) has stated that affective experiences, mood and emotion, are attitudinal and behavioral. Affective experiences have a direct influence on job satisfaction. Furthermore, George and Jones (1997) proved that when a person experience positive feelings while at work is more likely to have a greater overall job satisfaction as compared to a person who always have unpleasant mood and negative emotions while working. The study done by Fisher (1998) showed that mood and emotion experienced at work is correlated with standard measures of overall job satisfaction. Therefore, employees' mood and emotion in the workplace will directly affect his/her job satisfaction. Other than mood and emotion of employees, understanding the goal and objective of organization can also help to increase job performance and satisfaction.

2.1.1.2 Understanding Goals and Directions of the company

Other than mood and emotions, the understanding of the goals and directions of the company will be able to increase employees' job satisfaction as they will have a clearer picture of what the company is trying to achieve and therefore increasing their sense of belonging. Besides, Kilts, Manfredi and Lorber (2008) stated that it is important to let people know the basics of the tasks and activities they are supposed to do, it is also important for an individual to understand how his/her responsibilities mesh with the objectives of a unit, a division and ultimately the whole company. By having employees that understand how their job and

responsibilities help in achieving the organization objective, they will have sense of belonging that increase job performance and job satisfaction. Besides, Maslow Hierarchy of Needs theory can be used to explain how fulfilling basic needs is related to job satisfaction.

2.1.1.3 Motivation

According to Thierry (1998), motivation is one of the fundamental determinants of human behavior. It addresses the cause, the intensity, the duration and the direction of the individual's behavior. Motivational factors play an important role in increasing employee job satisfaction. Motivated employees can be regarded as valuable asset who create value for an organization in strengthening the business and revenue growth (Kaur, 2013). The first theory that discuss about motivation is the Herzberg's theory of motivation.

Herzberg's Theory of Motivation

According to Herzberg (1987), factors involved in producing job satisfactions and motivation are distinctive from the factors that lead to job dissatisfaction. Human needs can be categorized into two set. One set of needs can be thought of as stemming from humankind's animal nature – the built in drive to avoid pain from the environment, including all the learned drives that become conditioned to the basic biological needs. For example, hunger, a basic biological drive, makes it necessary to search for food, food then become a specific drive. The other set of needs related to the unique human characteristics, which is the ability to achieve and experience psychological growth through achievement.

The motivators are the primary cause of satisfaction, and hygiene factors are the primary cause of unhappiness on the job. The growth or motivator factors that are intrinsic to the job are: achievement, recognition for achievement, advancement, growth, responsibility and job challenge. The dissatisfaction or hygiene factors that are extrinsic to the job include: working conditions, company policies, salary and benefits, supervision, status, job security, relationship with co-workers,

security and personal life (Herzberg, 1987). Other than Herzberg's theory of motivation, Maslow hierarchy of need will discuss more on what are the five types of need that will motivate employees. According to Maslow, if people grew in an environment which their needs are not met, they will be unlikely to function as healthy individuals or well-adjusted individuals.

Maslow Hierarchy of Needs

Maslow theorized that human have five types of needs and they are activated in a hierarchical manner. This means that the needs are arranged in a specific order from lowest to highest. The lower-order need must be fulfilled before the next order need is triggered. By looking at Maslow's theory from the motivational point of view, it says that a need can never be fully met, but a need that is almost fulfilled no longer motivate. In order to motivate a person, Maslow states that we will need to know where the person is on the hierarchical pyramid (Kaur, 2013). In Maslow's view, only the need for self-actualization will never reach a final state of satisfaction. The more this need is satisfied, the stronger the need for self-actualization will become. Followings are the factors explanation for the Maslow's hierarchy of need:

Figure 2.1: Maslow's Hierarchy of Needs five-stage model



Physiological needs. The need at the bottom of the triangle and are basic needs such as food, liquid, sleep, oxygen, sex, freedom of movement and

moderate temperature. When any of the needs is in short supply, the irritants will compel us to seek the missing commodity. Maslow states that there is no difference in people on the physiological level. However, once those physical needs are met regularly, they will no longer exert pressure and therefore no longer motivates (Griffin, 2003) According to Maslow, organizations must provide employees with a salary that enable them to afford adequate living conditions. The rationale is that any hungry people will hardly have the ability to make contribution it his organization (Kaur, 2013).

Safety needs. This is the second level of need. Safety needs are activated after the first level of need, physiological needs, are met (Kaur, 2013). Safety needs operate mainly on a psychological level. Once we've gained a certain level of physical comfort, we will seek for stability and consistency (Griffin, 2003). Safety can be referred to the need for a secure working environment that is free from any threats, harms and dangers. In a safe environment, employees will be able to perform their job without the fear of harm (Kaur, 2013).

Social needs. This is the third level of needs that is activated after the safety needs are satisfied. Social needs refer to the need to be affiliated, which is the need to be love and accepted by others (Kaur, 2013) Maslow's concept of belonging combines both gives and receives love (Griffin, 2003). In order to meet these needs, organizations will organize social events and encourage employees to participate such as charity events, trips and etc.

Esteem needs. This is the fourth level of need. This includes the need for both self-esteems and esteem of others, which involves self-confidence, achievement, competence, knowledge, autonomy, reputation, status and respects. Organization can nominate few employees that deserve recognition each year to receive a price in order to meet their needs.

Self-actualization. This is the last level at the top of the hierarchy. Maslow refer the need for self-actualization as "the desire to become more and more what one is, to become everything that one is capable of becoming" (Griffin, 2003). In

other words, the need to become that entire one is capable of being to develop one's fullest potential (Kaur, 2013). Self-actualization can take many forms depending on the individual such as the quest for knowledge, self-fulfillment, meaning in life or beauty (Griffin, 2003). A self-actualized employee represents a valuable asset to the organization's human resource. Furthermore, McClelland's theory is to discuss further on what are the needs to motivate employees.

McClelland's Motivational Needs Theory

David McClelland is most noted for describing three types of motivational need, which he identified in his book in 1961, *The Achieving Society*.

Need for achievement. People with a high need for achievement seek to excel and to achieve a set of standards and strive to succeed. Besides, they will take initiative to find results. They need rapid feedback on their performance. Furthermore, they will avoid high risk and low risk situations. They avoid low risk situations because the easily attained success is not a genuine achievement (Braden, 2000).

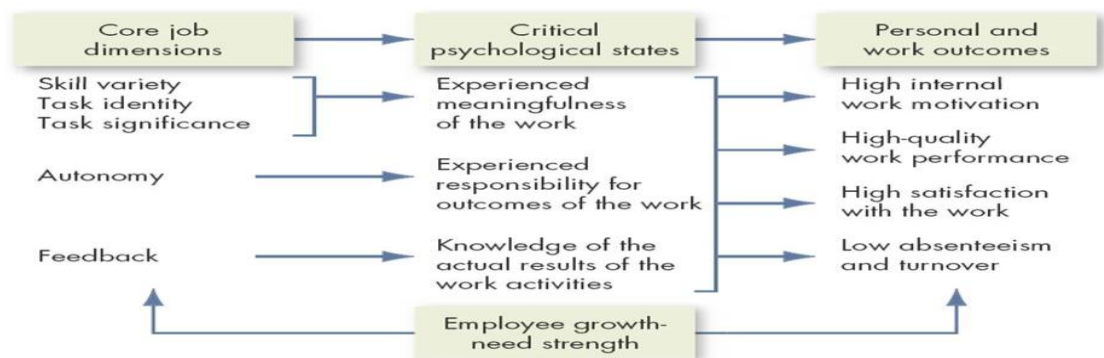
Need for power. Need for power is the need to make others behave in a way that they would not have behaved otherwise. A person with need for power can be divided into two types – personal and institutional. The person that needs personal power will desire to direct others and this is often perceived as undesirable. The person that needs institutional power will attempt to organize the efforts of others to further the goal of the organization. In an organization, managers with high need for personal power tend to be less effective than those with high need for institutional power (Braden, 2000).

Need for affiliation. People with high need for affiliation have the desire for friendly and close interpersonal relationships. Those with high need for affiliation tend to conform to the norms of their working group. They prefer work that provides significant personal interaction. Due to their need for affiliation, they will perform well in customer service and client interaction (Braden, 2000).

Job Characteristics Model

The Job Characteristics Model by Hackman and Oldham (1974) argued that, essentially, enriched or complex jobs are associated with increased job satisfaction, motivation, and work performance. This model listed out five core job dimensions (i.e. skill variety, task identity, task significance, autonomy, and feedback from job) that influence three critical psychological states, (i.e. experienced meaningfulness of the work, experienced responsibility for outcomes of the work, and knowledge of the actual results of the work activities) which will then affect personal and work outcomes (i.e. internal work motivation, work performance, overall job satisfaction, turnover, and absenteeism).

Figure 2.2: Relationship between core job dimensions, critical psychological states and personal and work outcomes for Hackman & Oldham (1974) Job Characteristics Model. Each arrow indicates a statistically significant relationship



Skill variety. It is the degree to which worker's skills and abilities will be challenged by the job that contains a variety of different activities.

Task identity. Task identity required the employee to be involved in all tasks from beginning to end of the production process.

Task significance. It refers to which the job has a significant impact to the people within the organization. Worker feels that the task is meaningful to the organization.

Autonomy. It refers to when workers are given substantial freedom and independence in scheduling tasks and in establishing procedures to carry them out. By doing this, the employees will feel responsible for the success and failure of the event and will put in extra effort to make his work performance and outcome a success.

Feedback. Feedback is when employees get direct information about how well the job is done. It is important for the feedback to be direct and clear.

A study done by Ali, Said, Yunus, Kader, Latif & Munap (2014) confirmed Hackman and Oldham's (1974) findings regarding job satisfaction. The research has concluded that five core dimensions of the job characteristics model contribute to job satisfaction.

2.1.2 Salary

Salary is one of the direct financial compensation program designed by an organization to reward the contribution of the employees towards the organization. Apart from repaying the contribution of employees, the financial compensation programs were also developed to retain and motivate the workforce within the organization and attract potential workforce outside the organization to join as workforce of the organization (Berge, 2000). Based on a research done by Oshagbemi (2000), his research of correlates of pay satisfaction in higher education finds that salary is one of the rewards that can motivate the employee's behavior to pursue the employer's objectives in business.

Salary can be made in many forms, a research on firm's choice of method of paying the salary done by Brown (1990) has pointed out the importance of the appropriate method of payment and choice of payment method by firm according to their size. From this research, Brown has listed out three methods of paying the salary, this includes:

Fixed payment. The employees will receive a fixed amount of salary every month no matter how much service they contributed to the organization (Brown, 1990).

Merit payment. The salary payment to the employees is based on manager's comment and satisfaction on the performance of the employees. According Thomas, Secretary of Labor from United States Department of Labor, merit pay also known as pay-for-performance, is defined as a raise in pay based on a set of criteria set by the employer. A review meeting with the employee to discuss the employee's work performance during a time period is usually required (Brown, 1990).

Incentive payment. The payment of salary to employees is based on employee's individual performance. This incentive payment can also be in the form of a fixed salary plus commission as an extra incentive payment (Brown, 1990).

Based on a research done by Kaldenberd and Regrut (1993) on employees' satisfaction, it is stated that the job satisfaction is likely to result when the salary is fair based on performance, skill and job scope. The level of satisfaction of salary can have a direct effect on the job satisfaction. If salary dissatisfaction occurs, it will decrease the employee's interest on working, decrease their performance and lower down their motivation and finally lead to dissatisfaction of the job. Thus, there is a significant positive relationship between pay satisfaction with job satisfaction (Judge, Cable and Higgins, 2000).

Besides that, low or high salary also affects job satisfaction, based on research done by Serrano and Vieira (2005). They found that the payment level of salary can affect job satisfaction, for example their study result supports that one country's low salary paid worker tend to have lower job satisfaction compared to other countries in European Union, thus the relationship between salary and job satisfaction is further proved. To cope with the job satisfaction that is caused by

salary dissatisfaction, the increase of payment of salary is needed. The research by Christian and Grik (2001) shows that job satisfaction strongly depends on the salary level. For example, if a worker is paid a low salary, their job satisfaction will most likely increase if their salary is increased.

Although the relationship between salary and job satisfaction is presented, some of the anti-group researchers has stated that salary is not enough to drive the job satisfaction alone. A research by Brown and some researchers on the level of salary and job satisfaction (Brown Et al, 2005) from the survey they did on 16266 employees over 800 institutions showed that salary has the minimal impact on job satisfaction. The position of a particular employee in an organization has more impact than salary because of the need of achievement of professionalism. In another research which was conducted in medical service employees such as nurses pointed out that the opportunity of promotion has more effect on job satisfaction than salary size itself (Shield and Ward, 2001). The employee's job satisfaction can be referred to as the extend of happiness on their job. Cummins (2002) discussed that monetary has less effect on happiness. This further argues on the strength of salary and job satisfaction.

Briefly saying, salary is one of the factors that can affect the job satisfaction of employees and the relationship between salary and job satisfaction is established. But salary is not sufficient enough to give a great impact on employee's job satisfaction because the job satisfaction of employees is not only depending on the monetary factor but also other non-monetary factors such as promotion opportunity and personal need of achievement.

This has led the researcher to propose and test the following hypothesis statement :
H₁: There is significant relationship between salary and job satisfaction.

2.1.3 Employee Benefits

Employee benefits can be defined as the non financial compensation or fringe benefit that employers use to compensate their employees instead of using wages which is related with monetary (Weathington & Reddock, 2011). These employee benefits may include health benefits, flexible working hours, time off, support, appreciation, insurance and child care (Stone, 2003). The author of *Intrinsic Motivation at Work*, Thomas Kenneth mentioned in his book that everyone is having internal needs in their life which they are striving to satisfy. These needs are the need for achievement, responsibility, power to influence and personal growth. Therefore, non-financial compensation is a method that a company uses to satisfy the needs of their employees. After the needs of the employees are satisfied, the intrinsic motivation will arise from the job itself and subsequently, the job satisfaction among the employees also will increase (Thomas, 2002).

