A CORPORATE GOVERNANCE PERSPECTIVE OF EMPLOYEES' SATISFACTION ON THE ACTIONS TAKEN BY THE ORGANIZATION DURING NOVEL CORONAVIRUS (COVID-19) PANDEMIC IN MALAYSIA

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DECLARATION

I hereby declare that:

(1) This Research Project is the end result of my own work and that due acknowledgement has been given in the references to all sources of information be they printed, electronic, or personal.

(2) No portion of this research project has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.

(3) The word count of this research report is 21,032 words.

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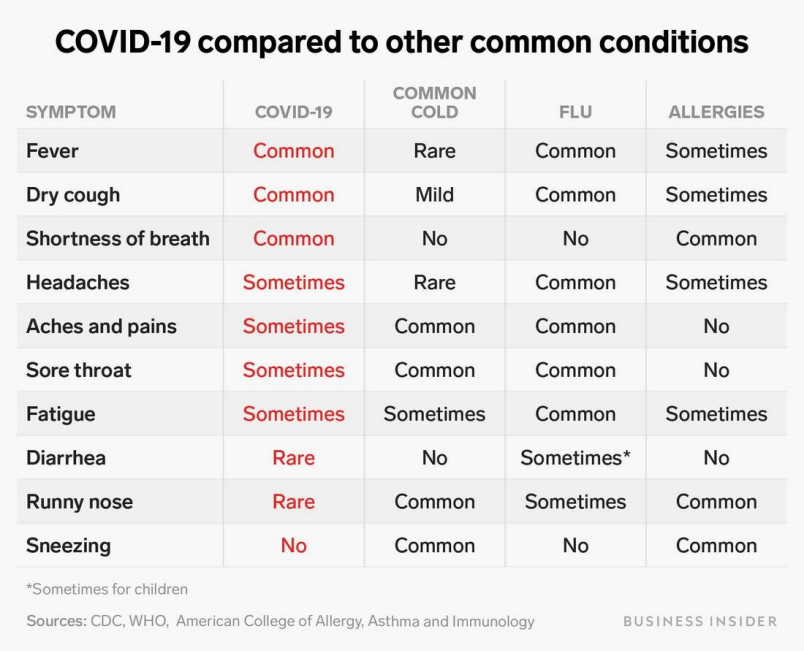
INTRODUCTION

1. Research Background

Novel coronavirus (CoV), also known as “2019-nCoV” or “Covid-19” by the World Health Organization (WHO), is an infectious disease that emerged since December 2019 near Wuhan City in Hubei Province, China. The infectious disease has created an outbreak and resulted to a health threat around the globe. Studies shows the disease affects different people in different ways. However, it is understood that most patients infected with the virus will experience mild to moderate respiratory illness. A more severe infection, which commonly impact patient(s) with underlying medical conditions like cardiovascular disease, would typically requires hospital admission and treatment. Covid-19 generally spreads from an infected person’s mouth or nose in small liquid particles, whenever they cough, sneeze and even speak. As these particles range from larger respiratory droplets to smaller aerosols, it is highly important to practice hygienic respiratory etiquette and regularity of hand sanitizing. Typically, it takes 5-6 days from when someone is infected with the virus for symptoms to show, however there are cases where it takes as long as 14 days. With the cases suggests majority of patients infected are having mild symptoms and/or no symptoms at all, there are also cases where this virus can lead to respiratory failure, heart muscle damage, kidney failure or death.

Table 1: Covid-19 compared to other common conditions



COVID-19 compared to other common conditions

SYMPTOM	COVID-19	COMMON COLD	FLU	ALLERGIES
Fever	Common	Rare	Common	Sometimes
Dry cough	Common	Mild	Common	Sometimes
Shortness of breath	Common	No	No	Common
Headaches	Sometimes	Rare	Common	Sometimes
Aches and pains	Sometimes	Common	Common	No
Sore throat	Sometimes	Common	Common	No
Fatigue	Sometimes	Sometimes	Common	Sometimes
Diarrhea	Rare	No	Sometimes*	No
Runny nose	Rare	Common	Sometimes	Common
Sneezing	No	Common	No	Common

*Sometimes for children

Sources: CDC, WHO, American College of Allergy, Asthma and Immunology

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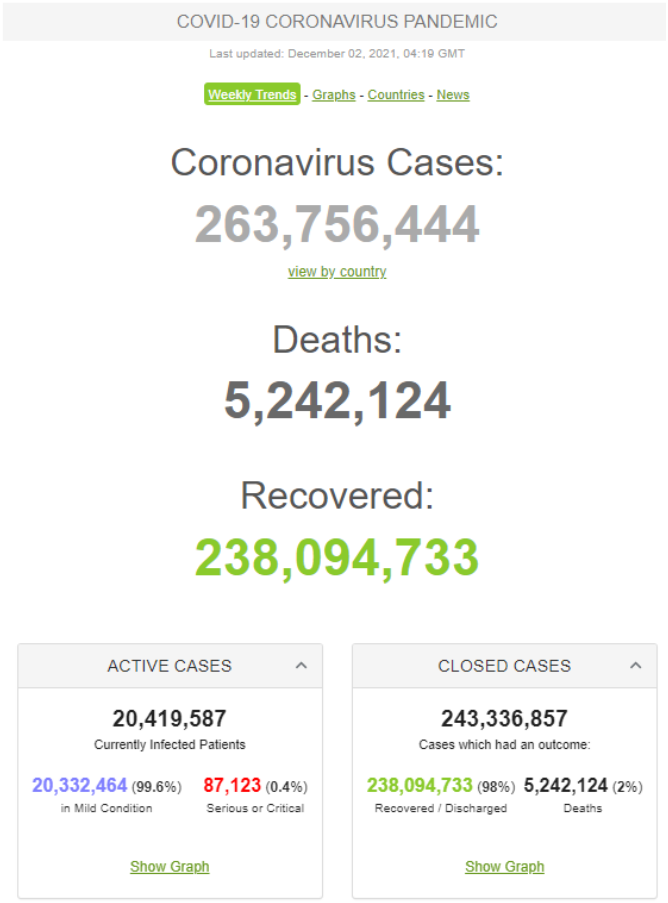
Note: Data from CDC, WHO, American College of Allergy, Asthma and Immunology, Used in ***Worldometer****. (2020, April 11). COVID-19 CORONAVIRUS PANDEMIC. Retrieved from Worldometer: https://www.worldometers.info/coronavirus/*

As of 2nd December 2021, there are total of 263,756,444 cases reported worldwide with 20,419,587 active cases, total death of 5,242,124 cases and 238,094,733 cases recovered (Worldometer, 2021). The World Health Organization (WHO) has declared the 2019-20 coronavirus outbreak a Public Health Emergency of International Concern (PHEIC) on 30th January 2020 and a pandemic on 11th March 2020.

Figure 1: Number of cases reported worldwide



Note: Data from World Health Organization (WHO), Used in Worldometer. *(2021, December 2). COVID-19 CORONAVIRUS PANDEMIC. Retrieved from Worldometer: https://www.worldometers.info/coronavirus/*

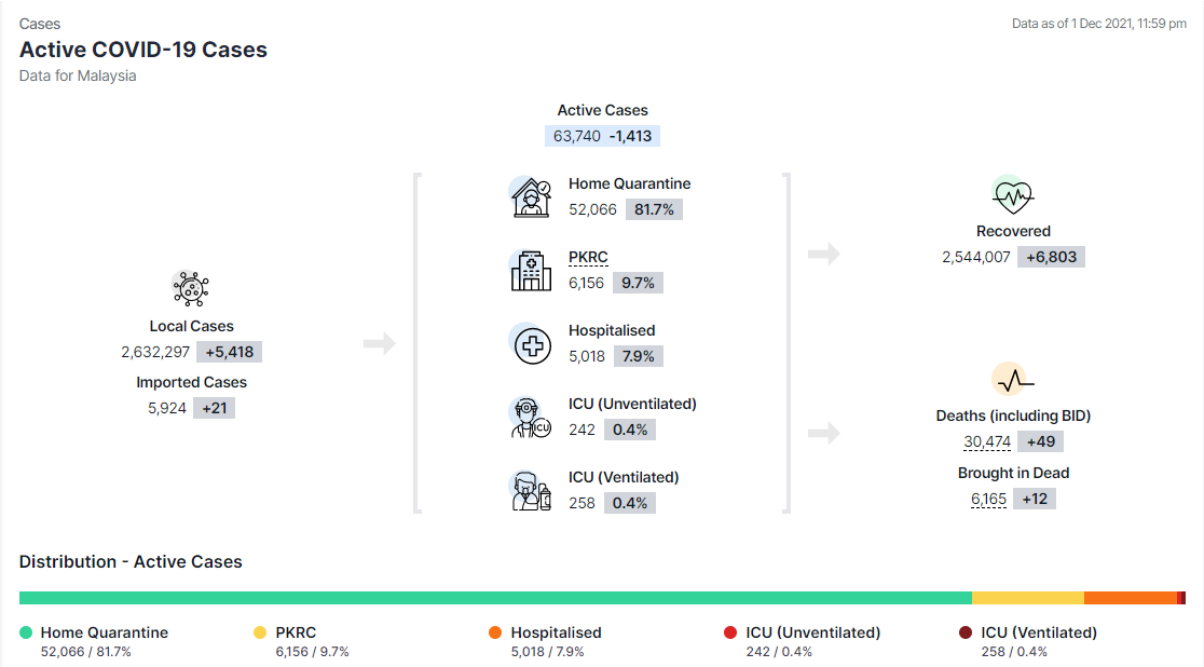
Recent studies show the virus primarily spreads between people via close contact, through the respiratory droplets that are exhaled when talking and breathing; with some cases produced from coughs and sneezes. According to World Health Organization (WHO) in the Q&A session, it is uncertain how long the virus can survive on various surfaces, however researchers identified it varies from as little as 4 hours to as long as 72 hours. With numerous factors in place, such as air temperature and humidity, this could result to days of the virus' longevity.