According to Mark V. Pauly (1999) the author of *Health Benefit at Work*, he stated that the majority of Americans' employers offer health insurance for their employees and their family members as fringe benefit. Some employers choose to pay voluntarily the total amount of their employees' health insurances but some employers are only willing to pay part of the insurance fees. Even though the employees have to pay the remaining amount of the health insurance, they still view it as an advantage because at least they do not need to bear the total amount of the insurance by themselves. Through this method the companies are able to attract new talented people to join the organization, retain the existing employees and reduce turnover rates. Besides, the employees also perceive that the employer valued their contribution, thus it leads to increase in job satisfaction among the workers.

In 2013, Bandana Nayak conducted a research to determine the main factors that influence employees' job satisfaction in the steel industries in India. The researcher collected 248 samples from workers who worked in both public and private sector of the steel industries in India. The result obtained in the study

showed that employees' compensation, benefit and services, fairness, health care and child education are some of the main factors that influence employee's job satisfaction. However, employee benefits alone do not determinate the level of job satisfaction. There are few other factors also that influence job satisfaction among employees such as employees' relation to working environment, organizational climate, career growth, promotion and maintenance of equity.

Past researches have been done to determine whether monetary and non monetary benefits will affect job satisfaction. However, the significant of monetary benefits and non monetary benefits in affecting job satisfaction still remain argumentative among the researchers. According to a study done by Huang, Lin, and Chuang (2006), employee motivation and satisfaction are easily influenced by monetary benefits. Conversely, a study done by Rynes, Gerhart and Minette (2004) shows that most of the employees is not motivated by monetary benefit. The study shows that monetary benefits will only have short term influence towards employees whereby employee benefits can affect employees' behavior in long run. In the United State, seventy percent of the employers are using non financial rewards to compensate their employees which include bonus leave, trips, entertainment and special training (Airoldi, 2006).

Recently, Hina, Zamir and Nudrat (2014) conducted a study and collected data from lecturers who are working in private and public universities in the Islamabad city through the survey method. In total 10232 employees participated in the survey and the findings shows that employee benefits are positively related with job satisfaction.

Based on previous studies, it is hypothesized that:

H₂: There is significant relationship between employee's benefit and job satisfaction.

2.1.4 Work Environment

2.1.4.1 Trust

According to Levering (2004), a good working environment can be defined as one where employees trust the people they work for, have pride in what they do and enjoy the people they work with. From those interviews done by Levering, he observed that the most important factor pointed out by the employees that distinguished their workplaces was a very high trust between the employees and the management. According to Rossberg, Eiring and Friss (2004), there is a relationship between work environment and job satisfaction. Their research has shown that a poor work environment will result in reduced job satisfaction, absenteeism, somatic complaints, burnout and depression. Besides, Cook & Wall (1980) believe that trust between individuals and groups within an organization are an extremely important element in the long term stability of the organization and the well-being of its members. There are two aspects of trust. The first aspect is credibility where the management's believability, competence and integrity will affect what employees think about them. In a great workplace, there are several factors that the management must fulfill to make them believable, which include:

Sharing information broadly (Levering, 2004). By sharing information broadly, this will help to reduce the uncertainty between the management and the employees. According to Mayer, Davis and Schoorman (1995), there is a clear relationship between predictability and trust. By sharing information broadly, it will increase the predictability between the two parties and therefore increase the trust.

Accessibility to employees (Levering, 2004). Speaking at the JFCC's CEO Speaker Series, Fernandez, the CEO of Air Asia told the audience that having open communication with all his 10,000 employees spread over six ASEAN Countries was crucial to the success of the Airline. It is important for the top managers to make sure that people within the organization see them as this can help to reduce bureaucracy and hierarchy. Besides, the employees will feel that

they have the right to speak up, and their new ideas, discussions and disagreements are valued and heard. The ability to see who is in the management can help to increase the sense of belonging and therefore increase the trust.

Willingness to answer hard questions (Levering, 2004). Leaders of the nest workplaces also realize they need to face difficult questions from their employees. It is important for the management to make itself available for genuine dialogue with the employees. The emphasis on two-way communications is what distinguishes the best employers instead of concentrating on one way, top down communication (Levering, 2004).

Delivering on promises. Promises can help to increase coordination and collaboration. Well-made promises can help bridge the gap between the management employees, and also allow people from disparate background to achieve a common understanding of what needs to be done. Besides, a mutual sense of personal obligation to deliver what has been promised also fostered by promises (Sull & Spinosa, 2007). However, even well crafted promises remain fragile. It is important for the management to list down all the promises it has made and make sure it delivers what has been promised in order for the level of trust to grow in the organization.

The second major aspect of trust relates to what employees think management thinks about them. It is important that employees can feel that management shows them respect (Levering, 2004). This can be shown in two main ways.

Showing recognition and appreciation. The best employers are those that will make special effort to say “thank you” in a variety ways to the employees. For example, L.L. Bean, a mail order catalogue retailer, has developed a special way to recognize those employees that deserve it. Every year, five workers will be selected from dozens of employee nomination for an award called Bean’s Best. A special celebration with celebratory horns and champagne will then be organized by the committee at the winner’s work sites (Levering, 2004).

Demonstrating personal concern. Based on a survey called the Great Place to Work Trust Index done by Great Place to Work Institute, they found out that people are especially concerned with how they will be treated when faced with a personal event of significance, such as illness, a death in the family, births and etc. The employees will appreciate those employers that show genuine concern in those circumstances (Levering, 2004).

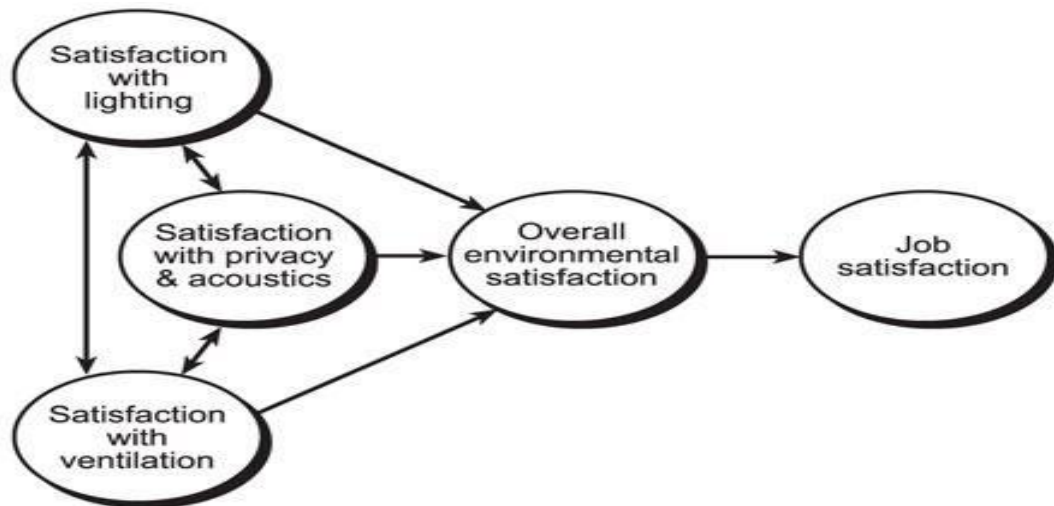
Trust in the relationship between management and employees will be required in a good working environment and making the organization a great workplace. Other than trust, in this study we also include the layout of the workplace as one of the factors that influence employee's job satisfaction.

2.1.4.2 Open-Plan Office

A research done by Oldham and Fried (1987) states that there is a relationship between four workspace characteristics (social density, room darkness, number of enclosures and interpersonal distance) and three employee reactions : turnover, satisfaction, and withdrawal from office. The results from the research stated that the four workspace characteristics contributed significantly to each of the employee reactions, suggesting that employees were most likely to withdraw from offices and to experience dissatisfaction when the office was rated as dark, few enclosures surrounded employees' work areas, employees were seated close to one another, and many employees occupied the office.

According to Newsham (2003), higher levels of job satisfaction were associated with higher levels satisfaction with the workplace environment. Overall environment satisfaction can be categorized into three aspects, which is: satisfaction with lighting, satisfaction with privacy and acoustics, and satisfaction with ventilation.

Figure 2.3: Relationships between environmental and job satisfaction derived from field study data. Each arrow indicates a statistically significant relationship.



Satisfaction with lighting. Data from the field study done by the National Research Council's Institute for Research in Construction (IRC) showed that proximity to a window had the greatest effect on satisfaction with lighting. This is because of the higher light level and the ability to view outside. Besides, brighter environment is preferable as higher light level does not cause glare. Research also shows that light level preferences vary widely among individuals and if individuals get the light level they prefer, satisfaction level will therefore increase (Newsham, 2003).

Satisfaction with Privacy and Acoustics. The study also showed that conversations of others are a major irritant for workers. Therefore, partitions must be high enough to block the sound path from the source to the receiver. However, the reflection off the ceiling is also an important path for speech propagation between workstations. It is crucial to have a high-absorption ceiling to reduce the level of speech sounds (Newsham, 2003).

Satisfaction with Ventilation. Research has found that if employees are given some control over the ventilations in their workstation, their satisfaction can

be improved. For example, if the individual is allowed to control the air-flow rate, direction and temperature according to his preference, the satisfaction level will increase (Newsham, 2003).

Based on previous studies, the following hypothesis is developed:

H₃: There is significant relationship between working environment and job satisfaction.

2.1.5 Management Style

Management style is basically a managerial parlance which is commonly used to describe the dynamics of management. It is a function of behavior associated with personality (McGuire, 2005). The ways to manage an organization is how management style can be defined. According to Schleh (1977), management style is “the adhesive that binds diverse operations and functions together. Management style is the capability that a manager has to manage the organization in a given managerial framework to achieve the goals and objective of an organization.

A plethora of management styles have emerged since the 1950s as distinct managers use different approaches to manage their organizations. Likert (1967) has identified four approaches to management which are participative, paternalistic, autocratic and consultative management style. Participative management is defined as allowing employees to participate in the decision-making process in matters that directly affect them. It is of utmost importance that the manager shares complete information with the employee in order for this style to work. The best type of business that may work well with this type of management style is an engineering firm. Paternalistic management is where the manager tries to act as a father figure to his employees with the goal of having happy and committed employees. Autocratic management is where the manager makes unilateral decision with little or no regards for his subordinates. Situations like these reflect the manager’s personality and decision making skills. As good as the manager may be in decision-making. This style may be unacceptable to

employees as they crave a level of autonomy. Consultative management is the style where the manager gathers feedback from his employees about a decision and adjusts when necessary.

In recent times, more management styles have emerged such as authoritarian, coercive, authoritative, democratic, affiliative, coaching and pacesetting (Effere, 2005). Authoritarian management is defined as a manager who is the head of the firm and decides all of the management policies. The manager expects the employees to complete the tasks given to them in the way outlined by the senior management. There is no room for employee autonomy as the manager believes that the employee should not what needs to be done and when it should be done. Coercive management demands immediate compliance. It is a very useful management style during times of crisis in a company. However, this style should be avoided necessarily as it may stifle flexibility and creativity from an employee. Authoritative management is when a manager leads the team towards a common vision, leaving the means to do so to the employees. The manager is present to provide entrepreneurial spirit for the employees. This style works best for when an organization needs a new mission. It may not work if the employees are more knowledgeable or qualified than the manager. In democratic management, the manager allows the employees to take part in decision making which builds to consensus through participation. Everything is agreed by majority and this style is particularly useful when a decision needs a range of special set of skills. Affiliative management is where the manager works to create bonds among employees and feeling of belonging to the organization. This style works best during times of stress or when there is a need to rebuild trust among employees. Coaching management is defined as manager developing the employee for the future. It works best if the manager wants to instill a lasting personal strength into the employee so that the employee can be successful. It may not work if the employee is unwilling to change or learn or if the manager lacks the skill to coach. Pacesetting management is when the manager expects and models excellence and self-direction. It works best if the employees are motivated and skilled in their work.

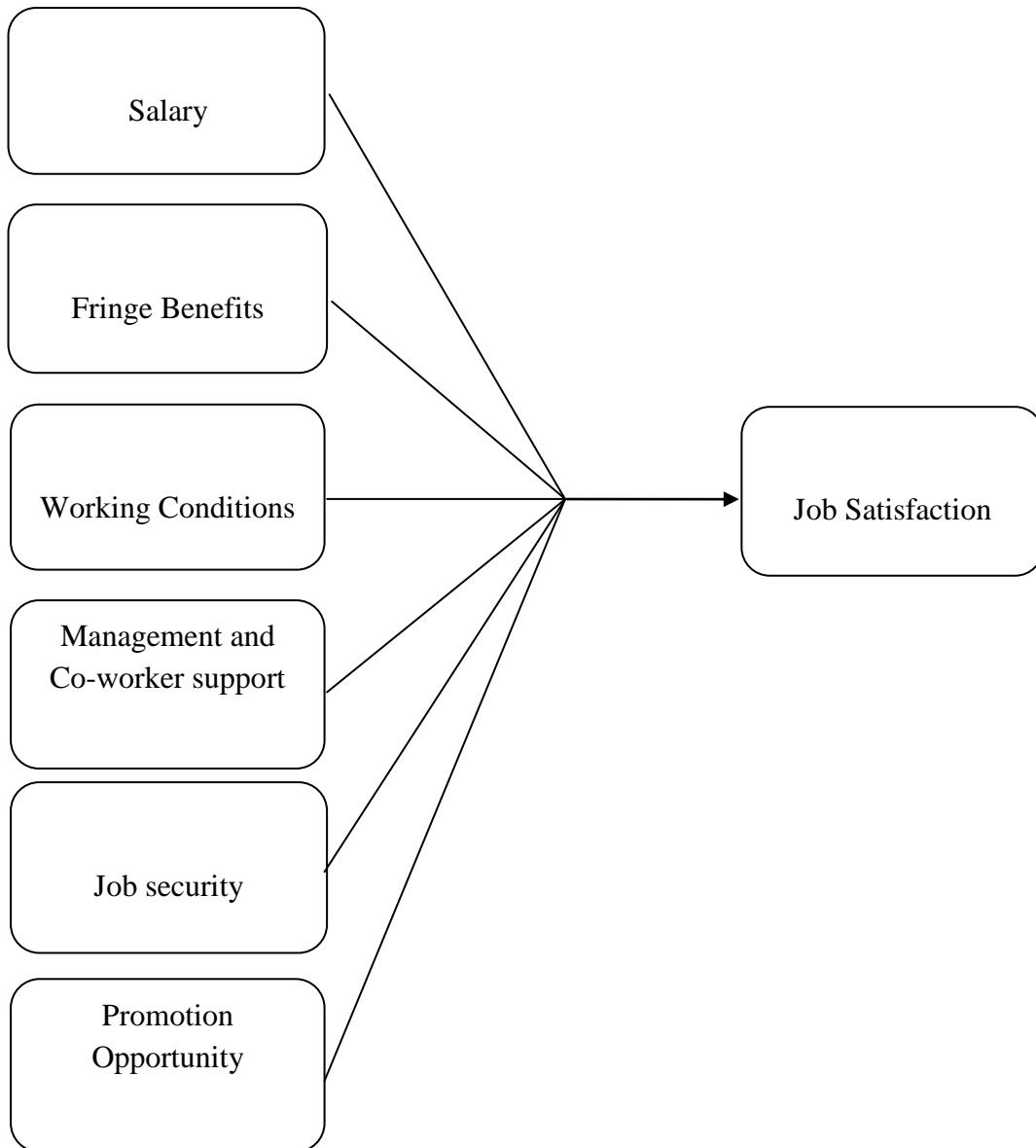
The research done by Moss and Rowles (1997) of 623 staff nurses in three Midwestern hospitals shows that as the management style nears the participative management style, staff nurse job satisfaction clearly improves. Besides, the study done by Kim (2002) shows that manager's use of a participative management style and effective supervisory communications are positively associated with high level of job satisfaction. Furthermore, Lucas (1991) has done a study to determine nurses' perception of the current and desired management styles of hospital units and to investigate the relationship of management style with job satisfaction. The study shows that management style and job satisfaction were significantly correlated with $r=.6050$.

Based on the previous studies, it is hypothesized that:

H₄: There is significant relationship between management style and job satisfaction.

2.2 Review of Relevant Theoretical Models

Figure 2.4: The Factors That Determine Job Satisfaction Level of the Academic Staff at Tertiary Academic Institutes of Pakistan

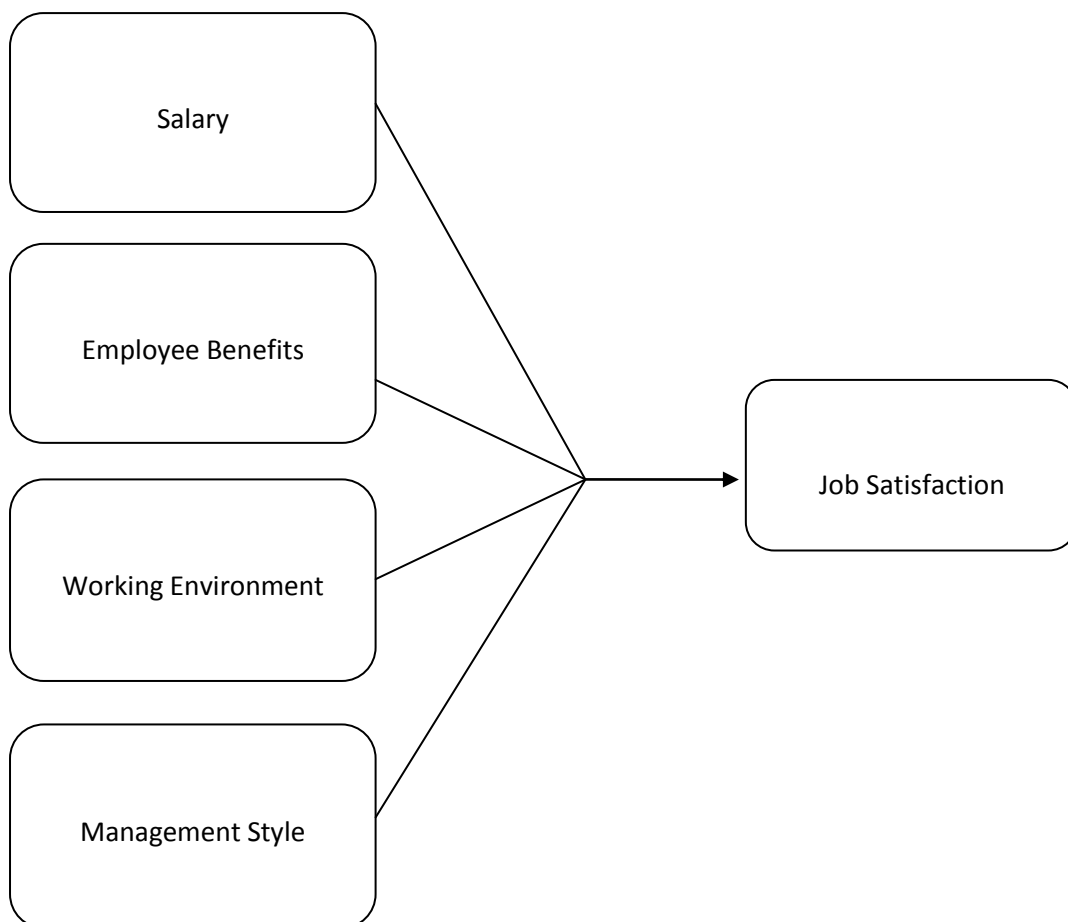


Source : Adopted from Siddiqui, A. & Saba. I. (2013). Determining the Job Satisfaction Level of the Academic Staff at Tertiary Academic Institutes of Pakistan. *International Journal Of Information, Business & Management*, 5(3), 42-57.

The conceptual framework tapped on the factors that determine the job satisfaction level of the academic staff at tertiary academic institutes of Pakistan. The purpose of this study done by Siddiqui and Saba (2013) is to explore various factors that can affect the job satisfaction level. In this study, four variables from this model were adopted, which include salary, employee's fringe benefit, working condition and environment and also management style.

2.3 Conceptual Framework

Figure 2.5: Factors That Influence Job Satisfaction Among Employees in Fashion Retail Sector in Klang Valley



This study is to examine the relationship between salary, employee's benefits, employee's perception about the job, working environment, management style and job satisfaction.

2.4 Hypothesis Development

Hypothesis 1 (salary)

H₀: There is no significant relationship between salary and job satisfaction.

H₁: There is significant relationship between salary and job satisfaction.

Hypothesis 2 (Employee's benefits)

H₀: There is no significant relationship between employee's benefits and job satisfaction.

H₁: There is significant relationship between employee's benefits and job satisfaction.

Hypothesis 3 (Working environment)

H₀: There is no significant relationship between working environment and job satisfaction.

H₁: There is significant relationship between working environment and job satisfaction.

Hypothesis 4 (Management style)

H₀: There is no significant relationship between management style and job satisfaction.

H₁: There is significant relationship between management style and job satisfaction.

Hypothesis 5 (Gender and salary)

H₀: There is no significant difference between males and females in terms of salary and their level of job satisfaction.

H₁: There is a significant difference between males and females in terms of salary and their level of job satisfaction.

Hypothesis 6 (Gender and employee benefits)

H₀: There is no significant difference between males and females in terms of employee benefits and their level of job satisfaction.

H₁: There is a significant difference between males and females in terms of employee benefits and their level of job satisfaction.

Hypothesis 7 (Gender and working environment)

H₀: There is no significant difference between males and females in terms of working environment and their level of job satisfaction.

H₁: There is a significant difference between males and females in terms of working environment and their level of job satisfaction.

Hypothesis 8 (Gender and management style)

H₀: There is no significant difference between males and females in terms of management style and their level of job satisfaction.

H₁: There is a significant relationship between males and females in terms of management style and their level of job satisfaction.

Hypothesis 9

H₀: Salary, employees' benefits, working environment and management style will not significantly forecast job satisfaction.

H₁: Salary, employees' benefits, working environment and management style will significantly forecast job satisfaction.

2.5 Conclusion

In this chapter dependent variable and independents variables were formed. After a comprehensive review on those past researches and theoretical models, a conceptual framework and hypotheses were developed. The next chapter will discuss about the research mythology.

CHAPTER 3: RESEARCH METHODOLOGY

3.0 Introduction

The research methodology means the method used for collection, measurement and analysis of the data in a systematic way. In this chapter, the research design, data collection technique, sampling design, research tools, measurement tools and data analysis technique will be listed in a detailed form.

3.1 Research Design

A research design is a master plan that lists out the methods and procedures used to collect and analyze the data (Zikmund, 2003). All research designs should have clear objectives which can be obtained from the research question, collect data from reliable sources and a proper choice of research method. Besides that, time constraints and ethical issues also need to be considered in the research design. There are three types of research design. They are exploratory research, descriptive research and explanatory research.

Quantitative research is employed by researchers in this study. Quantitative research means the collecting and analyzing of data is in a numerical form. Therefore, the findings of the study are expressed numerically to explain the relationships between variables. Quantitative research has more benefits compared to qualitative, because it is easier to translate the data effectively. The data can be translated into a pie chart, line graph or a bar chart format. Due to time constraints, quantitative research is more suitable to be used in this study because it is easier to interpret the numerical data than words data.

Explanatory research includes causal study and correlational study. Correlational study can identify the important factors that are correlated or associated with the problem (Zikmund, 2003). The researchers focus on correlational study in this research. For instance, the purpose of carrying out this study is to identify the important factors that influence job satisfaction among employees in the fashion retail sector.

3.2 Data Collection Method

In this research, all information must be gathered before proceeding to data entry and data analysis. Data collection can be done through two information sources which are primary data and secondary data.

3.2.1 Primary Data

Primary data means that the information is gathered firsthand by the researchers before it is published anywhere. The researchers collected this information only for the purpose of the studies that they are interested in. The few ways to obtain primary data are focus group, autobiographies, observation, interview and questionnaire. After consideration of the researchers, the questionnaire will be used to collect primary data due to it being the most suitable data collection technique.

The researcher distributed questionnaire to respondents by hand on hand method, the anonymous questionnaire is used in this research. Anonymous questionnaire are very beneficial because it can overcome privacy and confidentiality issue and respondents are more driven to answer the questionnaire in a frank manner. Therefore, the data will be more reliable and accurate.

3.2.2 Secondary Data

Secondary data refers to information that has been obtained by other people on a firsthand basis and published it somewhere else, so that others can use it for different intentions. It includes journals, books, newspapers, magazines, articles, government publications and periodicals. In this study, most of the secondary data are generated from journals that by other researchers. These data are obtained from trustworthy a source such as UTAR Digital Library, JSTOR, Proquest and other online journal. All journals and articles that are downloaded from the internet database are screened and analyzed, in order to ensure that they are valid and accurate.

3.3 Sampling Design

A sample is a splitting set which is taken from a population. Sampling is a process of choosing a small sample size from the larger population to collect responses or opinions, so that it can be used to estimate the responses or opinions of the total population (Zikmund, 2003). Therefore, the sample size is very important; researchers need to ensure the sample is large enough to represent the population. Sampling is more favorable in the research, because it can overcome budget and time constraints.

3.3.1 Target Population

The number of fashion retail stores' employees is too large; it is unattainable to obtain data from the entire population in the fashion retail sector. Therefore, the researchers targeted employees who work in fashion retail stores that are located in the shopping malls in Klang Valley. By focusing on shopping malls in the

Klang Valley, it enables researchers to distribute and collect questionnaires more efficiently.

3.3.2 Sampling Frame and Sampling Location

The sampling frame refers to employees who work in fashion retail stores regardless of race, age and gender. The fashion retail stores that are focused in this study include stores that sell clothes, shoes and accessories. Questionnaires have been distributed in fashion retail stores such as Guest, Paldini, G2000, Uniqlo, Guess, Louis Vuitton, Levi's, Vincci, and many others. All these fashion retail stores are located in malls such as Midvalley, The Garden, Times Square, Lot10, The Mines, Cheras Sentral Mall and Cheras Selatan Aeon.

3.3.3 Sampling Elements

Those respondents that took part in the questionnaire surveys are employees that are working in fashion retail stores in Klang Valley shopping malls regardless of age, gender, position and race. Therefore, the respondents include female, male, Chinese, Malay, Indian and others.

3.3.4 Sampling Technique

Sampling techniques refer to the approach that is applied in selecting a sample from the population. The researchers have distributed 200 sets of questionnaires by applying non- probability sampling technique which is convenience sampling. Convenience sampling means the researchers will approach the employees and select the employees who agreed to participate in the survey as respondent. The researchers went into various fashion retail stores in Klang Valley shopping malls to approach and distribute the questionnaires to the employees and supervisors who

are working on the floor. The researchers were waited for respondents to finish answering the questionnaires by standing in the store. After the respondents finished the questionnaires, the researchers will collect and check each of the questionnaires before leaving that particular store.

3.3.5 Sampling Size

The sampling size that researchers decided for this study was 200. 200 respondents were selected from the population of the industry, which was later narrowed down to employees who are working in the fashion retail industry sector.

3.4 Research instrument

The research instrument that the researchers had chosen for this research is the questionnaire. This research is conducted in attempt to determine the factors that affect the job satisfaction of employees in the fashion retailing sector in Malaysia. In the aim to get more accurate and reliable results, the researchers designed and printed the questionnaire and distributed it to the employees who working in the shopping mall in Klang Valley.

The questionnaire designed is divided into two sections which are section A and section B. The section A questions are based on the demographic profile of the respondent such as working experience and income, gender, age, race and marital status. Whereas for section B, the question design are based on respondent's job satisfaction degree towards their company according to factors such as salary, employees' benefit, employees' perception of job, working environment and management style. The questions prepared by the researchers are adopted from the past study on job satisfaction and it is easy to understand.

Before started collecting data for the actual study, a pilot test is conducted on 30 questionnaires to test the reliability of the questionnaire. Pilot test is the tool used to determine the reliability of the questionnaire used. The researcher conducted the pilot test on 21 October 2014 by distributing 30 questionnaires to respondent located at Midvalley. The result of the pilot test shown the questionnaire used is reliable, thus the researcher plan to further continue this research without amending the questionnaire.