1.1 Current Situation of Study

In Malaysia, the preliminary outbreak of Covid-19 was first discovered on 25th January 2020. Travelers from Wuhan, China - where the initial decease was originally reported – has flew in to the country via Singapore transit. The reported cases are at minimal and mostly confined to travelers from overseas, until aggregation of cases began to emerge locally in March. One of

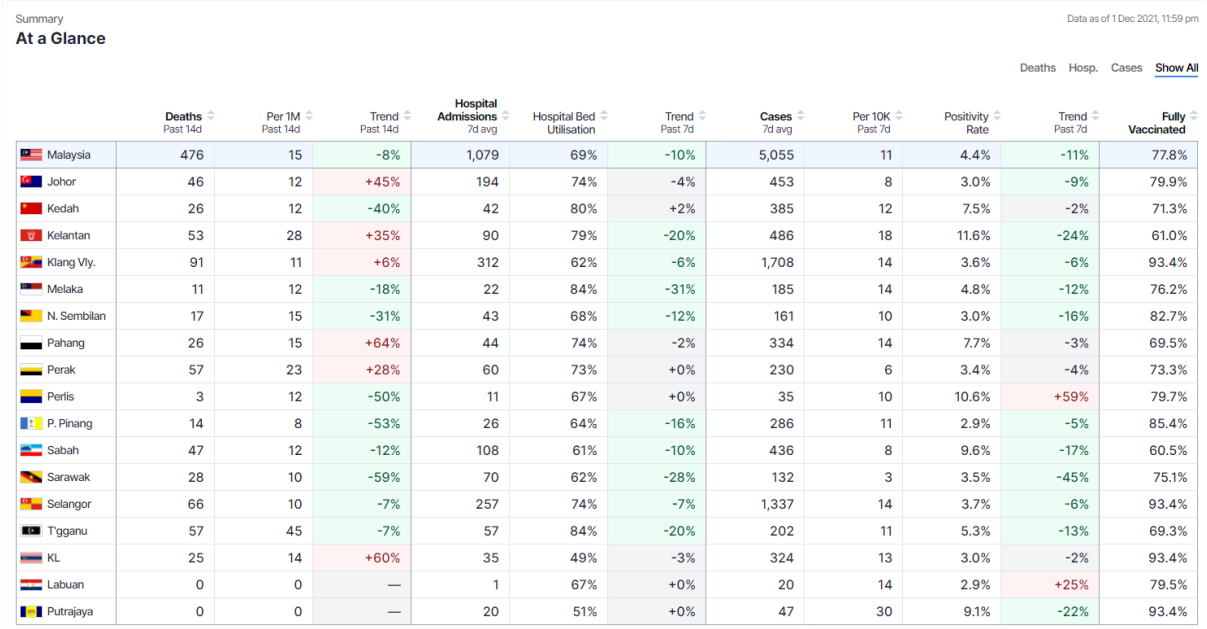
the stand-out cluster was the religious gathering, Tabligh Jamaat, held in Sri Petaling, Kuala Lumpur in late February and early March that has led to a massive spike cases. Within weeks, this unforgiving virus spread rapidly, resulting to Malaysia being recorded the largest cumulative number of confirmed Covid-19 infections in Southeast Asia, breaching over 2,000 active cases in March. In 16th March 2020. This virus ultimately flooded the entire country, from states to cities, to rural areas. As of 1st December 2021, there are overall of total 2,632,297 confirmed positive cases reported with 30,474 death cases and 2,544,007 recovered cases (COVIDNOW in Malaysia, 2021).

Figure 2: Number of cases reported in Malaysia



Note: Data from Ministry of Health, Used in COVIDNOW in Malaysia. (2021, May 22). Number of cases reported in Malaysia. (2021, December 1). Retrieved from Ministry of Health: https://covidnow.moh.gov.my/

Figure 3: Statistics Covid-19 by State in Malaysia



Summary

At a Glance

Data as of 1 Dec 2021, 11:59 pm

Deaths Hosp. Cases Show All

	Deaths Past 14d	Per 1M Past 14d	Trend Past 14d	Hospital Admissions 7d avg	Hospital Bed Utilisation	Trend Past 7d	Cases 7d avg	Per 10K Past 7d	Positivity Rate	Trend Past 7d	Fully Vaccinated
Malaysia	476	15	-8%	1,079	69%	-10%	5,055	11	4.4%	-11%	77.8%
Johor	46	12	+45%	194	74%	-4%	453	8	3.0%	-9%	79.9%
Kedah	26	12	-40%	42	80%	+2%	385	12	7.5%	-2%	71.3%
Kelantan	53	28	+35%	90	79%	-20%	486	18	11.6%	-24%	61.0%
Klang Vly.	91	11	+6%	312	62%	-6%	1,708	14	3.6%	-6%	93.4%
Melaka	11	12	-18%	22	84%	-31%	185	14	4.8%	-12%	76.2%
N. Sembilan	17	15	-31%	43	68%	-12%	161	10	3.0%	-16%	82.7%
Pahang	26	15	+64%	44	74%	-2%	334	14	7.7%	-3%	69.5%
Perak	57	23	+28%	60	73%	+0%	230	6	3.4%	-4%	73.3%
Perlis	3	12	-50%	11	67%	+0%	35	10	10.6%	+59%	79.7%
P. Pinang	14	8	-53%	26	64%	-16%	286	11	2.9%	-5%	85.4%
Sabah	47	12	-12%	108	61%	-10%	436	8	9.6%	-17%	60.5%
Sarawak	28	10	-59%	70	62%	-28%	132	3	3.5%	-45%	75.1%
Selangor	66	10	-7%	257	74%	-7%	1,337	14	3.7%	-6%	93.4%
T'gganu	57	45	-7%	57	84%	-20%	202	11	5.3%	-13%	69.3%
KL	25	14	+60%	35	49%	-3%	324	13	3.0%	-2%	93.4%
Labuan	0	0	—	1	67%	+0%	20	14	2.9%	+25%	79.5%
Putrajaya	0	0	—	20	51%	+0%	47	30	9.1%	-22%	93.4%

Note: Data from Ministry of Health, Used in COVIDNOW in Malaysia. (2021, May 22). Statistics Covid-19 by State in Malaysia. (2021, December 1). Retrieved from Ministry of Health: https://covidnow.moh.gov.my/

1.2 Problem Statement

In early March 2020, with the concern from Yang di-Pertuan Agong over the number of positive cases increased, preventive measures to combat the outbreak was instructed by His Majesty. As a result, on the 16th of March 2020, a nationwide "Movement Control Order" (MCO) was announced to be taken place from 18th until 31st March 2020 (MCO1.0 Phase 1), with the intention to curb the spread of Covid-19. This includes having minimal human interaction; and if unavoidable, the term social distancing has to be practiced. The Attorney-General's Chambers (AGC) also published a federal gazette on 18th of March 2020 that restricted individuals from travelling to states that are highly infected by Covid-19. On 25th of March 2020, given the unimproved number of Covid-19 cases, the MCO was extended by an additional two weeks, due to conclude on the 14th of April (MCO1.0 Phase 2). However, research and studies conducted by WHO suggests that number of infected cases may spike by mid-April. Thus, on 10th April 2020, the MCO was announced to be extended until 28th April 2020 (MCO1.0 Phase 3).

During Phase 1 of MCO, also known as MCO1.0, several measures were taken to ensure the curb of the spiking cases:

1. The public is refrained from holding mass gathering and/or attending enormous events that includes religious, sports, social and cultural activities. Worshiping houses such as mosque and church, as well as business premises are ordered to be closed with the exception of supermarkets, grocery stores and convenient stores- - as these are essential needs by the public.
2. It is mandatory that Malaysians returning from abroad are to undergo Covid-19 tests as well as self-quarantine for a total of 14 days.
3. The country's border has also been closed, resulting to tourists and foreign visitors being barred from entering the country.
4. The education sector, which consists from kindergarten extending to higher institutions, are being ordered to close.
5. All Government and private sectors, with the exception of essential services such as water, energy, telecommunications, financial institutions are ordered to close as well. (2020 coronavirus pandemic in Malaysia, 2020).

However, during the Phase 2 of MCO1.0, the government has further tightened the movement with the following restrictions:

1. The Government has narrowed down a further 15 only essential services that are allowed to operate; in which food, water, energy and healthcare amongst the list. Those under the agriculture and fisheries sectors are allowed to operate as well during the MCO period.
2. In a stricter manner, the Government has also imposed a ruling for all individuals returning to the country; to adhere on a 14-day self-quarantine period. More than 400 quarantine centers were established for those whom returned to the country.
3. There is also changes in the operation timings for grocery stores, restaurants and food delivery services. The time limit has been set to 8am to 8pm every day. As for the take away, the government has restricted to only allowed to travel up to 10km from home to buy food; unless for case of an emergency. The authorities have the discretion to allow someone to travel beyond the 10km restriction set, if the person is in a state of an emergency or have valid documents or evidence that shows a need to travel further.
4. During these pandemic periods, people have been frantically trying to purchase the hand sanitizer and face masks. Due to the great demand for masks, several parties have

started taking advantage by increasing the price of face masks. This has led to the government's order that selling price for face masks shall not exceed the maximum price of RM1.50 per piece, in accordance with the Price Control (Controlled Prices) Order 2009 and the Price Control (Maximum Pricing) (No. 2) Order 2009. However, government will review the price from time to time.

5. Any private vehicles owned by individuals is only allows one person per vehicle. As for taxis and e-hailing services such as Grab car, the MCO set a daily operation limit which is from 6am to 10pm. As for public transportation vehicles such as buses and trains, the operational hours are from 6am to 10am and 5pm to 10pm. Also required to adhere on a new ruling is the commercial vehicles, in which are mainly utilized for logistics and delivering essential goods. These are allowed to operate from 7am to 7pm. Petrol stations also can open from 8am to 8pm daily (S., 2020).

As for the Phase 3 of MCO1.0, the latest federal gazette signed by Health Minister Datuk Seri Dr. Adham Baba under the Prevention and Control of Infectious Diseases (Measures within Infected Local Areas) (No. 3) Regulations 2020 published in the Attorney General's Chambers website on 14 April 2020 indicates that the previous list of 10 essential services has been increased to 15 during the Phase 2. The additional five essential services are as follows:

1. Sectors and/or businesses deemed to be essential, are to consult with the Authority as well the Minister in charge. Upon approval, these businesses are allowed to operate.
2. Essential transportation services via land, water and/or air, are now being allowed to operate.
3. Ports, docks as well as airport services that caters stevedoring, cargo handlings, are allowed to operate.
4. Production, refining, storage, supply and distribution of fuel and lubricants; and
5. Hotels and lodging providers are also now allowed to operate.