In order to get approach to more respondents and distribute the questionnaire form, the researchers went to varies shopping center located in Klang Valley such as Midvalley, The garden, Lot10, The Mines, Cheras Central Mall and Cheras Selantan Aeon. The researchers went into the fashion retail stores to distribute the questionnaire to the respondents. The process of collecting data started from 27 October 2014 till 31 October 2014, researcher had spent 4 days on distributing and collecting the questionnaire from 200 respondents.

3.5 Constructs Measurement (Scale and Operation Define)

In this research of job satisfaction in the fashion retailing industry, there are three types of measurement scales that were used. These measurement scales included the nominal variable scale, ordinary variable scale and the interval variable scale. The different measurement scales were used in two sections of the questionnaire which were section A and section B.

Section A

In section A, nominal variable scale and ordinal are used. Nominal variable scale can be defined as the collecting of information and data on a variable that designed to be group into two or more category. Nominal variable scale that are used in section A of the questionnaire including the gender (male/female) and marital status (single/married), ethnic group and reason for leaving previous job of the respondent.

Sample of questions that used nominal scale as below

1. **Your gender:**
 - Male
 - Female
2. **Married Status:**
 - Single
 - Married

While the ordinal variable scale is use on the age group, monthly income, current job position and working experience/number of working year in present company.

Sample of questions that used ordinal scale as below:

3. **Age:**
 - 19 and bellow
 - 20 - 29
 - 30 - 39
 - 40 - 49
 - 50 and above

5. **Monthly Income**
 - Bellow RM 1000
 - RM 1000 – RM 2999
 - RM 3000 | RM 4999
 - RM 5000 and above

These questions in section A of questionnaire were used to obtain the demographic of the respondents, the respondents is only allowed to give one answer because the single-response scale was used in this section.

Section B

The section B of the questionnaire is used to measure the satisfaction of employees in the fashion retailing industry based on factors such as salary, employee benefits, working environment, management style and job satisfaction of employees. There are few questions under salary, used to measure employees' satisfaction on salary and fairness of the salary system compared with other companies in the same industry. As for employee benefits, it needs to measure the employees' satisfaction on health and necessary benefits provided by the company and the company's benefits compared with other companies in the same industry. Then, working environment is to measure the employees' satisfaction on safety, supporting equipment, lighting and cleanliness of their workplace. Management style is measured by the employees' satisfaction on the relationship and communication between employees, supervisors, managers or bosses. There are 23 questions under job satisfaction, these questions are used to measure the employees' overall job satisfaction.

Likert scale is used in this section B of the questionnaire, the respondents were required to circle one appropriate number from the five alternatives given. The five alternatives given were as follows:

1	2	3	4	5
Strongly Disagree (SD)	Disagree (D)	Neutral (N)	Agree (A)	Strongly Agree (SA)

3.6 Data Processing

In this research, the researchers distributed the questionnaire to the fashion retailing stores in the malls and collected the questionnaire back on the spot, thus the field checking or field editing technique is used. According to Zikmund (2003), editing is defined as the process of checking the completeness of the data and makes it ready to be coded or transferred to the store before its analysis. In this research, the researcher used field editing to check and examine any possibility of omissions such as blank pages or non response questions on the questionnaire.

The researchers will check the questionnaire immediately after collection to ensure all questions are answered. Zikmund (2003) defines coding as the process of assigning a numerical or symbol as a proxy to the edited data. Coding technique that is easily available is the dummy coding technique. The dummy coding technique assigns numbers to represent groups, for example, the researcher assign '1' is use to represent male respondents' questionnaire and '2' to represent female respondent questionnaires'. The usage of the dummy technique in this research is aim to balance the number of respondent from each gender.

3.7 Data Analysis

Data analysis is the process of evaluating data using analytical and logical reasoning to explain and examine each component of the data provided. Before starting the data analysis, the data from the questionnaire will be gathered and reviewed and then analyzed to form the finding or conclusion of the research.

There is wide variety of computer programs available in the market to be used as a data analysis tool and program. The researchers chose the Statistical Package for Social Science, known as 'SPSS', to process the data that was collected from the questionnaire survey method. In this research, SPSS is used to analyze the

Frequency analysis, Pearson correlation coefficient analysis, independent sample t test and multiple regression analysis.

3.7.1 Descriptive Analysis

According to Zikmund (2003), descriptive analysis is the transformation of the raw data and it summarizes the value of the data to describe the basic characteristic such as distribution based on the data sample. Through descriptive analysis, the data from respondent will be easier to understand and interpret. In this descriptive analysis, the basic and common techniques used are calculating averages, the frequent distribution and the percentage distribution. The result of the basic characteristic of the data can be obtained from the SPSS output. The descriptive analysis is conducted in this research to identify the job satisfaction of the fashion retail employees.

3.7.2 Reliability Test

The reliability test is a test established to test the consistency and stability of the result produced by questionnaire. The consistency indicates how well the items measuring concept hang together as a set. Cronbach's alpha is the reliability coefficient that indicates to what extent the items in a set are positively related to one and another. The value range of Cronbach's alpha ranging from 0 to 1 value, the closer the result to 1, the higher the internal consistency reliability (Uma Sekaran, 2007).

Table 3.1 : Reliability Statistics Result for Pilot Test

Factor	Number of Items	Cronbach's Alpha
Job satisfaction	23	0.896
Salary	4	0.819
Employee benefits	8	0.771
Working environment	5	0.812
Management style	15	0.909

In pilot test of this research, there are another 30 set of questionnaire being tested by using the SPSS to determine the reliability. Table 3.1 lists the result of the reliability test label with the degree of reliability of each variable. Salary (0.819), Working environment (0.812) and management style (0.909) are considered as reliable. The employee benefits (0.771) are considered as acceptable. Overall job satisfaction is labeling as reliable with the cronbach's alpha of 0.896. Zikmund (2003) describes cronbach's alpha as the degree to which instrument items are homogenous and reflect underlying constructs.

The actual study data collection is conducted after the pilot test. 200 copies of questionnaire which is use to collect the actual study data are being distributes by the researcher to the fashion retailing stores in Klang Valley. The location

included Midvalley, The garden, Lot10, The Mines, Cheras Central Mall and Cheras Selanton Aeon. The researchers approach the staff that is on duty in fashion retailing store and pass the questionnaire to them.

3.7.3 Inferential Analysis

By using inferential statistics, the researchers can reach the conclusions of the research without collecting the data from the whole population of the targeted respondent. The inferential statistics is adopted to infer from the sample data of what the whole population of target respondent might think. In this research, the researchers applied this inferential statistics to make judgment of the probability that an observed difference between group is dependable or not. Inferential analysis is conducted in this research to make inferences from the data more general by testing the hypothesis.

3.7.3.1 Frequency Analysis

By keying in all information collected from the questionnaire into SPSS, SPSS will produce a frequency distribution and set of descriptive statistics indicating the number of each alternative selected by the respondent in each variable. The frequency table will show the arraying data, the arraying data includes numerical value, column for percent and cumulative percent. Frequency data also can be present in a visual way such as histogram, pie cart and bar chart which is easier to be understood. The frequency analysis is used to analyze the demographic data.

3.7.3.2 Pearson Correlation Coefficient Analysis

Pearson correlation coefficient analysis technique is used to test the existence of relationship of variables and determines the direction of the relationship between independent variables and dependent variable. The relationship can be categorized

into 3 groups which are positive, negative or null. The Pearson correlation coefficient varies in a range of -1 to 1. If the value is zero, this means that there is no relationship between independent variable and dependant variable. Meanwhile if the value is positive (+1), this indicates that there is a positive linear relation between the independent variable and dependent variable. If the value is negative, there will be a negative linear relation between the independent variable and dependent variable.

In this research, the researcher used the Pearson correlation coefficient analysis to test on the hypothesis as below:

- Whether there is a significant relationship between salary and job satisfaction.
- Whether there is a significant relationship between employee's benefit and job satisfaction.
- Whether there is a significant relationship between working environment and job satisfaction.
- Whether there is a significant relationship between management style and job satisfaction.

3.7.3.3 Independent T-Test

Independent T-Test of parametric test is a technique used to determine the significant difference between a population parameter and a sample distribution mean. T-Test is used when standard deviation of the population is unknown and the sample standard deviation is used as proxy of the population standard deviation. The researcher used the independent T-Test to determine that is there a significant difference between the male and female employee in term of the factors (independent variables) and job satisfaction (dependent variable).

The independent T-test is used to test the hypothesis as below:

- Whether there is a significant difference between males and females in terms of salary and their level of job satisfaction.
- Whether there is a difference relationship between males and females in terms of employee's benefit and their level of job satisfaction.
- Whether there is a significant difference between males and females in terms of working environment and their level of job satisfaction.
- Whether there is a difference in relationship between males and females in terms of management style and their level of job satisfaction.

3.7.3.4 Multiple Regression Analysis

According to Zikmund (2003), he stated that the multiple regression analysis is the extension of the bivariate regression analysis that allows the calculation of two or more independent variables on a dependent variable. This multiple regression analysis can be used to explain the effect of each independent variable on the dependent variable (determined by the sig.) and how much the independent variable will affect the dependent variable (determined by the size of Beta). In this research, the researcher conducted the multiple regression analysis to figure out the main factors that impact the job satisfaction of fashion retailing stores' employees.

3.8 Conclusion

This chapter lists out the research methodology that is employed in this study in detail, which includes research design, data collection method, sampling design, research tools, scale measurement and analysis tools. Then, the result of the analysis will be presented in chapter 4.

CHAPTER 4: DATA ANALYSIS

4.0 Introduction

In this chapter, the data that collected through questionnaire survey forms will be analyzed by using SPSS version 20. The characteristics of respondents, results of correlation, multiple regressions and independent t-test analysis will be presented in figures and tables.

4.1 Descriptive Analysis

4.1.1 Respondent Demographic Profile

4.1.1.1 Respondents' Gender

Table 4.1: Frequency Distribution of Respondents' Gender

Gender	Frequency	Percent	Valid Percentage	Cumulative Percent
Valid Male	104	52.0	52.0	52.0
Female	96	48.0	48.0	100.0
Total	200	100	100	

Figure 4.1: Pie Chart of Frequency Distribution of Respondents' Gender

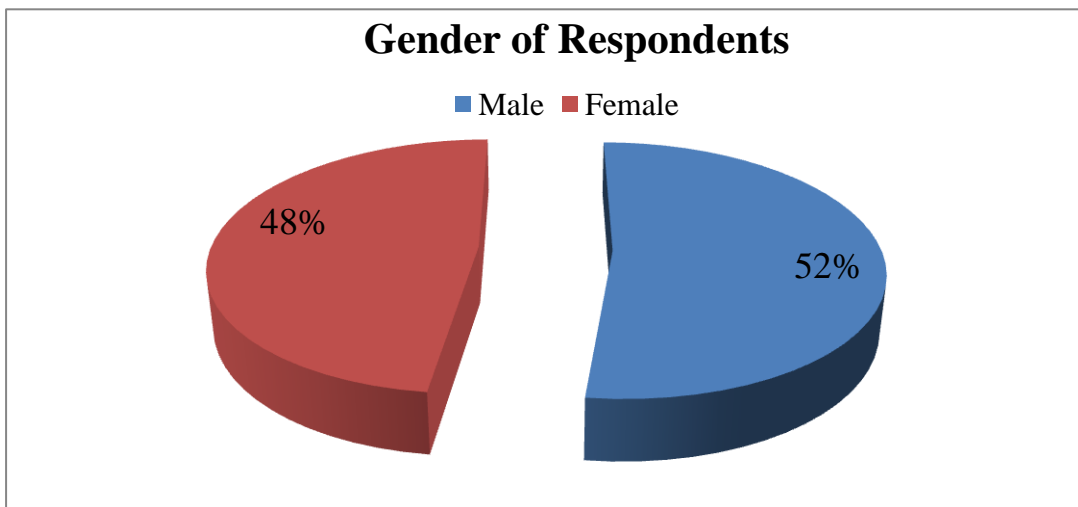


Table 4.1 and figure 4.1 show the frequency distribution of respondents' gender. The male respondents consist of 104 people out of 200 respondents (52%). For the female respondents, it consists of 96 people out of 200 respondents (48%).

4.1.1.2 Marital Status of the Respondents

Table 4.2: Frequency Distribution of Respondents' Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Single	155	77.5	77.5	77.5
Married	45	22.5	22.5	100
Total	200	100	100	

Figure 4.2: Pie Chart of Frequency Distribution of Respondents' Marital Status

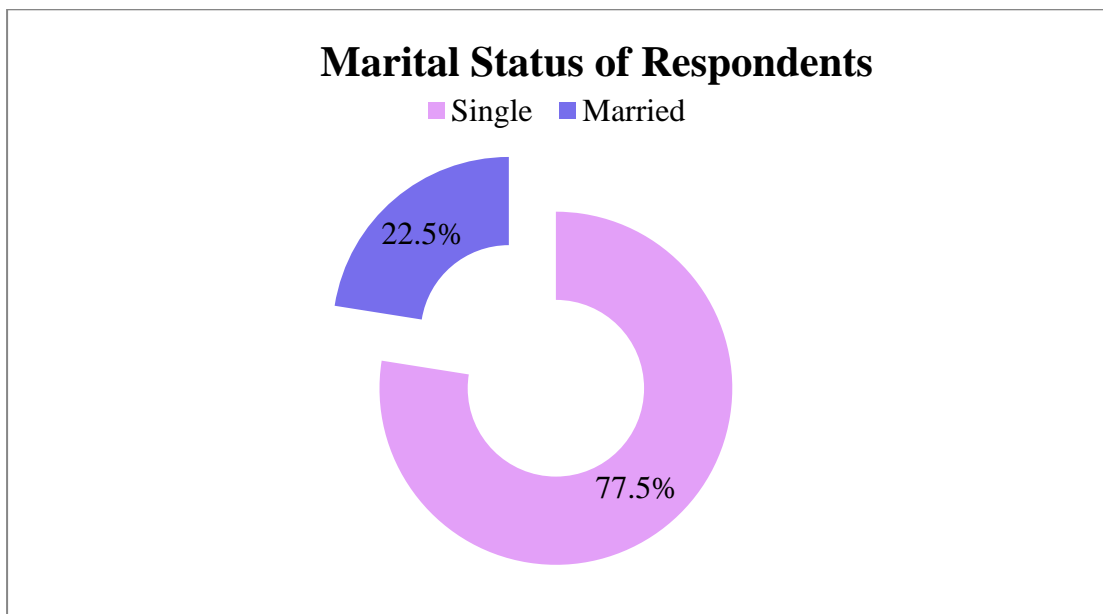


Table 4.2 and figure 4.2 depict the marital status of the respondents, 155 respondents out of 200 were single (77.5%), whereas the remaining 45 respondents were married (22.5%).