Under these Regulations, "essential services" are categorized as services that are vital to the health and welfare of the country's population. Additionally, the term "infected local area" are declared to be an infected local area under the Prevention and Control of Infectious Diseases (Declaration of Infected Local Areas) Order 2020. According to the gazette, the restriction on movement within 10km for daily necessities is still to be maintained. Any person who breaches the prevention and control of infectious diseases regulations shall be liable to a maximum fine of RM1,000 or jail up to six months or both (EdgeProp.my, 2020). The Senior Minister

(Security Cluster) Datuk Seri Ismail Sabri Yaakob also mentioned that under Section 24 of the Prevention and Control of Infectious Diseases Act 1988 (Act 342) states that one could be sentenced to jail not more than two years. Repeating offenders will be sentenced to a maximum of five years. (New Straits Times, 2020).

MCO1.0 works well and flatten the curve during the six (6) weeks' total lockdown in the entire country. However, on 11th January 2021, Prime Minister Tan Sri Muhyiddin Yassin announced another round of lockdown across the nation from 13th until 26th January 2021 (MCO2.0 Phase 1) following rising of the Covid-19 cases. Parts of Malaysia will be lockdown according to various level such as Penang, Selangor, the federal territories of Kuala Lumpur, Putrajaya, Labuan, Sabah, Johor and Malacca to be placed under the stricter Movement Control Order (MCO) while Pahang, Perak, Negeri Sembilan, Terengganu and Kelantan will be under more relaxed Conditional Movement Control Order (CMCO). Perlis and Sarawak will be placed under Recovery Movement Control Order (RMCO).

Those states under MCO are not allowed to travel beyond 10km from home and only two (2) persons are allowed to go out for provisions such as groceries. The states under CMCO are not allowed to travel interstate or inter-district without a police permit and attend large gatherings whereas the states under RMCO, nightlife activities and travelling out of the country are prohibited. Based on the discussion with the Health and Security Ministry, social activities such as weddings, seminars and celebrations like Chinese New Year and Thaipusam are forbidden. Employees are also encouraged to allowed the staff to work from home. Eateries and restaurants in states under MCO will continue to operate but limited to takeaways only – no dine-in is allowed. Students are allowed to attend schools for major exams only (CoconutsKL, 2021).

On 15th January 2021, Prime Minister Tan Sri Muhyiddin Yassin announced MCO restrictions would be imposed on Kelantan and Sibu, Sarawak between 16th until 29th January 2021 due to the increase of cases. On 21st January 2021, Senior Minister (Security Cluster) Datuk Seri Ismail Sabri Yaakob announced that the Government will allow the restaurants, food stalls and food deliveries in states under MCO to operate until 10pm starting 22nd January 2021, easing the week-long rule of only allowing operations until 8pm. On the same day, the Malaysian Government further extended the MCO restrictions in Selangor, Penang, Johor, Malacca, Sabah and the federal territories of Kuala Lumpur, Putrajaya and Labuan from 27th January

until 4th February 2021 (MCO2.0 Phase 2) due to the continuation of rising cases and deaths. The MCO restrictions over all the states except Sarawak will be extended from 5th until 18th February 2021 (MCO2.0 Phase 3), according to the Senior Minister (Security Cluster) Datuk Seri Ismail Sabri Yaakob on 2nd February 2021.

Three (3) business activities – night markets, hair salons and car wash services are allowed to operate under a strict operating procedure from 5th February 2021 onwards together with some other businesses. On 9th February 2021, the Government confirmed dine-in is allowed but subject to the rule of maximum five (5) persons per table and retail shops are allowed to open from 10th February 2021 onwards. It was also announced, none team sports activities such as gym, golf, tennis and badminton are now permitted from 12th February onwards with social distancing practice and time restrictions. On 13th February 2021, the National Unity Ministry confirmed that non-Muslim worship places are allowed to start reopening from 12th February for the remainder of MCO which scheduled to end on 18th February 2021. However, on 16th February 2021, MCO extension was announced for certain states such as Selangor, Johor, Penang and the federal territories of Kuala Lumpur from 18th February until 4th March 2021 (MCO2.0 Phase 4) (Yusof A. , 2021) while Kedah, Perak, Negeri Sembilan, Terengganu, Kelantan, Malacca, Pahang and Sabah as well as Putrajaya and Labuan transitioned back to Conditional Movement Control Order (CMCO). The Government also confirmed that meetings, incentives, conferencing and exhibitions (MICE) sector in the MCO states are allowed to resume from 5th March 2021 onwards (Malaysian movement control order, n.d.).

The entire country will be instilled under the Movement Control Order (MCO) effective 12th May until 7th June 2021 (MCO3.0 Phase 1), says Prime Minister Tan Sri Muhyiddin Yassin in a statement on 10th May 2021 as the country grapples with rising of Covid-19 infections. Under the MCO3.0, entire business sectors are permitted to operate with condition employers to enforce the work from home policy as well as employees presents at premises should not be more than 30% of its management staff at all times. However, educational sectors will be remained closed – with the exemptions given to students whom are due for international exams. Despite the greater leeway enforced, all social visitations, sports and recreational activities are still prohibited (permitted are health exercises conducted in open areas such as jogging, cycling with physical distancing to be observed). Inter-district and interstate travels are prohibited as well unless with certain exceptions (Zainul, MCO 3.0 expands to whole country, restrictions from May 12 to June 7, 2021). The implementation of MCO3.0 is mainly due to the country

experiencing the 3rd wave of Covid-19 infections which inevitably sparked a national crisis; with the country recording daily positive cases of over 4,000 and 1,700 fatalities as of 10th May 2021. Studies and researches also suggest the existence of new variants- - and it increases higher infection rates. Additionally, given the critical toll that affects the public health system as well as the incompliant of adhering to Standard Operating Procedures (SOP), the Government was forced to apply drastic measures to prevent the country from heading into a devastating state. (Dawn Chan, 2021).

With the implementation of the MCO in the country since 18th March 2020, the small businesses are facing difficulties to remain afloat in the market. The industry players felt the new stimulus package fell short in terms of business sustainability, says the National Chamber of Commerce and Industry of Malaysia immediate past-treasurer Don Nazwim Don Najib. Some of the small-and-medium enterprises (SMEs) will have to close their shop and this caused the domino effect on the economy. As claimed by the Malaysian Associated Indian Chamber of Commerce and Industry (MAICCI) President Datuk R. Ramanathan, the SME and small-and-medium industries (SMI) employers, which consist most of the economic sectors, suggests the economic stimulus package (ESP) given by the government to be insufficient and/or non-beneficiary. The business fraternity will eagerly yearn for a compassionate and relieving stimulus package from the government to cushion the business losses for current and coming months. Most corporate companies, if not all, have been reviewing their procuring contracts and instilled cost-cutting efforts moving forward. (David, 2020).

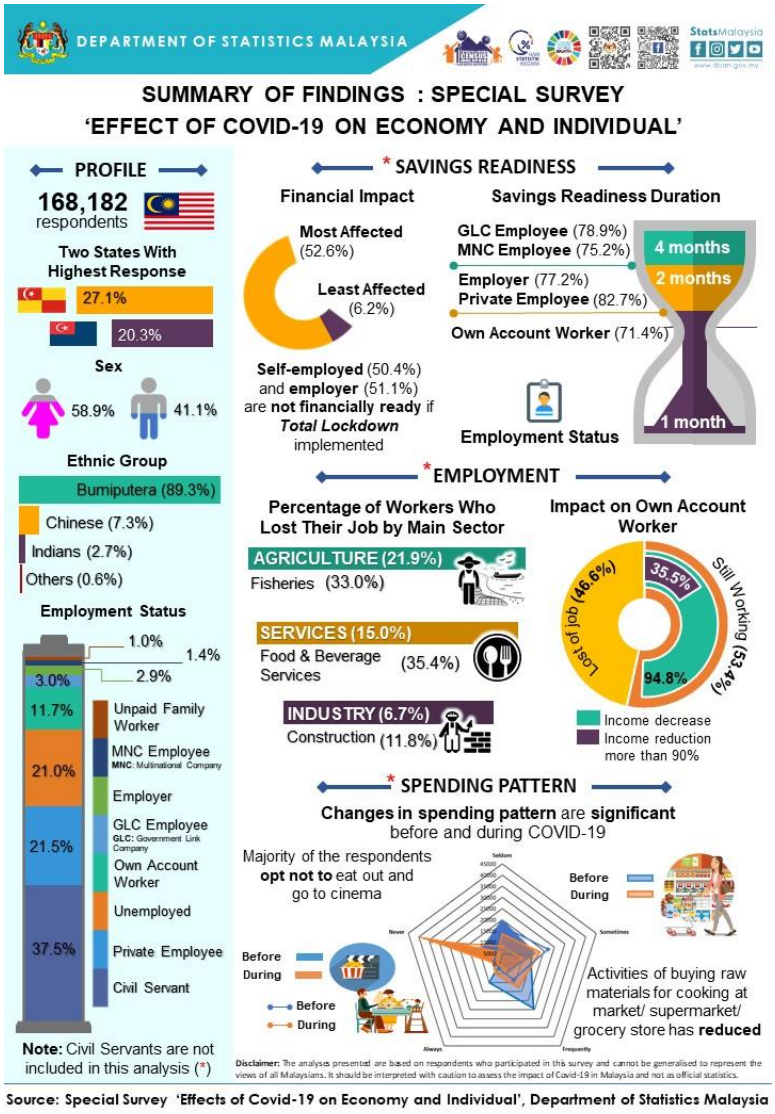
Further to that, the International Labour Organization estimates an indicative rise in unemployment globally between 5.3million ("low" scenario) and 24.7million ("high" scenario) from a base level of 188million in 2019. Meanwhile, the President of Small-and-Medium Enterprise (SME) Association of Malaysia, Datuk Michael Kang estimates a total of 1million Malaysians will be unemployed should 10% of SMEs businesses are to shut down. On the other hand, the Malaysian Institute of Economic Research estimates a total of 2.4million Malaysians will be unemployed as a result of the MCO implementation. (Kai-Ming, 2020).

A list of Frequently Asked Questions (FAQ) was released by the Ministry of Human Resources mandating the employers shall pay full salary of all employees including allowances throughout the MCO period. With the extension of MCO along with the legal requirement to pay salaries of the employees, employers may have no alternative but resorting to retrenching

of employees in order to keep their businesses afloat. Studies reveals as of 20th March 2020, there are a total of 2,041 employees from hotel industry have been retrenched.

The Department of Statistics Malaysia (DOSM) has also conducted two special online surveys on the effects of Covid-19 on individuals and businesses in Malaysia, from 10th to 24th April 2020. The first round of the "Effects of Covid-19 on the Economy and Individuals" survey was conducted online from 23rd to 31st March and a total of 168,182 responses received by DOSM (Report of Special Survey on Effects of COVID-19 on Economy & Individual - Round 1, 2020).

Diagram 1: Summary of Findings: Special Survey "Effect of COVID-19 on Economy and Individual"



Note: Data from Department of Statistics Malaysia, Retrieved from Department of Statistics Malaysia: https://www.dosm.gov.my/v1/index.php?r=column/cone&menu_id=a0dyT2d5UmFMNEZJVTlmL0k5cFJNZz09

The analysis of the survey published are based on responder's feedback, in which includes evaluative personal opinion on economics, employment and spending influence. The survey shows that 46.6% of self-employed responders had reportedly lost their jobs due to Covid-19 as well as reinforcement of MCO by the government. Additionally, result also suggests that the agriculture and services sectors has been badly affected resulting to the highest percentage of unemployment versus the other sectors (Yusof T. A., 2020).

1.3 Research Questions

In this study, the factors from corporate governance perspective that influencing the employee's satisfaction on the actions taken by the organisation during Novel Coronavirus (Covid-19) pandemic in Malaysia will be discussed and determined as follows:

i. What are the factors affecting the employee's satisfaction on the actions taken by the organisation during Novel Coronavirus (Covid-19) pandemic in Malaysia?
ii. Is there any relationship between working environment, financial aid and medical assistance with the employee's satisfaction on the actions taken by the organisation during Novel Coronavirus (Covid-19) pandemic in Malaysia?
iii. Did the benefits entitlement and job security affecting the employee's satisfaction on the actions taken by the organisation during Novel Coronavirus (Covid-19) pandemic in Malaysia?
iv. Is the action taken by the organisation against the corporate governance best practice in view of the Novel Coronavirus (Covid-19) pandemic in Malaysia?

1.4 Research Objectives

The objective of the research are as follows:

i. To identify the factors affecting the employee satisfaction on the actions taken by the organisation during Novel Coronavirus (Covid-19) pandemic in Malaysia.
ii. To analyse the relationship between working environment, financial aid and medical assistance and the employee satisfaction on the actions taken by the organisation during Novel Coronavirus (Covid-19) pandemic in Malaysia.

iii. To study the relationship between benefits entitlement and job security and the employee satisfaction on the actions taken by the organisation during Novel Coronavirus (Covid-19) pandemic in Malaysia.

iv. To review the actions taken by the organisation against the corporate governance best practice in view of the Novel Coronavirus (Covid-19) pandemic in Malaysia.

1.5 Significance of the Study

This study is aim to access the barrier and readiness from the corporate governance perspective for the factors affecting the employee's satisfaction on the actions taken by the organisation during Novel Coronavirus (Covid-19) pandemic in Malaysia. The information gathered will provide an insight view for the organisations and business owners to formulate the strategies and enhance as well as improve the action taken during any crisis or pandemic situation to be happens again in the future. Besides that, it could also help the Government to be more prepared in assisting the organisations and business owners in term of financial and other ways.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

From the summary in Chapter 1, the research question of this study is to help identify the factors from corporate governance perspective that could affect the employee's satisfaction on the actions taken by the organisation during Novel Coronavirus (Covid-19) pandemic in Malaysia. However, it is to note that there are still lack of researches and reports regarding the study of employee's satisfaction on the actions taken by the organisation during pandemic situation in Malaysia in term of corporate governance perspective. Therefore, most of the studies and findings in this chapter will focus on understanding what motivate and satisfy the employee on the actions taken by the organization that may give insight into the requirements and desired benefits in view of the employee whilst the organization is practicing the best corporate governance practice.

2.1 Covid-19 Pandemic – The perspectives of an unfolding situation across the world

The study from A. Spinnelli and G. Pellino (2020) reveals that Covid-19 has been stipulated as a pandemic by the World Health Organization (WHO) as the confirmed positive cases outstretched to a whopping 200,000 patients with more than 8,000 deaths across 160 countries. After the initial outbreak detected in Wuhan, China, Italy was the first major country in Europe that was crucially affected. Within two weeks' time, the virus spread very rapidly and the first cases diagnosed with 1,000 patients tested positive. One week later, the number of positive cases exceeded 4,600 with 2,500 deaths on 18th March 2020. The region of Lombardy was primarily the badly affected area which resulted to the entire healthcare system be reset whilst facing the challenges. In the interim, the Italian government ordered a nationwide lockdown. Other nations soon followed suit led by Spain declaring a state of emergency on the 14th of March and similar measures were soon taken.

2.2 Overview of Corporate Governance in Malaysia

The term of "corporate governance" derives from an analogy between the government of cities, nations or states and the governance of organizations. The institutional arrangement for corporate elections and the role and fiduciary duties of the board have been the central themes in the corporate governance literature from its inception (Becht, M., Bolton, P., & Röell, A., 2003).

The study from Singam (2003) stated that the ground rules to achieve good and efficient corporate governance systems must be made available in every organization. These ground rules will profound an underlying basics for the Malaysia's corporate governance system, *inter alia*, as follows:

- Effective standards of corporate governance to ensure managers and controlling shareholders act appropriate in accordance to principles and law;
- A distinguished level of corporate etiquette transparency or face constant threat from the corporate world's competition;
- Legal frameworks that are efficient and transparent, with judicial systems to enforce the rules by-law and without favoritism;
- Clear distinction mandatorily required between regulators and the regulated;
- Banking systems that are proven independent, transparent and competitive; and
- A well-resourced, inquisitive and independent media.

Since 1995 Malaysia has taken the steps to improvise the corporate governance system. The major reforms in 1998 resulted in the establishment of the Committee and the release of its Report in March 1999. Further to that, the implementation of the Committee's recommendations resulted in the amendments to the Bursa Malaysia (formerly known as Listing Requirements of Kuala Lumpur Stock Exchange (KLSE)), the introduction of the Code of Corporate Governance and the establishment of mandatory accreditation programme for company directors.

"Corporate governance is the process and structure used to direct and manage the business and affairs of the company towards enhancing business prosperity and corporate accountability with the ultimate objective of realizing long term shareholder value, whilst taking into account the interest of other stakeholders."

High Level Finance Committee Report 1999

The Securities Commissions (SC) Malaysia's five-year Corporate Governance Blueprint (Blueprint) was launched on 8th July 2011 that provides action plan on raising the standards of corporate governance in Malaysia; this so by strengthening self and marketing discipline as well as promoting greater internalization of the values of good governance. The Blueprint also generates a shift in corporate governance values from a mere compliant with rules to one that more appropriately practises the essence of good corporate governance, mainly a deepening of the relationship of trust between companies and stakeholders (Securities Commission Malaysia, n.d.).

2.3 Theories of employee's satisfaction

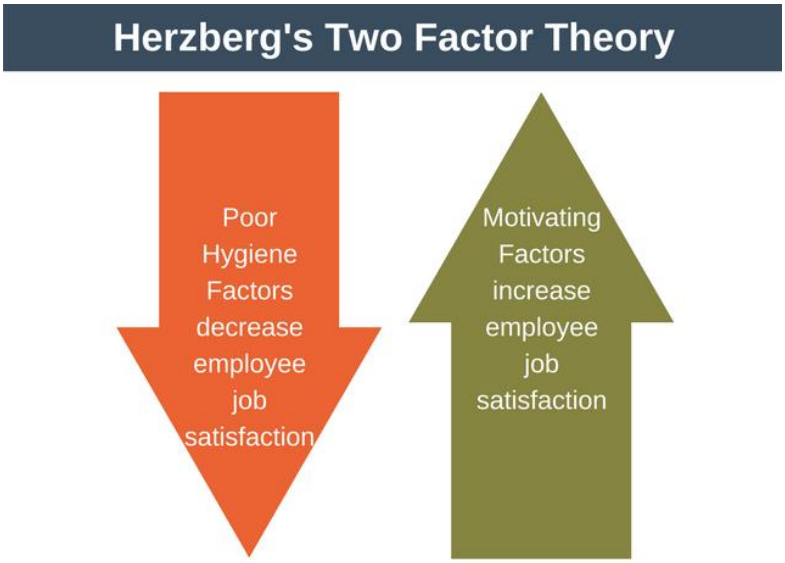
An employee's attitude is important for an organization to determine the action to be take into consideration so that the employee behaves better in the organization. The usual judgement about an employee is that "A satisfied employee is a productive employee". In an event the employees are comfortable with the organization, it will thereon create a gratifying atmosphere to deliver its services better and in a more efficient manner. Therefore, employee's satisfaction and its relation with the action taken by the organization in handling the pandemic situation has naturally become a significant topic for research studies.

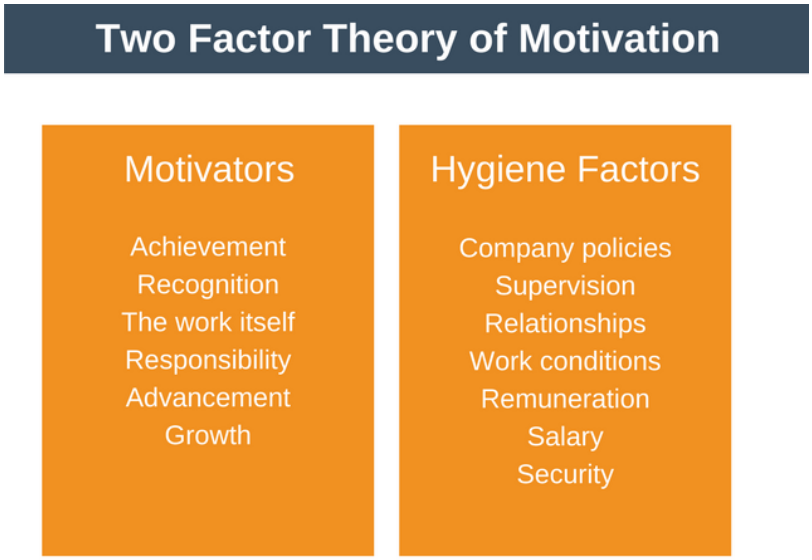
Research studies that was performed by researchers in 2011 revealed that employee's job contentment is a significant factor for an organization's success. The enticements of job satisfaction in the retail sector, however, was proven using Herzberg's two-factor theory (Tan, 2011). Previous research suggests that job satisfaction is associated with wages, occupational distress, empowerment, company and administrative policy, achievement, personal growth, relationship with co-workers and the general working condition. As stated by Dunnette, Campbell and Hakel (1967) and Robbins (2001), the job satisfaction is an emotional factor in which an individual perceives a variety of capability of his/her work or the working

environment. Therefore, this play a major role in their personal live hood. Besides that, Rain, Lane and Steiner (1991) claimed that the job satisfaction is associated with the life satisfaction where people who are contented with their occupation will result to a happier life, vice versa.