4.1.1.3 Age Group of the Respondents

Table 4.3: Frequency Distribution of Respondents' Age Group

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 19 and below	35	17.5	17.5	17.5
20-29	110	55.0	55.0	72.5
30-39	49	24.5	24.5	97.0
40-49	5	2.5	2.5	99.5
50 and above	1	0.5	0.5	100
Total	200	100	100	

Figure 4.3: Bar Chart of Frequency Distribution of Respondents' Age Group

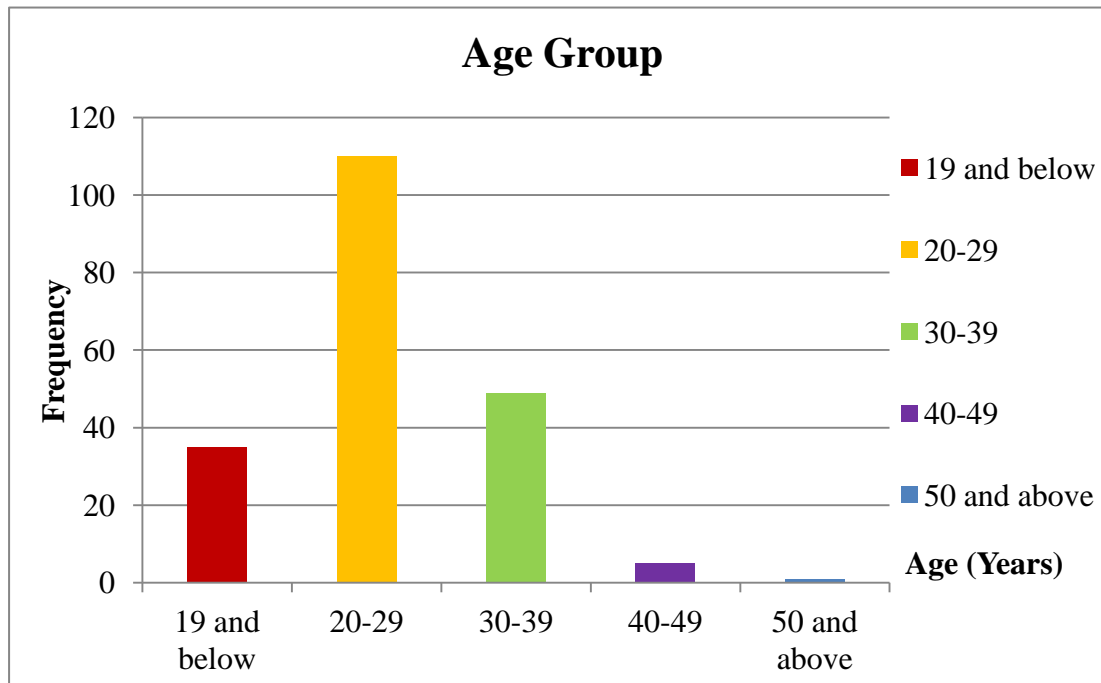


Table 4.3 and figure 4.3 illustrate the age group of the 200 respondents. The researchers have divided the respondents' age group into 5 groups, the 5 groups were 19 years old and below, 20-29 years old, 30-39 years old, 40-49 years old and 50 years old and above. Respondents who work in the fashion retailing sector from the age range of 20-29 years old represent the largest group which amounting up to 55% and consist of 110 respondents. Second largest group is the respondents with age group of 30-39 which contain of 49 respondents which is 24.5%. The respondents from 19 years old and below is the third largest group in this survey, this group consists of 35 respondents which is 17.5%. The respondents in age of 40-49 years old contain with 5 respondents with 2.5%. The lowest rates of respondents fall on the age group of 50 years old and above where there is only 1 respondent fall under this age group from this survey which is only 0.5%.

4.1.1.4 Ethnic Group

Table 4.4: Frequency Distribution of Respondents' Ethnic Group

	Frequency	Percent	Valid Percent	Cumulative percent
Valid Malay	79	39.5	39.5	39.5
Chinese	83	41.5	41.5	81.0
Indian	31	15.5	15.5	96.5
Other	7	3.5	3.5	100
Total	200	100	100	

Figure 4.4: Pie chart of Frequency Distribution of Respondents' Ethnic Group

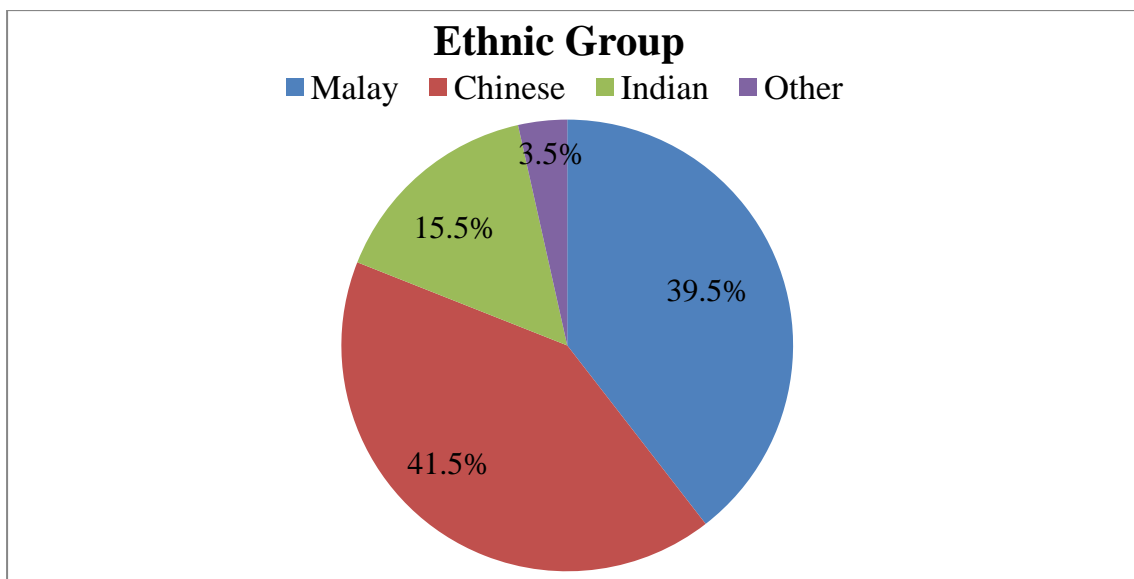


Table 4.4 and figure 4.4 shows the ethnic group of 200 respondents. Highest number of respondents is Chinese which carry 83 respondents, it consist of 41.5%. Followed by Malay, Malay group consist 79 respondents which is 39.5%. There are 31 Indian respondents participated in this questionnaire and they bear 15.5% of the total respondents. Besides that, there are 7 respondents which are from other ethnic group with 3.5%.

4.1.1.5 Monthly Income

Table 4.5: Frequency Distribution of Respondents' Monthly Income

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Below RM1000	21	10.5	10.5	10.5
RM 1000 RM2999	140	70.0	70.0	80.5
RM 3000-RM4999	34	17.0	17.0	97.5
RM 5000 and above	5	2.5	2.5	100
Total	200	100	100	

Figure 4.5: Bar Chart of Frequency Distribution of Respondents' Monthly Income

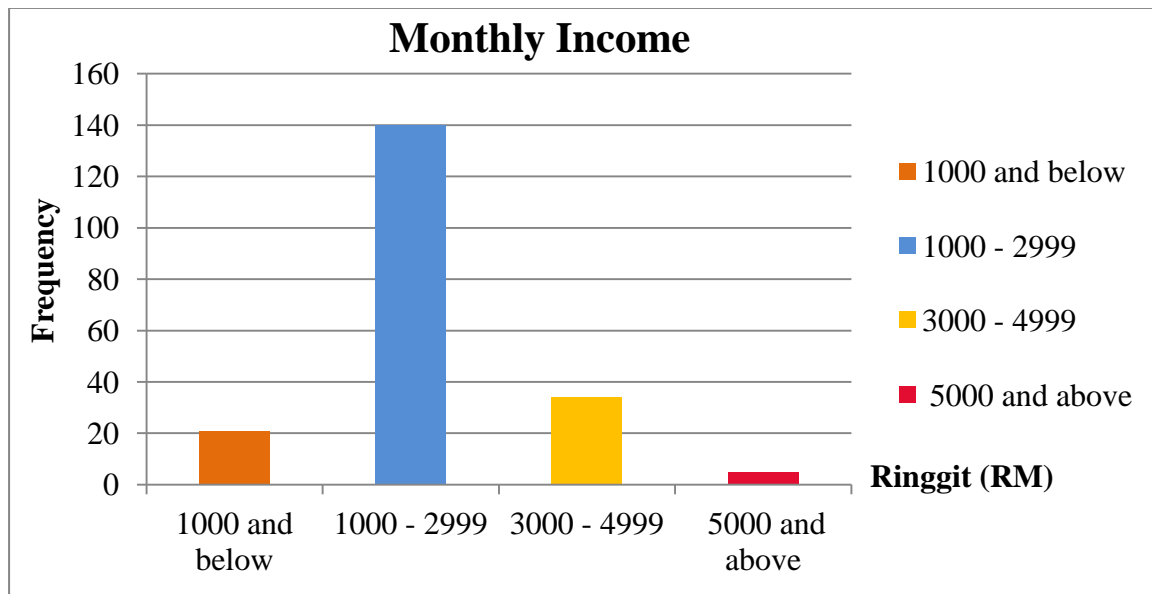


Table 4.5 and figure 4.5 illustrate the monthly income of the respondents in this research. Respondents whose income falls in the range of RM 1000 – RM 2999 have the highest percentage with 70%, it consists of 140 respondents out of 200. The respondents who earned between RM 3000 – RM 4999 per month is the second largest group, this group consist of 34 respondents out of 200 with 17%. Then, 21 respondents (10.5%) earned below RM 1000 per month. The respondents whose earned RM 5000 and above has the lowest percentage which is only 5 respondents out of 200 with 2.5%.

4.1.1.6 Working Experience in Current Company

Table 4.6: Frequency Distribution of Respondents' Working Experience in Current Company

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 1 year	56	28.0	28.0	28.0
1-2 years	84	42.0	42.0	70.0
3-4 years	37	18.5	18.5	88.5
4 years and above	23	11.5	11.5	100
Total	200	100	100	

Figure 4.6: Bar Chart of Frequency Distribution of Respondents' Working Experience in Current Company

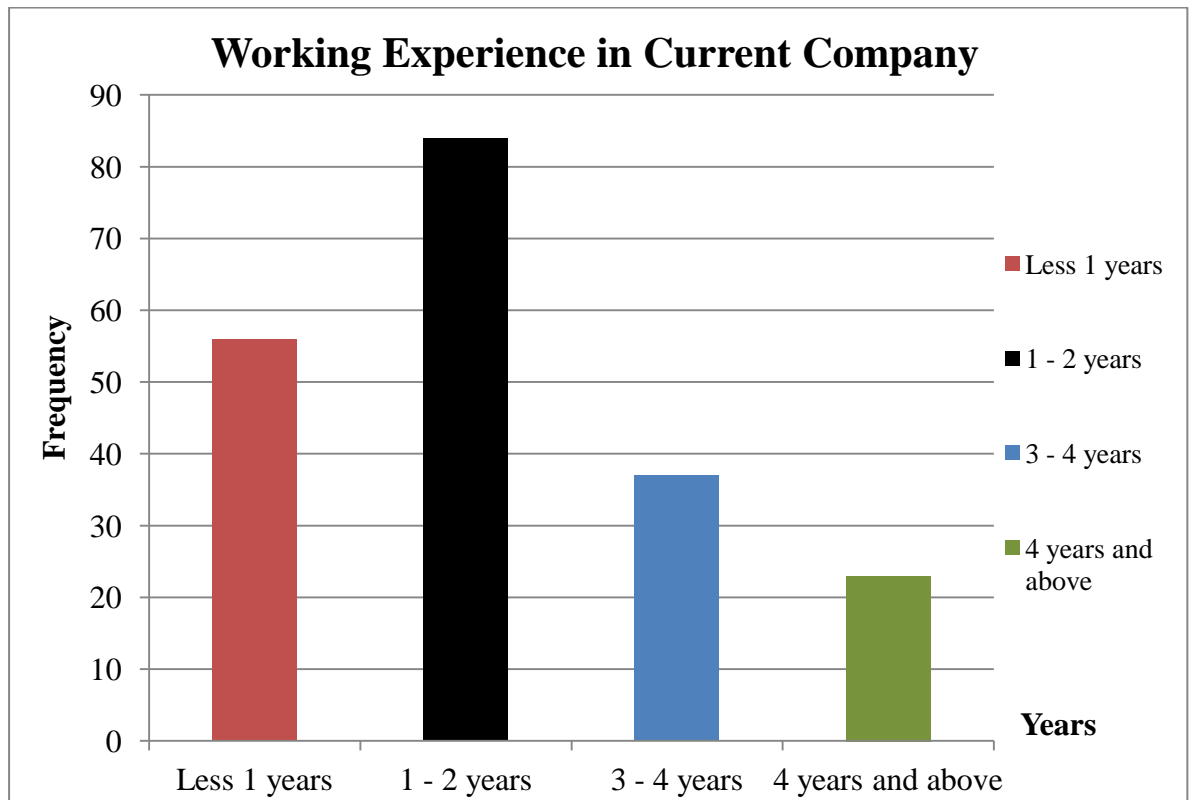


Table 4.6 and figure 4.6 show the number of years the 200 respondents working in current company. 84 respondents out of 200 with 42% had been working in

current company for past 1 – 2 year. Followed by the new employees who work in current company less than one year, these new employees consist of 56 respondents from this research with 28%. For the employees who work in company for 3 – 4 year and 4 years and above were with the figure of 37 (18.5%) and 23 (11.5%) of respondents respectively.

4.1.1.7 Job Position

Table 4.7: Frequency Distribution of Respondents' Job Position

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Entry Level	47	23.5	23.5	23.5
Junior	85	42.5	42.5	66
Mid-level management	44	22	22	88
Senior	23	12	12	100
Total	200	100	100	

Figure 4.7: Pie Chart of Frequency Distribution of Respondents' Job Position

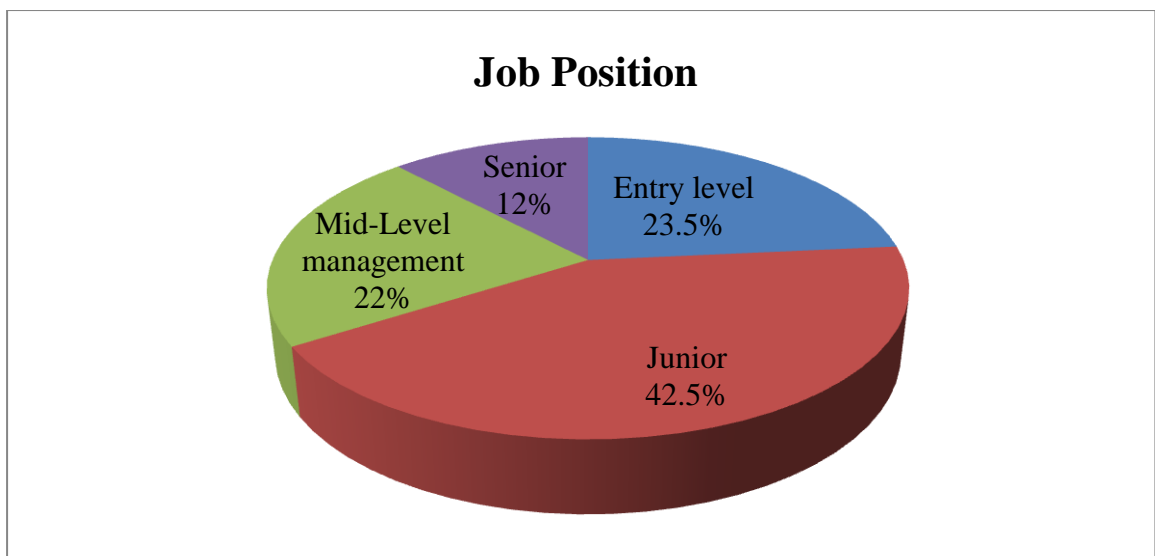


Table 4.7 and figure 4.7 represent the job position that the 200 respondents hold. Majority of the employees (42.5%) with the number of 85 respondents are

working on junior level. While 47 respondents (23.5%) which are working on entry level. Mid-level management employees are slightly less than entry level employees with 44 out of 200 (22%). The senior position employees only consist of 23 respondents out of 200 with percentage of 12%.

4.1.1.8 Reason for Leaving Previous Company

Table 4.8: Frequency Distribution of Respondents' Reason for Leaving Previous Company

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Compensation	46	23.0	25.7	25.7
Employees benefit	59	29.5	33.0	58.7
Working Environment	18	9.0	10.1	68.7
Management style	56	28.5	31.3	100
Total	179	89.5	100	
Missing First job	21	10.5		
Total	200	100		

Figure 4.8: Bar Chart of Frequency Distribution of Respondents' Reason for Leaving Previous Company

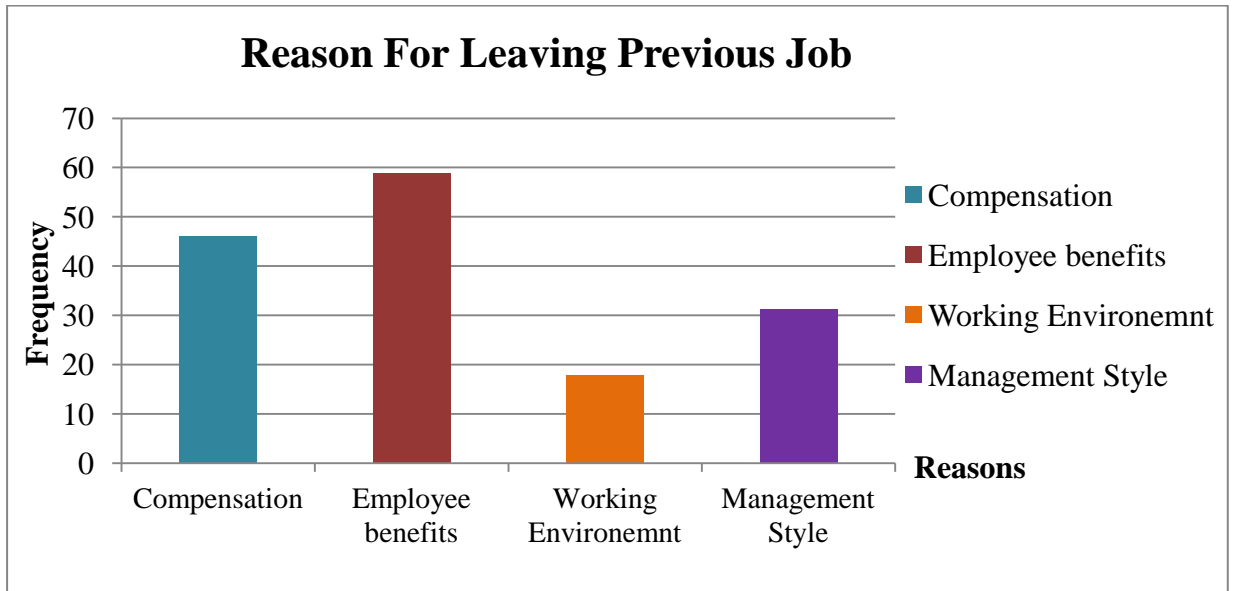


Table 4.8 and figure 4.8 show the frequency of the reason that employees leave their previous company. In questionnaire prepared by researcher, this question is only valid to the employees who are not on their first job, so 21 out of 200 employees who are currently working on the first job are not valid or treat as missing data. From the total number of 179 respondents, 59 respondents (33%) left their previous job due to lack of employees' benefit provided by pervious company. Next is the management style, 56 respondents out of 179 (31.3%) left their previous job because dissatisfied with the management style of previous company. 46 respondents (25.7%) left their previous company due to the compensation reason. From 179 valid respondents, there are only 18 respondents (10.1) who left their previous job due to the working environment of previous company.

4.2 Scale Measurement: Reliability Test of the Variables

Zikmund (2003) defined reliability as the degree of the measurement is free from error and produces a consistent result. The closer the result (Cronbach's alpha) to 1 the more reliable it is, the reliability degree is divided into 3 group which are less than 0.6 (<0.6) considered as poor, in the range of 0.7 (0.7+-) considered as accepted and above 0.8 (>0.8) considered as reliable (Umu Sekaran, 2003).

Table 4.9: Reliability Statistic Result

Factors	Number of Items	Cronbach's Alpha	Strength of Association
Job satisfaction	23	0.896	Good
Salary	4	0.819	Good
Employee benefits	8	0.771	Good
Working environment	5	0.812	Good
Management style	15	0.909	Excellent

Table 4.9 shows the result of the reliability statistic of the measurement used in this research. The factor such as salary (0.819), working environment (0.812) and management style (0.909) are consider as reliable because the cronbach's alpha of these measurement are above 0.8. Employees' benefit (0.771) is considered as acceptable in this research. The overall job satisfaction is reliable with the cronbach's alpha of 0.896.

4.3 Inferential Analyses

4.3.1 Pearson Correlation Coefficient

Hypothesis 1

H₀: There is no significant relationship between salary and job satisfaction.

H₁: There is a significant relationship between salary and job satisfaction.

Table 4.10: Result of Correlation between Salary and Job Satisfaction

		Salary	Job Satisfaction
Salary	Pearson Correlation	1	.629**
	Sig. (2- tailed)		.000
	N	200	200
Job Satisfaction	Pearson Correlation	.629**	1
	Sig. (2- tailed)	.000	
	N	200	200

** Correlation is significant at the 0.01 level (2-tailed)

$r = 0.629$, $p = 0.000$

Based on the result shown in table 4.10, the p-value is 0.000. Given that p-value is less than 0.05, therefore H₀ is rejected and H₁ is accepted. The result shows that there is a significant relationship between salary and job satisfaction. Hence, r value is 0.629 which means that there is a moderate relationship between salary and job satisfaction.

Hypothesis 2

H₀: There is no significant relationship between employee benefits and job satisfaction.

H₁: There is a significant relationship between employee benefits and job satisfaction.

Table 4.11: Result of Correlation between Employee Benefits and Job Satisfaction

		Job Satisfaction	Employee Benefits
Job Satisfaction	Pearson Correlation	1	.633**
	Sig. (2- tailed)		.000
	N	200	200
Employee Benefits	Pearson Correlation	.633**	1
	Sig. (2- tailed)	.000	
	N	200	200

** Correlation is significant at the 0.01 level (2-tailed)

$r = 0.633, p = 0.000$

Based on the result shown in table 4.11, the p-value is 0.000. Given that p-value is less than 0.05, therefore H₀ is rejected and H₁ is accepted. The result shows that there is a significant relationship between employee benefits and job satisfaction. Thus, r value is 0.633 which means that there is a moderate relationship between employee benefits and job satisfaction.

Hypothesis 3

H₀: There is no significant relationship between working environment and job satisfaction.

H₁: There is a significant relationship between working environment and job satisfaction.

Table 4.12: Result of Correlation between Working Environment and Job Satisfaction

		Job Satisfaction	Working Environment
Job Satisfaction	Pearson Correlation	1	.621**
	Sig. (2- tailed)		.000
	N	200	200
Working Environment	Pearson Correlation	.621**	1
	Sig. (2- tailed)	.000	
	N	200	200

** Correlation is significant at the 0.01 level (2-tailed)

$r = 0.621, p = 0.000$

Based on the result shown in table 4.12, the p-value is 0.000. Given that p-value is less than 0.05, therefore H₀ is rejected and H₁ is accepted. The result shows that there is a significant relationship between working environment and job satisfaction. Thus, r value is 0.621 which means that there is a moderate relationship between working environment and job satisfaction.

Hypothesis 4

H₀: There is no significant relationship between management style and job satisfaction.

H₁: There is a significant relationship between management style and job satisfaction.

Table 4.13: Result of Correlation between Management Style and Job Satisfaction

		Job Satisfaction	Management Style
Job Satisfaction	Pearson Correlation	1	.631**
	Sig. (2- tailed)		.000
	N	200	200
Management Style	Pearson Correlation	.631**	1
	Sig. (2- tailed)	.000	
	N	200	200

** Correlation is significant at the 0.01 level (2-tailed)

$r = 0.631, p = 0.000$

Based on the result shown in table 4.13 the p-value is 0.000. Given that p-value is less than 0.05, therefore H₀ is rejected and H₁ is accepted. The result shows that there is a significant relationship between management style and job satisfaction. Therefore, r value is 0.631 which means that there is a moderate relationship between management style and job satisfaction.

4.3.2 Independent Sample T-test

Hypothesis 5

H₀: There is no significant difference between males and females in terms of salary and their level of job satisfaction.

H₁: There is a significant difference between males and females in terms of salary and their level of job satisfaction.

Table 4.14: Independent Sample T-test between Gender, Salary and Job Satisfaction

Table 4.14.1: Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Job Satisfaction	Male	104	80.5481	11.99424	1.17613
	Female	96	12.66034	12.66034	1.29214
Salary	Male	104	13.0288	2.45526	.24076
	Female	96	13.1563	2.55602	.26087

Table 4.14.2: Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Job Satisfaction	Equal variances assumed	.668	.415	.308	198	.758	.53766	1.74347	-2.90049	3.97581
	Equal variances not assumed			.308	194.492	.759	.53766	1.74726	-2.90835	3.98367
Salary	Equal variances assumed	.543	.462	-.359	198	.720	-.12740	.35442	-.82632	.57151
	Equal variances not assumed			-.359	195.163	.720	-.12740	.35499	-.82752	.57271

Levene's Test for Equality of Variance

Based on the rule of Levene's test for equality of variance, when p-value is greater than 0.05 then equal variances is assumed but if p-value is less than 0.05 then equal variances is not assumed. Based on table 4.14.2 shows that p-values for job satisfaction and salary are 0.415 and 0.462, which are more than 0.05, thus both are equal variance assumed.

T-test for Equality of Means

From table 4.14.2 T-test for equality of means it shows that p-values for job satisfaction and salary are 0.758 and 0.720. Since p-values are greater than 0.05, then H_1 is rejected and H_0 is accepted. Based on the statistic result, it proves that there is no significant difference between males and females in terms of salary and their level of job satisfaction.

Hypothesis 6

H_0 : There is no significant difference between males and females in terms of employee benefits and their level of job satisfaction.

H_1 : There is a significant difference between males and females in terms of employee benefits and their level of job satisfaction.

Table 4.15: Independent Sample T-test between Gender, Employee Benefits and Job Satisfaction

Table 4.15.1: Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Job Satisfaction	Male	104	80.5481	11.99424	1.17613
	Female	96	80.0104	12.66034	1.29214
Employee Benefits	Male	104	25.3269	5.27394	.51715
	Female	96	25.3646	5.42144	.55332

Table 4.15.2: Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Job Satisfaction	Equal variances assumed	.668	.415	.308	198	.758	.53766	1.74347	-2.90049	3.97581
	Equal variances not assumed			.308	194.492	.759	.53766	1.74726	-2.90835	3.98367
Employee Benefits	Equal variances assumed	.873	.351	-.050	198	.960	-.03766	.75653	-1.52956	1.45424
	Equal variances not assumed			-.050	195.717	.960	-.03766	.75737	-1.53132	1.45600

Levene's Test for Equality of Variance

Based on table 4.15.2 shows that p-values for job satisfaction and employee's benefits are 0.415 and 0.351, which are more than 0.05, thus both are equal variance assumed.