Under the Herzberg's theory (1966), the main point is the motivational and hygiene factors to be separated into different dimensions affecting the aspects of job satisfaction. The hygiene factors avoid dissatisfaction but does not leads to satisfaction. The necessary to avoid bad feeling at work is the motivators which is the real factors that motivates the employees at work. However, the results from the research shows that the employees who indicate the satisfaction with both motivator and hygiene factors should be the top performers and those who are dissatisfied with both the factors should be poor performers.

Diagram 2: Herzberg's Two-Factors Theory



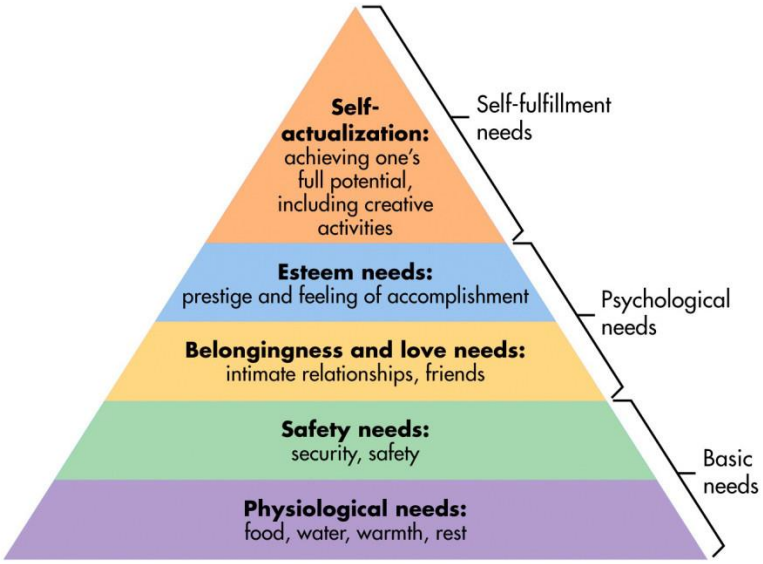


Note: Data from Expert Program Management, Retrieved from https://expertprogrammanagement.com/2018/04/herzbergs-two-factor-theory/

Theories of employee motivation address a model connecting the job satisfaction, motivation and performance. The considerable importance is attached to these concepts and there is a need for the clarification on how distinct satisfaction and motivation from each other. The employee job satisfaction is an emotional response accompanying actions and thoughts relate to work and motivation is the process that activates the behavior. As job satisfaction is an attitude, it is possible for an employee to be satisfied with the job but not being motivated. Hence, the motivation and satisfaction are not synonymous with each other. It is vitally to clarify the distinction between the concepts in order to understand that motivation leads to satisfaction and ultimately leads to performance.

On the other hand, the education and health care sectors usually measured by using the Maslow's Hierarchy of Needs (1943). This ideas of needs addressed in order, as in resolving the most basic needs for survival before moving to more complex needs. Most of the educational programs in health care sector teach Maslow's Hierarchy in order to address the needs of patients and the life from a psychological perspective, simply because it helps to identify and address the needs of the patients. The idea of using the hierarchy pyramid helps to lay out the stage of needs, starting with the base of physiological needs. As the way up the pyramid, the needs starts to become more complex, which includes the safety needs, social needs, esteem needs and self-actualization.

Diagram 3: Maslow's Hierarchy of Needs



Note: Data from ***SimplyPsychology****, Retrieved from https://www.simplypsychology.org/maslow.html*

Maslow believed that these needs are important in motivating the behavior. Physiological, security, social and esteem needs are deficiency needs arise due to deprivation. Satisfying the lower-level needs is important to avoid the unpleasant feelings or consequences. While the theory generally portrayed a fair rigid hierarchy, Maslow noted that the order of these needs fulfilled does not always follow the standard progression. As an example, some individuals think that self-esteem is more important than the need for love but for others, the need for creative fulfillment may supersede the most basic needs (Cherry, 2019).

The alternative testing to Maslow's theory to a simple frustration hypothesis for the problem relating to the need-satisfaction to strength of desires is based on a three-fold conceptualization of human needs: existence, relatedness and growth (E.R.G.). This theory does not assume lower-level satisfaction as a prerequisite for the emergence of higher-order needs and does not include propositions relating to the impact of higher-order frustration to the strength of lower-order needs. The Theory X and Theory Y was introduced by Douglas McGregor in 1960 to test the two aspects of human behavior at work, or in other words, two different views of employees: the negative is called as Theory X and the positive is called Theory Y. The assumptions made by McGregor on the theory are as follows:

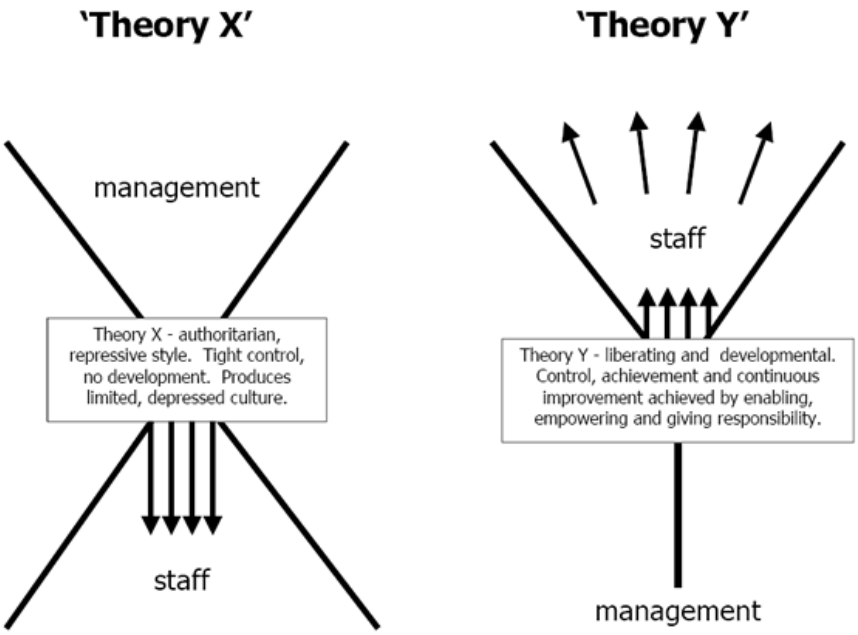
Assumptions of Theory X

- An average employee basically does not like to work and will try to escape whenever there is a chance
- As the employee is not motivated to work, he/she must be persuaded, obliged or counselled with any penalty so as to achieve the organizational goals. Frequent supervision from managers is required and managers must adopt a more dictatorial style.
- Most of the employees rank job security on top are actually have little or no aspiration / ambition.
- Employees usually does not like to hold on responsibilities.
- Employees resist for a change.
- An average employee needs a formal direction in work.

Assumptions of Theory Y

- Employees can recognize job as relaxing and normal. They practice physical and mental efforts in an inherent manner in jobs.
- Employees does not require any threat, external control and pressure to work but can use self-direction and self-control if they are dedicated and sincere to achieve the organizational objectives.
- If the job is attracting, the employee will be loyal and committed to the organization.
- An average employee can learn to take up the responsibility.
- Employee has their own skills and capabilities. Their logical capabilities should be fully utilized such as the creativity, resourcefulness and innovation potentially able to solve the organizational problems.

Diagram 4: Theory X and Theory Y



Note: Data from ***Research Methodology****, Used in* ***Research Methodology (2013, March 21). Theory X and Theory Y by John Dudovskiy. Retrieved from https://research-methodology.net/theory-x-and-theory-y/***

Overall conclusion is Theory X presents a pessimistic view of employees' nature and behavior at workplace while Theory Y presents an optimistic view of employees' nature and behavior at work. According to McGregor view's, Theory Y is more valid and reasonable than Theory X as he encouraged cordial team relations, responsible and stimulating job, and participation in decision-making process (Juneja, n.d.).

2.4 Actions taken by organization during MCO period

On 18th March 2020, the National Security Council (NSC) has briefed that those organizations that allowed to operate, especially manufacturing sector, must adhere to the certain conditions during the MCO period. Below is the compulsory action to be taken by the organizations (Zainul, NSC: Manufacturers to continue operating, subject to conditions, 2020).

i. Minimum utilization of employees or at least 50% of the current or registered amount
ii. Implementation on rotation of employees at workplace
iii. Establishment of work-from-home system for employees that not involved in critical activities

iv. Providing body temperature devices and taking daily body temperature readings at premises entrance – Readings for each employee is recorded and kept for reference
v. Providing hand sanitizers at the entrance and other relevant places within the premises and ensure the use of face masks by each employee
vi. Conducting disinfection sanitation process at the premises before each shift or operation begins
vii. Sanitation and cleaning process to be carried out three times a day, especially in common spaces such as lobby, elevators, cafeterias, meeting rooms, prayer rooms, bus/staff transportation and indoor recreation centers
viii. Organization to be responsible for the full costs of all medical expenses, the process of decontamination and other related costs in the even that an employee is infected with Covid-19

According to the survey conducted by the Statistics Department, it was found that 46.6% of the self-employed Malaysians lost their jobs and 35.5% of those still working have been income reduced by over 90% during the ongoing MCO period. The survey also shows that 7% of the private sector employees are on leave with half salary while 13.2% are on unpaid leave (FMT Reporters, 2020). This is proven that some of the organization has retrench the employees while majority were asked to go for unpaid leave.

2.5 Empirical evidence on organizations' reaction to crisis and employee's satisfaction

The research done by Cao and Chen (2016) shows that the employee satisfaction and the organization value can be jointly determined. It was found that when crisis happens, the best organizations experience larger decreases in organization value than comparable organizations. Such decreases in organization value is only exist among the best organizations with high financial flexibility. It was also shows that the job satisfaction alone does not create the organization value during financial crisis; only when interacted with high financial flexibility, employee satisfaction leads to high organization value. The best organizations do not have the advantage in recover the organization value after crisis, regardless of their level of financial flexibility. The research also shows that the impact of employee satisfaction on organization value changes over time.

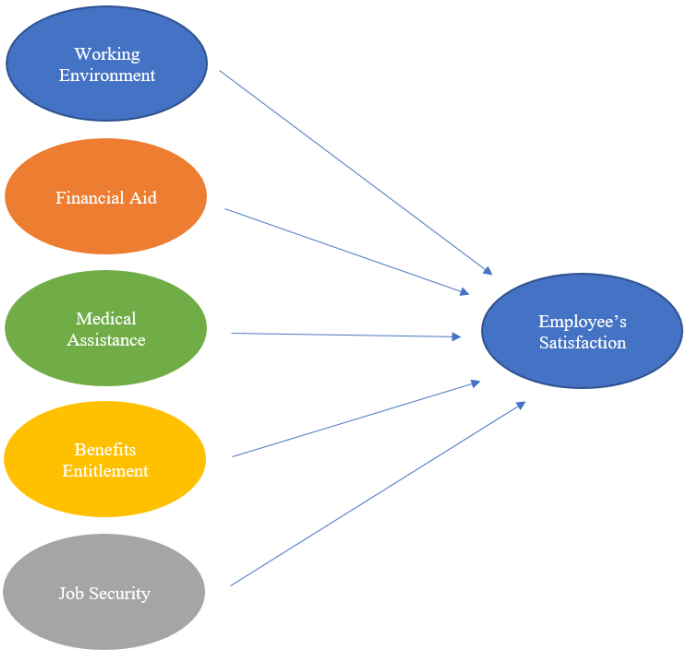
There are also studies conducted in the banking sector in 2018 to research on the theory of the relationship between independence with the employee adaptiveness performance as well as job satisfaction in rapid change and unforeseen work environments. The theory was also tested via a quasi-experimental pertaining to the implementation of a independence training program. The changes within the private bankers' self-leadership, adaptive performance and job satisfaction was taken into consideration and results reveals a spike within the experimental group, while job satisfaction suggests the opposite within the control group. The changes within the level of self-independence is highly related to the change in the level of adaptiveness and job satisfaction over a period of time. The study also suggests that individual adaptiveness and job satisfaction can be embraced via self-leadership training(s). The self-leadership training undoubtedly able to assist the respective organizations to improve its employees' adaptiveness performance and embracing its job satisfaction, particularly during an organizational setback.

Research conducted by Harvey and Haines (2005) shows that the organizational justice principles to human resource decisions made during a crisis situation includes the measurement of interactional, procedural and distributive justice, organizational commitment and job satisfaction. The Confirmatory Factor Analysis suggested collapsed the interactional and procedural justice measures into one measure of procedural treatment. Overall, the support for the relevance of procedural justice and its interaction with distributive justice in predicting the work attitudes of employee following a disaster. Multiple regression analyses show that the perceptions of procedural justice are the strongest predicted job satisfaction and organizational commitment. With the consistence of existing theory, the interaction between distributive and procedural was found to predict the job satisfaction.

2.6 Conceptual Framework

The conceptual and empirical research from the corporate governance perspective on the employee's satisfaction on the action taken by the organization during Novel Coronavirus (Covid-19) pandemic in Malaysia will be review and examine on the factors. A framework on a corporate governance perspective of employee's satisfaction has significant relationship with the actions taken by the organization, in consideration of the best interest of the employee one of the stakeholder in the organization is shown as below.

Diagram 5: Proposed framework



A study by Menner and Menninger (2018) shows clearly that there is relationship between the good corporate governance practice of an organization and the change in employee satisfaction. The stronger the shareholder rights, the more negative causal effect on employee satisfaction. On the other hand, from the financial perspective, the employee also shows the dissatisfaction towards the shareholder proposal which affects one of the six provisions in the Entrenchment Index by Bebchuk et al. (2009) in favor of stronger shareholder rights. The Entrenchment Index consists of four fundamental provisions that prevents majority of shareholders from obtaining their own directions (disunited boards, limits to shareholder bylaw amendments, supermajority requirements for mergers, and supermajority requirements for charter amendments), and two takeover readiness provisions that boards put in place to be ready for a bitter takeover.

Based on the study conducted by Kanapathipillai and Azam (2020), there is relationship between what action taken by the organization with the job performance and job satisfaction of an employee. The researcher has revealed that the training has had an influence on employees' job performances and job contentment; similarly, organization should send their employees to attend extensive training which would equipped them with the appropriate skills, knowledge and right attitude in order to achieve the primary job performance and job contentment that is desired.

A similar study was conducted by Bella, Irina and Tova (2021) on the healthcare employees in general and nurses recently shows the impact of the pandemic on the profession. The study shows that nurses' occupational values are worthwhile accomplishments even under the circumstances of the pandemic. Besides that, the working environment is equally important for the employee to face the challenge at workplace, diversity and interest in the job, personal growth and development and independence in the practice as well.

A research was done by Shoss (2017) that the national unemployment rate has recently reached the highest and widespread job insecurity increases the risk for poor mental health, especially during the COVID-19 pandemic. The findings from the research shows that among those currently employed, job insecurity due to COVID-19 and financial concern are associated with greater depressive and anxiety symptoms.

There are limited studies conducted by the researchers on the corporate governance perspective for employees' satisfaction on the action taken by the organization during the Covid-19 pandemic as this pandemic is only recently and still ongoing. Other factors such as financial aid, medical assistance and benefits entitlement are deemed to be equally important from an employees' perspective during the crisis such as pandemic or natural disaster in the country which affects the organization.

2.7 Hypothesis

H_{O1}: There is no positive significant relationship between working environment and employee satisfaction on the actions taken by the organisation during Novel Coronavirus (Covid-19) pandemic in Malaysia.

H_{A1}: There is a positive significant relationship between working environment and employee satisfaction on the actions taken by the organisation during Novel Coronavirus (Covid-19) pandemic in Malaysia.

H_{O2}: There is no positive significant relationship between financial aid and employee satisfaction on the actions taken by the organisation during Novel Coronavirus (Covid-19) pandemic in Malaysia.

H_{A2}: There is a positive significant relationship between financial aid and employee satisfaction on the actions taken by the organisation during Novel Coronavirus (Covid-19) pandemic in Malaysia.

H_{O3}: There is no positive significant relationship between medical assistance and employee satisfaction on the actions taken by the organisation during Novel Coronavirus (Covid-19) pandemic in Malaysia.

H_{A3}: There is a positive significant relationship between medical assistance and employee satisfaction on the actions taken by the organisation during Novel Coronavirus (Covid-19) pandemic in Malaysia.

H_{O4}: There is no positive significant relationship between benefits entitlement and employee satisfaction on the actions taken by the organisation during Novel Coronavirus (Covid-19) pandemic in Malaysia.

H_{A4}: There is a positive significant relationship between benefits entitlement and employee satisfaction on the actions taken by the organisation during Novel Coronavirus (Covid-19) pandemic in Malaysia.

H_{O5}: There is no positive significant relationship between job security and employee satisfaction on the actions taken by the organisation during Novel Coronavirus (Covid-19) pandemic in Malaysia.

H_{A5}: There is a positive significant relationship between job security and employee satisfaction on the actions taken by the organisation during Novel Coronavirus (Covid-19) pandemic in Malaysia.

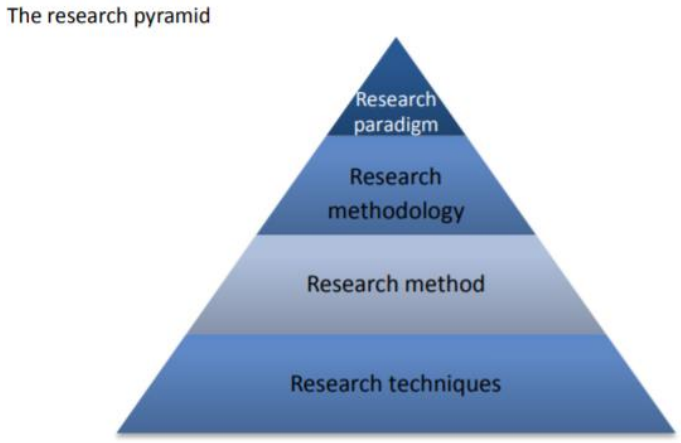
CHAPTER 3

RESEARCH METHODOLOGY

3.0 Introduction

Research survey has been widely accepted and common approach in management business research. Research methodology is often used as overall heading in doing research and for all associated procedures which are illustrated in the research pyramid.

Diagram 6: The Research Pyramid



According to Jonker and Pennink (2010, p. 23), the research pyramid indicates that doing research follows a particular hierarchy and sequence of process steps. Research methodology also is a framework that states the method in data collection, data processing and data analysis for a research study to be carry out.

This chapter will discuss on the research design, materials and method used in the research study. It consists of research design, conceptual framework, hypothesis setting and data collection method.

3.1 Research Design

Research design is a data collection method from a broad assumption. Either quantitative, qualitative or mix methods can be used to analyze the effect of the correlation amount the dependent and independent variables.

Based on Creswell (2007), quantitative research is analyzing the phenomena using the mathematical statistics. Qualitative research seek question on how and why people react and provides in-depth information on the result. As a nutshell, quantitative data is the information about the quantities and produce numerical data whereas qualitative data generates textual data which can be observe more clearly.

This study will be conduct with the quantitative method to collect the information from employees who currently working in Malaysia by sending out the online questionnaire for the employees to answer. The results of the study will be depicted in the form of numerical. In this study, mathematical frameworks and hypothesis that pertain to the quantity under the questions will be deployed accordingly.

3.2 Data Collection Method

This study intended to collect the responses from employees in various industry in Malaysia who affected by the current Covid-19 pandemic situation. The study was conducted in order to gain further knowledge of the factor that determine the corporate governance perspective of employees' job satisfaction on the actions taken by the organization during the Covid-19 pandemic in Malaysia. Therefore, this research will be using the quantitative (close-ended) method as the process of data collection to answer the research problem, testing the hypothesis and evaluate the outcome from the data collected. The relationships between the independent variable (employees' satisfaction) and the dependent variables (working environment, financial aid, medical assistance, benefits entitlement and job security) were measured using the structured questionnaires. This research is made up of a large populace of employees whom are affected by the Covid-19 pandemic within the organization. The relatively sufficient volume of data will then be computed and examined.

This study will be using the quantitative (close-ended) method as the process of data collection to answer the research problem, testing the hypothesis and evaluate the outcome from the data collected.

In this study, quantitative data will be collect using the questionnaire method adopted from the secondary data which have been collected and analyzed in the literature review. The secondary data is helpful in derive the model from the literature review and enable to comprehend on the problem statement indicated. The questionnaire will be distributing to the respondents to answer the survey accordingly.