T-test for Equality of Means

From table 4.15.2 T-test for equality of means it shows that p-values for job satisfaction and employee's benefits are 0.758 and 0.960. Since p-values are greater than 0.05, then H_1 is rejected and H_0 is accepted. Based on the statistic result, it proves that there is no significant difference between males and females in terms of employee's benefits and their level of job satisfaction.

Hypothesis 7

H_0 : There is no significant difference between males and females in terms of working environment and their level of job satisfaction.

H_1 : There is a significant difference between males and females in terms of working environment and their level of job satisfaction.

Table 4.16: Independent Sample T-test between Gender, Working Environment and Job Satisfaction

Table 4.16.1: Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Job Satisfaction	Male	104	80.5481	11.99424	1.17613
	Female	96	80.0104	12.66034	1.29214
Working Environment	Male	104	17.9327	3.25088	.31878
	Female	96	18.0729	3.23873	.33055

Table 4.16.2: Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Job Satisfaction	Equal variances assumed	.668	.415	.308	198	.758	.53766	1.74347	-2.90049	3.97581
	Equal variances not assumed			.308	194.492	.759	.53766	1.74726	-2.90835	3.98367
Working Environment	Equal variances assumed	.168	.682	-.305	198	.760	-.14022	.45929	-1.04595	.76550
	Equal variances not assumed			-.305	196.841	.760	-.14022	.45922	-1.04584	.76540

Levene's Test for Equality of Variance

Based on table 4.16.2 shows that p-values for job satisfaction and working environment are 0.415 and 0.682, which are more than 0.05, thus both are equal variance assumed.

T-test for Equality of Means

From table 4.16.2 T-test for equality of means it shows that p-values for job satisfaction and working environment are 0.758 and 0.760. Since p-values are greater than 0.05, then H_1 is rejected and H_0 is accepted. Based on the statistic result, it proves that there is no significant difference between males and females in terms of working environment and their level of job satisfaction.

Hypothesis 8

H_0 : There is no significant difference between males and females in terms of management style and their level of job satisfaction.

H_1 : There is a significant difference between males and females in terms of management style and their level of job satisfaction.

Table 4.17: Independent Sample T-test between Gender, Management Style and Job Satisfaction

Table 4.17.1: Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Job Satisfaction	Male	104	80.5481	11.99424	1.17613
	Female	96	80.0104	12.66034	1.29214
Management Style	Male	104	50.1154	8.74261	.85728
	Female	96	51.3958	8.14148	.83094

Table 4.17.2: Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Job Satisfaction	Equal variances assumed	.668	.415	.308	198	.758	.53766	1.74347	-2.90049	3.97581
	Equal variances not assumed			.308	194.492	.759	.53766	1.74726	-2.90835	3.98367
Management Style	Equal variances assumed	.001	.974	-1.069	198	.286	-1.28045	1.19732	-3.64158	1.08068
	Equal variances not assumed			-1.072	197.983	.285	-1.28045	1.19390	-3.63484	1.07394

Levene's Test for Equality of Variance

Based on table 4.17.2 shows that p-values for job satisfaction and management are 0.415 and 0.974, which are more than 0.05, thus both are equal variance assumed.

T-test for Equality of Means

From table 4.17.2 T-test for equality of means it shows that p-values for job satisfaction and management style are 0.758 and 0.286. Since p-values are greater than 0.05, then H_1 is rejected and H_0 is accepted. Based on the statistic result, it proves that there is no significant difference between males and females in terms of management style and their level of job satisfaction.

4.3.3 Multiple Regressions

Hypothesis 9

H_0 : Salary, employee benefits, working environment and management style will not significantly forecast job satisfaction.

H_1 : Salary, employee benefits, working environment and management style will significantly forecast job satisfaction.

Table 4.18: Results of Multiple Regressions

Table 4.18.1 Variables Entered/ Removed(a)

Model	Variables Entered	Variables Removed	Method
1	Management Style, Salary, Working Environment, Employee Benefits		Enter

- a. Dependent Variables: Job Satisfaction
- b. All requested variables entered

Table 4.18.2 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.792(a)	.627	.619	7.58433

- a. Predictors: (Constant), Management Style, Salary, Working Environment, Employee Benefits

Table 4.18.3 ANOVA(a)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18842.382	4	4710.595	81.892	.000(b)
	Residual	11216.798	195	57.522		
	Total	30059.180	199			

- a. Dependent Variables: Job Satisfaction
b. Predictors: (Constant), Management Style, Salary, Working Environment, Employee Benefits

Table 4.18.4 Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.921	3.721		4.010	.000
	Salary	1.232	.282	.250	4.364	.000
	Employee Benefits	.634	.135	.275	4.702	.000
	Working Environment	1.176	.213	.310	5.526	.000
	Management Style	.237	.090	.163	2.628	.009

- a. Dependent Variables: Job Satisfaction

ANOVA

Based on table 4.18.3 it shows that p-value is equal to 0.000, which means it is less than 0.05, hence H_0 is rejected and H_1 is accepted. From the result, it proven that salary, employees' benefits, working environment and management style are statistically significant in forecasting the level of job satisfaction among the employees in the fashion retail sector in Klang Valley.

Model Summary

Based on table 4.18.2 it shows that the $R^2 = 0.627$, which means that these factors (salary, employee benefits, working environment and management style) can explain 62.7% of an fashion retail employee's job satisfaction. The remaining 37.3% of the fashion retail employee's job satisfaction can be interpreted through other factors. Therefore, future research should be conducted in order to find out other factors that impact fashion retail employees' job satisfaction.

Importance of the factors

Based table 4.18.4 the importance of the factors can be identities through the beta values. The biggest the beta value is then it is the most important factor, the smaller the beta value is then it is the least important factor. The most important factor is working environment (0.310), second important factor is employee benefits (0.275), next is salary (0.250) and the least important factor is management style (0.163).

4.4 Conclusion

The findings of correlation, multiple regressions, independent t- test were presented in tables and worlds used to explain it in detail. Bar chart and pie chart were used to present the characteristics of the respondents. The discussion, recommendation and limitation will be discussed in chapter 5.

CHAPTER 5: DISCUSSION, CONCLUSION AND IMPLICATIONS

5.0 Introduction

From the previous chapter, results of the analysis have been produced. In this final chapter, a summary of the descriptive analysis would be detailed and this would be followed by a discussion of major findings. These discussions will include about how the independent variables affect job satisfaction. This chapter would also comprise of limitations and recommendations for future research. A final conclusion would then be set forth to summarize the entire research project.

5.1 Summary of Descriptive Analysis

A total of 200 respondents have taken part in this research, with 104 respondents that are male (52%) and 96 respondents that are female (48%). 155 respondents out of the 200 were single (77.5%), whereas the remaining 45 respondents were married (22.5%). The researchers have divided the respondents' age group into 5 groups, the 5 groups being 19 years old and below, 20-29 years old, 30-39 years old, 40-49 years old and 50 years old and above. Respondents who work in the fashion retailing sector from the age range of 20-29 years old represent the largest group which amounts up to 55% and consist of 110 respondents. Second largest group is the respondents with age group of 30-39 which contains 49 respondents which is 24.5%. The respondents from 19 years old and below are the third largest group in this survey, consisting of 35 respondents which are 17.5%. The respondents in the age of 40-49 years old contain 5 respondents with 2%. The lowest rates of respondents fall in the age group of 50 years old and above where there is only 1 respondent which represents 0.5%.

Out of the total respondents, 83 of them were Chinese (41.5%), 79 were Malay (39.5%), 31 were Indians (15.5%) and the remaining 7 were from other ethnic group (3.5%). Respondents whose income falls in the range of RM 1000 – RM 2999 have the highest percentage with 70%, consisting of 140 respondents out of 200. The respondents who earn between RM 3000 – RM 4999 is the second largest group, this group contains of 34 respondents out of 200 with 17%. Followed by the respondents who earn below RM 1000 with 21 respondent and 10.5%. The respondents whose earn RM 5000 and above has the lowest percentage which is only 5 respondents out of 200 with 2.5%.

84 respondents out of 200 with 42% had been working in current company for past 1 – 2 year. Followed by the new employees who work in current company less than one year, the new employees consist of 56 respondents from this research with 28%. For the employees who work in company for 3 – 4 year and 4 years and above were with the figure of 37 (18.5%) and 23 (11.5%) respondent respectively. Majority of the employees (42.5%) with the number of 85 respondents is working in the junior level. 47 of the respondents which is 23.5% are working in the entry level. Mid-level management employees are slightly less than entry level employees with 44 out of 200 (22%). The senior position employees only consist of 23 respondents out of 200 with the percentage of 12%.

In the questionnaire prepared by researcher, this question is only valid to the employees who are not on their first job, so 21 out of 200 employees who are currently working on the first job are not valid or are treated as missing data. From the total number of 179 respondents, 59 respondents (33%) left their previous job due to lack of employees' benefit provided by particular company. Next is the management style where 56 respondents out of 179 (31.3%) left their previous job because of dissatisfaction with the management style of previous company. 46 respondents (25.7%) left their previous company due to compensation reason. From 179 valid respondents, there are only 18 respondents (10.1) who left their previous job due to the working environment of particular company.

5.2 Discussion and Recommendation

5.2.1 Salary

The test results of Hypothesis 1, p value is 0.000 which is less than 0.05 it shows that there is a significant relationship between salary and job satisfaction. As for r value is 0.629, it shows that there is moderate relationship between salary and job satisfaction. This result further supports the research done by Judge, Cable and Higgins, 2000, which is the 'employment interview', where there is a significant positive relationship between job satisfaction and pay satisfaction. This clearly shows that employees will be more motivated and highly satisfied with their job if their salary is fair and appropriate. If salary dissatisfaction occurs, the employee will lose interest in the work, and this will ultimately lead to job dissatisfaction.

Therefore, the researchers strongly recommend that employers should pay detailed attention to this factor in the pursuit of job satisfaction. Employers should devise a fair and stable salary payment plan for their employees so that they are satisfied with the salary. The salary should be based on the performance of the employee and should also reward the extra initiative an employee takes. Based on a research done by Christian and Grik 2001, they found that job satisfaction strongly depends on the salary level. Employers can use this knowledge and make sure that their employees are internally and externally consistently paid in order to keep their levels of job satisfaction high.

5.2.2 Employee Benefits

The test results of Hypothesis 2, p value is 0.000 which is less than 0.05 it shows that there is a significant relationship between employee benefits and job satisfaction. As for r value is 0.633, it shows that there is moderate relationship between employee benefits and job satisfaction. This result further supports the survey done by Hina, Zamir and Nudrat, 2014, which was the impacts of

employee benefits on job satisfaction where their survey showed that there is a positive relationship between employee benefits and job satisfaction. It can be seen that the employees of the fashion sector in Klang Valley are motivated by employee benefits. They are more satisfied with their jobs if employee benefit is provided. Based on our research, we found out that 33%, which 59 respondents out of a total 179 is, left their previous job due to lack of employee benefits. This shows that employees will leave if they find that they are not given enough benefits. Employees will feel that the lack of benefits compared to other companies is unfair and will seek to join those companies due to job satisfaction.

Therefore, the researchers highly recommend that employers should provide sufficient employee benefits to their employees. This is to ensure that a high level of job satisfaction is achieved among the employees. This can also be a method of reducing employee turnover and losing precious manpower in the long run. The higher the employee turnover for a company, the higher the cost that the company will need to bear. Therefore, providing appropriate and sufficient employee benefits will ensure job satisfaction and save the expenditure of the company. This is proved by the study done by Huang Ing-Chung, Lin Hao Chieh and Chuang Chih Hsun, where they found that employees are easily motivated by monetary benefits (Huang, Lin and Chuang, 2006). Employers can take advantage of this and use benefits to keep their employees motivated.

5.2.3 Working Environment

The test results of Hypothesis 3, p value is 0.000 which is less than 0.05 it shows that there is a significant relationship between working environment and job satisfaction. As for r value is 0.621, it shows that there is moderate relationship between working environment and job satisfaction. This result supports the research done by Rossberg, Eiring and Friss (2004), which was regarding the working environment in psychiatry, where they found that there is a relationship between work environment and job satisfaction. Their research pointed out that a

poor work environment will result in a decreased level of job satisfaction. The working environment of a company must be able to motivate an employee to work and hard constantly remained satisfied. A poor work environment will lead to job depression, absenteeism, and burnout, which ultimately leads to job dissatisfaction. The aspect of trust is an important factor in ensuring that a work environment and safe and conducive for employees. According to Levering (2004), sharing information broadly, accessibility to employees, willingness to answer hard questions, delivering on promises, demonstrating personal concerns and showing recognition and appreciation are several factors management must fulfill to be more trustable to employees.

Therefore, the researchers would recommend that employers implement a few strategies to ensure that a conducive work environment is achieved. Employers should share all the information available with the employees in order to retain trust. This way the management and the employee can have a much productive relationship. The management should also be easily accessible to the employees. This way, if the employee feels dissatisfied, he can notify the management immediately. The management can then work on the problem to ensure that the employee is satisfied. The employers must also deliver on promises that they make. Inability to do that will lead to distrust of the management among the employees and this increases job dissatisfaction. Inability to trust the management is a sign of a poor workplace environment. The employer should also demonstrate personal concern regarding the employee. This way, they employee will know that his or her personal need is in the view of the management and will be more motivated to work for the company. The management should also regularly show recognition and appreciation to the employees. This way they will feel appreciated and will do their best in their job. Recognition and appreciation instills job satisfaction among employees as it values their hard work. These initiatives and strategies by the employers will lead to high level of satisfaction in the workplace which will then lead to higher job satisfaction (Newsham, 2003).