In order to ensure the consistency and reliability of the answer, the development of the questionnaire is referring to the previous studies which have been conducted by some researchers. Both the qualitative and quantitative data collection will be using in the same questionnaire separated into two sections – Section A and Section B.

Section A consists of the demographic questions which consists of gender, age group, ethnicity, marital status, education qualification, household income, job position, length of service, sector or industry, employment status and current location whereas Section B is the questions on the factors affecting the employee's satisfaction on the actions taken by the organization during Novel Coronavirus (Covid-19) pandemic in Malaysia which inclusive of the five identified factors – working environment, financial aid, medical assistance, benefits entitlement and job security. A five-point Likert scale will be listed in the questionnaire range from strongly disagree (1), disagree (2), neutral (3), agree (4) and strongly agree (5) as the measurement for the respondent's responses.

3.3 Target Population and Sampling Elements

The questionnaire will be distributing to employees who currently working in Malaysia and targeted for working adults. The focus for this research is on the employees' satisfaction on the action taken by the organization during the Covid-19 pandemic. The target population for this research is based on the fulfilment criteria as a working adult and must be working in Malaysia.

This is to ensure the researcher can meet the objective of this research. The element of sampling refers to the demographic information such as gender, age group, ethnicity, marital status, education qualification, household income, job position, length of service, sector/industry, employment status and current working location.

3.4 Sample Size

To ensure a reasonably precise estimates of sensitivity and specificity research should consider sample sizes during the planning stages of the study. Researchers should calculate on how precise the estimates of test accuracy should be for a particular diagnostic situation and report the calculations with confidence intervals. Few studies on diagnostic accuracy report calculations of sample size. The number of respondents in most studies on diagnostic accuracy is probably too small to analyse the variability of measures of accuracy across the subgroups of questions (Bachmann, L.M., Puhan, M. A., Ter Riet, G., & Bossuyt, P. M., 2006)

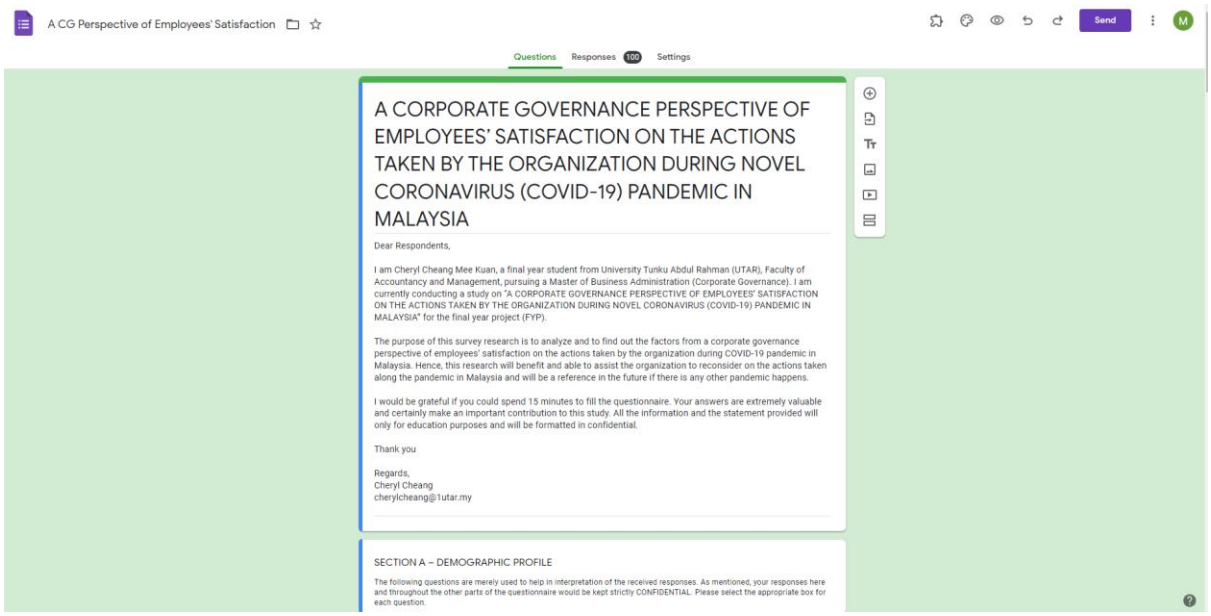
The questionnaire is designed for estimates of 200 employees that fulfill the following criteria:

a) Must be either male or female;
b) Age of 21 and above;
c) Having household income of at least RM2,000 per month;
d) Currently under employment in Malaysia; and
e) Employment based in Malaysia

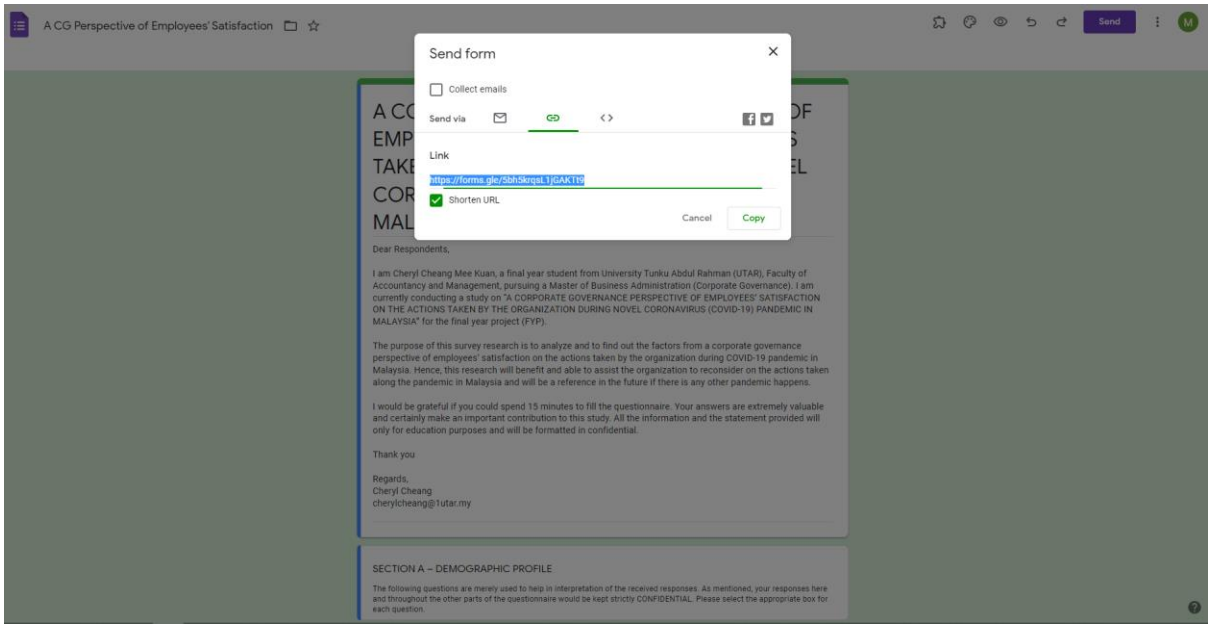
3.5 Research Instrument

The questionnaire designed is a pre-composed written set of questions whereby the participant corresponds their desired answers, commonly via close defined alternatives. Questionnaire are used to collect primary data with maximum reliability. In business research, researchers normally will distribute the questionnaires to respondents by hand or via Internet by using Google Form.

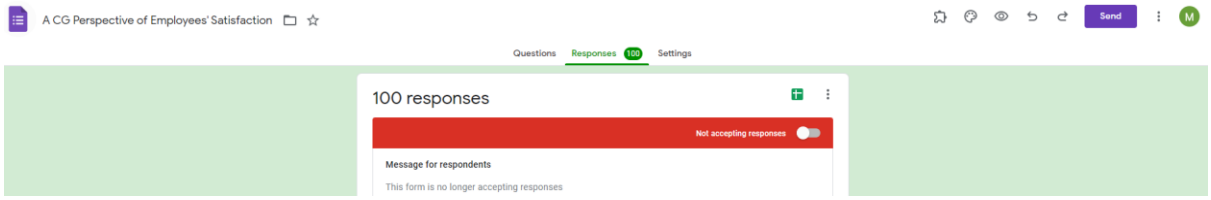
For this research, the questionnaire will be created using the Google Form. All the information and questions will be key into the Google Form template.



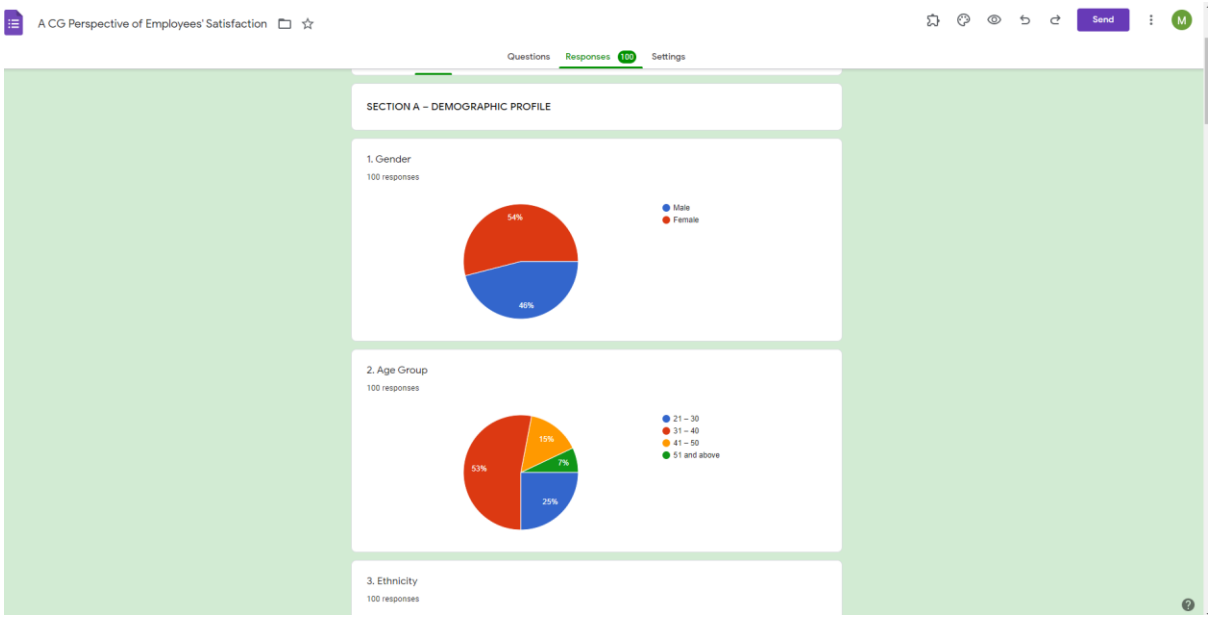
After all the information and questions has been keyed into the Google Form template, an URL link can be auto-generated by Google in order for the researcher to copy and paste the link and distribute to the population via SMS, WhatsApp, email, post in any social media, LinkedIn and any other electronic source of communication in order to collect the response.