5.2.4 Management Style

The test result of Hypothesis 4, p value is 0.000 which is less than 0.05 it shows that there is a significant relationship between management style and job satisfaction. As for r value is 0.631, it shows that there is moderate relationship between management style and job satisfaction. According to Schleh (1977), management style is “the adhesive that binds diverse operations and functions together”. This shows that the proper management style implemented by the employer will result in employee productivity and higher levels of job satisfactions among employees.

Employers should implement proper management styles in the company for the employees. The inappropriate management styles will lead to employee job dissatisfaction. Employers must refrain from the use of management styles such as coercive or autocratic. This is due to the fact that these management styles have little or no regard for its subordinates. Employees will not be able to gel with the management as management will deem them unable to understand higher company policy. This will lead to employees being dissatisfied with their jobs. Employers need to implement management styles such as coaching, participative, consultative and democratic. These management styles are employee-friendly and involve the employees in the management process. This way, the employees will feel appreciated and important thus will be more motivated to work for the company. This will lead to higher job satisfaction.

Based on the two-tailed results for Hypothesis 5, 6, 7 and 8, it shown that the p-values are all greater than 0.05, Therefore, there are no significant difference among the genders in terms of salary, employee benefits, work environment and management styles.

From the questionnaires that were distributed, the results shown that respondents chose employee benefits as the primary reason for leaving their previous company. This is followed by management style, compensation and working environment.

However, this is contradicts with the results of multi regression, it shown that working environment is the most important factor with 0.310. This is followed by employee benefits with 0.275, salary with 0.250 and management style with 0.163, being the least important. This shows that despite employees thinking that working environment will affect their job motivation the least and employers thinking that they can pay less attention to this factor, but the result shown that working environment is the most important factor in affecting job satisfaction. Employers can take note of this and apply it in their strategy to improve job satisfaction among their employees.

5.2.5 Results of Multiple Regressions

From the results obtained, where the p-value is equal to 0.000, which is less than 0.05, its prove that salary, employee benefits, working environment and management style are statistically significant in forecasting the level of job satisfaction among the employees in the fashion retail sector in Klang Valley.

This shows that a company that offers all these factors is most likely to be the destination of an employee. Therefore, employers must work on providing appropriate salary, sufficient employee benefits, a conducive working environment and proper management styles for the employees. This will in return attract capable employees who will be motivated by their job and therefore satisfied with their job.

5.3 Managerial Implications

From a practical standpoint, this research would assist employers in the fashion retail industry to further understand the factors that affect job satisfaction. In this research, all the four independent variable, which are salary, employee benefits,

working environment and management style have a significant relationship with job satisfaction.

Salary is the reward paid to an employee for his or her services. This research found out that there is a significant relationship between salary and job satisfaction. Therefore, employers should ensure that their company provides adequate salary so that their employees are constantly motivated and satisfied. Employees who are paid unfair salaries tend to be dissatisfied with their and this leads to job abandonment. However, this research also finds that there is no significant difference between gender in terms of salary and their level of job satisfaction. Therefore, employers know that both male and female place importance in this salary factor when it comes to job satisfaction. Employers should be fair and equal to both genders in this factor.

Employee benefits refer to benefits such as insurance and health benefits that are provided by a company to its employees. This research found that there is a significant relationship between employee benefits and job satisfaction. Therefore, employers are recommended to look into appropriate employee health benefits plan to ensure that the employees feel taken care of and are motivated to work for the employer. All these contribute to high levels of job satisfaction for the employee. This research also found that there is no difference relationship between genders in terms of employee benefits and their levels of job satisfaction. Thus, this shows that it is of equal importance to both the genders when it comes to receiving employee benefits.

This research also found out that there is a significant relationship between working environment and job satisfaction. Therefore it is suggested that employers provide a conducive and appropriate working environment for employees in order to keep them satisfied in their jobs. This research also found out that there is no difference relationship between genders in terms of employee benefits and levels of job satisfaction. This shows that both the genders equally value the importance of a good working environment and employers must strive to provide this to them to ensure high levels of job satisfaction.

Finally, this research found out that there is a significant relationship between management style and job satisfaction. Therefore, it is recommended for employers to implement the right management style in the office to make sure that the employees are satisfied with it and can contribute to the well being of the company. This research also finds out that there is no significant relationship between genders in terms of management style and levels of job satisfaction. This shows that both male and female are equally affected with the efficiency and effectiveness of a management style that is implemented by the employer.

5.4 Limitations of the Study

This study has found that salary, employee benefits, working environment and management styles have a significant relationship on job satisfaction. However, some limitations are associated with this study's result.

5.4.1 Type of Research

This research was carried out with the focus solely on quantitative research. Only questionnaires were distributed and statistical data was obtained in return. The purpose of quantitative research is to quantify data and generalize results from a sample to the population of interest.

5.4.2 Variables

The current analysis consists of four independent variables, which are salary, employee benefits, working environment and management styles. Since, these four factors only can explain 62.7% of an employee's job satisfaction. Which means there is 37.3% some other possible contributing factors may also influence

the job satisfaction of employees in the fashion sector other than those four variables.

5.4.3 Questionnaire

The questionnaires were prepared in only one language, which was English. This may cause non-English educated respondents to face difficulties in understanding and answering the questionnaire. Furthermore, there is no feedback column where the respondents can voice out any problems that they face when answering the questionnaires.

5.5 Recommendations for Future Study

In conducting this research, several significant job satisfaction factors were identified, but there were some limitations in this research. Thus, some recommendations are suggested for future research.

5.5.1 Type of Research

Qualitative research's objective is to gain an understanding of underlying reasons and motivations of the research. Researchers can combine qualitative research as well to gain a more accurate result of the study. Future researchers can conduct interviews for better understanding of the respondents.

5.5.2 Variables

It is recommended that future researchers take into account other factors which are not included in this study but are significant to the investigation of job satisfaction.

The R^2 for this study is 0.627, which shows that there are more factors that can be studied to better explain job satisfaction among fashion retail employees. Therefore, future research can be conducted to investigate these other factors to gain better insight about job satisfaction.

5.5.3 Questionnaires

Future studies can improve the questionnaires by adding translation of the questionnaires in other languages such as Malay, Mandarin and Tamil. This is because Malaysia is a multiracial country and is mainly made up of the three main races, which are Malay, Chinese and Indian. Some respondents may not be fluent in English and they will understand the questionnaires better in their mother tongue.

It is also recommended that future research add a feedback column in the survey forms. With a feedback column, researchers will know what problems the respondents may have regarding the survey. For example, respondents could state that some questions are too vague to be answered and the researchers can improve that particular question.

5.6 Conclusion

In a nutshell, the objectives of determining factors that influence job satisfaction among employees in fashion retail sector in Klang Valley are accomplished. The factors investigated are salary, employee benefits, working environment and management style. The results have revealed that all these factors have a significant impact on job satisfaction. The results reveal that all these factors have a positive relationship with job satisfaction. This study provides organizations in the fashion retail sector with a better understanding regarding employee's job motivation and how to achieve it. Employers must take into consideration all these four factors in order to ensure the job satisfaction of their employees. This research can also be used in the future as a base to improve on the subject of job satisfaction among retail employees.

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Appendix 1.1: Questionnaire



UNIVERSITI TUNKU ABDUL RAHMAN
FACULTY OF ACCOUNTANCY AND MANAGEMENT
BACHELOR OF INTERNATIONAL BUSINESS (HONS)

Questionnaire Survey

Dear respondents,

We are undergraduate students from Universiti Tunku Abdul Rahman (UTAR), currently doing our degree study major in Bachelor of International Business (Hons). In order to complete our degree program, we are required to conduct a research study in our final year. Our final year project topic is “**Factors That Influence Job Satisfaction Among Employees In Fashion Retail Sector in Klang Valley**”.

Your willingness in participating in this questionnaire survey will be greatly appreciated. Any information collected through this survey only will be used for academic purposes. We will ensure you that all information and personal data will be kept PRIVATE and CONFIDENTIAL. We are thank you for the time and effort that used to complete this questionnaire. Thank you for your cooperation!

Members Present:

NAME	STUDENT ID
Carmen Lau	11UKB00447
Chan Oy Qwin	10UKB04473
Ranveer Singh	11UKB01591
Yoo Lick Siang	120UKB1655

Section A: Demographic Profile

INSTRUCTION: Please provide the following information about yourself by **putting a tick (✓)** on your answer for each question below.

1. Gender:

- Male
- Female

2. Marital Status:

- Single
- Married

3. Age:

- 19 and bellow
- 20 - 29
- 30 - 39
- 40 - 49
- 50 and above

4. Ethnic group:

- Malay
- Chinese
- Indian
- Other

5. Monthly Income

- Bellow RM 1000
- RM 1000 – RM 2999
- RM 3000 – RM 4999
- RM 5000 and above

6. How long you have been in the **present** company?

- Less than 1 year
- 1 – 2 years
- 3 – 4 years
- 4 years and above

7. What level are you in the organization?

- Entry level (less than 1 year)
- Junior (1 – 2 years)
- Mid-level Management (more than 2 – 3years)
- Senior (more than 4 years)

8. The reason for leaving your previous job **(if this is not your first job)**

- You are not satisfy with the company compensation
- The previous job was lacking of employee benefits
- The previous working conditions are not safe and hygienic
- You are not satisfy with the management style in the previous company

Section B: Factors That Influence Job Satisfaction

INSTRUCTION: This section intends to find out your satisfaction of each of item items when you work as a fashion retail store employee. Please indicate your answer by circling the number that represents your opinion the most.

1	2	3	4	5
Strongly Disagree (SD)	Disagree (D)	Neutral (N)	Agree (S)	Strongly Agree (SA)

I. Salary

No.	Question	SD	D	N	A	SA
1	I am satisfied with my current salary.	1	2	3	4	5
2	I feel fair about the wages system at my work place compared with the tasks than I do.					
3	I feel fair about the wages system at my work place compared with my co-workers wages.	1	2	3	4	5
4	I feel fair about the wages system at my work place compared with other people working in the same field.	1	2	3	4	5

II. Employee's benefits

No.	Question	SD	D	N	A	SA
1	I am satisfied with the health benefits that provided by the company.	1	2	3	4	5
2	The company provides me with the necessary benefits.	1	2	3	4	5
3	I understand the company's benefit options.	1	2	3	4	5
4	The company's benefits are better compared to other companies' benefits in the same industry.	1	2	3	4	5
5	The company offers gym, swimming, movies, theater and opera to the employees.	1	2	3	4	5
6	The company gives flexible working hours, long lunch time, extra vacation days, time off to employees	1	2	3	4	5
7	The company gives interesting projects, support, and appreciation to employees.	1	2	3	4	5

8	The company provides insurance, health care and child care to employees.	1	2	3	4	5
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III. Working Environment

No.	Question	SD	D	N	A	SA
1	The workplace that I worked in is safe.	1	2	3	4	5
2	I am satisfied with the supporting equipment that I used while carrying out my job.	1	2	3	4	5
3	I am satisfied with the lighting and cleanliness in my working place.	1	2	3	4	5
4	I am satisfied with the training and re-training at my workplace.	1	2	3	4	5
5	I am satisfied the discussions with my supervisor on ways to improve my workplace environment.	1	2	3	4	5

IV. Management Style

No.	Question	SD	D	N	A	SA
1	I am satisfied the relationship with my direct manager.	1	2	3	4	5
2	I am satisfied with the amount of attention that my direct manager pays to the work I do.	1	2	3	4	5
3	It is easy to communicate with my direct manager.	1	2	3	4	5
4	My direct manager is interest in and values towards the thoughts and ideas that I have contributed.	1	2	3	4	5
5	I am satisfied with amount of information about my job/tasks that I got from my boss.	1	2	3	4	5

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6	I am satisfied with amount of information about the situation of the company that I got from my boss.	1	2	3	4	5
7	I am satisfied with amount of constructive feedback that I got from my boss.	1	2	3	4	5
8	I am happy that my boss appreciates my effort and contribution toward the work that I do.	1	2	3	4	5
9	My direct boss has high awareness towards the abilities of the employees.	1	2	3	4	5
10	I think that the style of boss's directions is appropriate.	1	2	3	4	5
11	I am satisfied with the amount of support that I get from my manager.	1	2	3	4	5
12	I am satisfied with the management style of my current supervisor.	1	2	3	4	5
13	I am satisfied with the amount of time my supervisor takes to listen to my concerns and support reasonable suggestions.	1	2	3	4	5
14	I am satisfied with assistance of my supervisor with planning the essential training to help me perform my duties efficiently.	1	2	3	4	5
15	I agree that my supervisor has the knowledge in all aspects of my job responsibilities.	1	2	3	4	5

V. Overall Job Satisfaction

No.	Question	SD	D	N	A	SA
1	I enjoy working everyday and performing at my best.	1	2	3	4	5
2	I think it is usually nice to come to work.	1	2	3	4	5
3	I feel optimistic about my future success with the company.	1	2	3	4	5
4	I think my work fulfills my basic needs.	1	2	3	4	5
5	I feel appreciated at my workplace.	1	2	3	4	5
6	I am satisfied with the feeling of self-fulfillment that my work gives me.	1	2	3	4	5
7	I know and understand the directions and goals of the company well.	1	2	3	4	5
8	I am satisfied with the changes that company leadership has made.	1	2	3	4	5
9	The following aspects are run at my workplace and I think these can affect my motivation:					
	a) Money	1	2	3	4	5
	b) Benefits	1	2	3	4	5
	c) Compensation	1	2	3	4	5
	d) Common goals of the company	1	2	3	4	5
	e) Communication	1	2	3	4	5
	f) Job security	1	2	3	4	5
	g) Appreciation of manager	1	2	3	4	5
	h) Appreciation of your co-workers	1	2	3	4	5
	i) Recognition	1	2	3	4	5
	j) Administrative practices (flexible working hours, dress code, vacation schedules)	1	2	3	4	5

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	k) Responsibility / initiative	1	2	3	4	5
	l) Work itself	1	2	3	4	5
	m) Training and development	1	2	3	4	5
	n) Promotion	1	2	3	4	5
	o) Interesting tasks	1	2	3	4	5

End of questionnaire.

Thank you for your participation.

All responses will be kept private and confidential