When the researcher received enough responses, the researcher can choose to stop receiving response from anyone by clicking on the “Not accepting responses”.



Thereafter, the reports will be auto-generated by the Google Form for each of the question with pie chart as shown below.



The researcher also can choose to download the entire report of the responses from the Google Form if the researcher is using any other method to measure the variables.

3.6 Questionnaire Design

Since English is the most convenience and understandable language in Malaysia, it will be used as the main languages between the respondent and the researcher. The closed ended questions are designated because it is easier for the respondents to answer and complete the questionnaire as it is time saving.

The survey was categorized into two sections. Section A is mainly on the demographic information of the respondent such as gender, age group, ethnicity, marital status, education

qualification, household income, job position, length of service, sector/industry, employment status and current working location. This section distinguishes the respondents' profile.

Section B is separated into five independent variables mainly Working Environment (B1), Financial Aid (B2), Medical Assistance (B3), Benefits Entitlement (B4) and Job Security (B5) and the dependent variable will be the Job Satisfaction (B6). The connection between the independent variables and the dependent variable will be able to obtained in this section. The researcher ensures that the permission from respondents are granted before proceed to answer the questionnaire.

The questionnaire is designed as follows:

Section	No.	Question Description	Type	Model	Source
A	1	Gender	Demographic	N/A	N/A
	2	Age Group			
	3	Ethnicity			
	4	Marital Status			
	5	Education Qualification			
	6	Household Income			
	7	Job Position			
	8	Length of Service			
	9	Sector / Industry			
	10	Employment Status			
	11	Current Location			
B	1	Working Environment	Independent variables	Herzberg's Two-Factors Theory	Dunnette, Campbell and Hakel (1967) and Robbins (2001)
	2	Financial Aid		Herzberg's Two-Factors Theory	Bebchuk et al. (2009)
	3	Medical Assistance		Herzberg's Two-Factors Theory	Bella, Irina and Tova (2021)

	4	Benefits Entitlement		Maslow's Hierarchy of Needs	Kanapathipillai and Azam (2020)
	5	Job Security		Maslow's Hierarchy of Needs	Shoss (2017)
	6	Job Satisfaction	Dependent variable	Theory X and Theory Y	Menner and Menninger (2018)

3.7 Pilot Test

Once the questionnaire is designed, a pre-test will be conducted. Pre-test (or pilot test) is the stage of development to determine the potential effectiveness of the questionnaire. The pre-test is conducted prior to the final distribution of the questionnaire to the larger target of population. Pre-test is used to define the questionnaire design and identify the errors in the questionnaire which may only be apparent to the population concerned. Although the importance of pre-test is recognized in the literature, the latter is largely normative in nature with very little empirical evidence to back the prescribed guidelines (Reynolds, Diamantopoulos & Schlegelmilch, 1993).

Ten sets of questionnaire were distributed online via Google Form for pilot test in the Greater Klang Valley area. The characteristic of the respondent for the pilot test will be similar to the actual target of respondent. Hence, the researcher will be able to get the similar result of the actual survey.

Table 2: Pilot Test – Statistics of Dependent Variable and Demographics

Statistics

		Gender	Age Group	Ethnicity	Marital Status	Education Qualification	Household Income	Job Position	Length of Service	Sector / Industry	Employment Status	Current Location
N	Valid	10	10	10	10	10	10	10	10	10	10	10
	Missing	0	0	0	0	0	0	0	0	0	0	0
Mean		1.3000	1.9000	1.7000	1.4000	1.6000	2.7000	1.1000	2.9000	4.1000	1.0000	1.7000
Median		1.0000	2.0000	2.0000	1.0000	1.5000	2.5000	1.0000	2.5000	5.0000	1.0000	2.0000
Std. Deviation		.48305	.99443	.48305	.51640	.69921	1.56702	.31623	.99443	2.13177	.00000	.48305
Variance		.233	.989	.233	.267	.489	2.456	.100	.989	4.544	.000	.233
Skewness		1.035	1.085	-1.035	.484	.780	.403	3.162	.237	-.592		-1.035
Std. Error of Skewness		.687	.687	.687	.687	.687	.687	.687	.687	.687	.687	.687
Kurtosis		-1.224	.914	-1.224	-2.277	-.146	-1.285	10.000	-2.300	-1.602		-1.224
Std. Error of Kurtosis		1.334	1.334	1.334	1.334	1.334	1.334	1.334	1.334	1.334	1.334	1.334
Range		1.00	3.00	1.00	1.00	2.00	4.00	1.00	2.00	5.00	.00	1.00
Minimum		1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00	1.00	1.00	1.00
Maximum		2.00	4.00	2.00	2.00	3.00	5.00	2.00	4.00	6.00	1.00	2.00

Gender – The mean is 1.30 for the 10 respondents with a standard deviation of 0.48305, 1.30±0.48305. Variance value is 0.233. The maximum value is 2.00 and the minimum value is 1.00. The range is 1.00. Skewness value is 1.035, which is more than 1. The Kurtosis value is -1.224, which is less than 1. Therefore, the data is symmetrical.

Age Group – The mean is 1.90 for the 10 respondents with a standard deviation of 0.99443, 1.90±0.99443. Variance value is 0.989. The maximum value is 4.00 and the minimum value is 1.00. The range is 3.00. Skewness value is 1.085, which is more than 1. The Kurtosis value is 0.914, which is within 0. Therefore, the data is symmetrical.

Ethnicity – The mean is 1.70 for the 10 respondents with a standard deviation of 0.48305, 1.70±0.48305. Variance value is 0.233. The maximum value is 2.00 and the minimum value is 1.00. The range is 1.00. Skewness value is -1.035, which is within 0. The Kurtosis value is 1.334, which is more than 1. Therefore, the data is symmetrical.

Marital Status – The mean is 1.40 for the 10 respondents with a standard deviation of 0.51640, 1.40±0.51640. Variance value is 0.267. The maximum value is 2.00 and the minimum value is 1.00. The range is 1.00. Skewness value is 0.484, which is within 0. The Kurtosis value is –2.277, which is within 0. Therefore, the data is symmetrical.

Education Qualification – The mean is 1.60 for the 10 respondents with a standard deviation of 0.69921, 1.60±0.69921. Variance value is 0.489. The maximum value is 3.00 and the minimum value is 1.00. The range is 2.00. Skewness value is 0.780, which is within 0. The Kurtosis value is -0.146, which is within 0. Therefore, the data is symmetrical.

Household Income – The mean is 2.70 for the 10 respondents with a standard deviation of 1.56702, 2.70±1.56702. Variance value is 2.456. The maximum value is 5.00 and the minimum value is 1.00. The range is 4.00. Skewness value is 0.403, which is within 0. The Kurtosis value is -1.285, which is within 0. Therefore, the data is symmetrical.

Job Position – The mean is 1.10 for the 10 respondents with a standard deviation of 0.31623, 1.10±0.31623. Variance value is 0.100. The maximum value is 2.00 and the minimum value is 1.00. The range is 1.00. Skewness value is 3.162, which is more than 1. The Kurtosis value is 10.000, which is more than 1. Therefore, the data is not symmetrical.

Length of Service – The mean is 2.90 for the 10 respondents with a standard deviation of 0.99443, 2.90±0.99443. Variance value is 0.989. The maximum value is 4.00 and the minimum value is 2.00. The range is 2.00. Skewness value is 0.237, which is within 0. The Kurtosis value is -2.300, which is within 0. Therefore, the data is symmetrical.

Sector/Industry – The mean is 4.10 for the 10 respondents with a standard deviation of 2.13177, 4.10±2.13177. Variance value is 4.544. The maximum value is 6.00 and the minimum value is 1.00. The range is 5.00. Skewness value is -0.592, which is within 0. The Kurtosis value is -1.602, which is within 0. Therefore, the data is symmetrical.

Employment Status – The mean is 1.00 for the 10 respondents with a standard deviation of 0, 1.00±0. Variance value is 0. The maximum value is 1.00 and the minimum value is 1.00. The range is 0. Skewness value is 0, which is within 0. The Kurtosis value is 0, which is within 0. Therefore, the data is symmetrical.

Current Location – The mean is 1.70 for the 10 respondents with a standard deviation of 0.48305, 1.70±0.48305. Variance value is 0.233. The maximum value is 2.00 and the minimum value is 1.00. The range is 1.00. Skewness value is -1.035, which is within 0. The Kurtosis value is -1.224, which is within 0. Therefore, the data is symmetrical.

Table 3: Pilot Test – Statistics of Dependent Variable and Independent Variables

Statistics

		Working Environment	Financial Aid	Medical Assistance	Benefits Entitlement	Job Security	Job Satisfaction
N	Valid	10	10	10	10	10	10
	Missing	0	0	0	0	0	0
Mean		3.9800	4.1000	3.9750	4.4500	3.8800	3.5600
Median		4.0000	4.0000	4.0000	3.7500	4.0000	3.5000
Std. Deviation		.06325	.56765	.47799	2.18835	.19322	.46952
Variance		.004	.322	.228	4.789	.037	.220
Skewness		-3.162	.091	.176	2.852	-1.035	-.667
Std. Error of Skewness		.687	.687	.687	.687	.687	.687
Kurtosis		10.000	1.498	4.065	8.479	-1.224	.665
Std. Error of Kurtosis		1.334	1.334	1.334	1.334	1.334	1.334
Range		.20	2.00	2.00	7.25	.40	1.60
Minimum		3.80	3.00	3.00	3.25	3.60	2.60
Maximum		4.00	5.00	5.00	10.50	4.00	4.20

Working Environment – The mean is 3.98 for the 10 respondents with a standard deviation of 0.6325, 3.98±0.6325. Variance value is 0.004. The maximum value is 4.00 and the minimum value is 3.80. The range is 0.20. Skewness value is -3.162, which is within 0. The Kurtosis value is 10.000, which is more than 1. Therefore, the data is symmetrical.

Financial Aid – The mean is 4.10 for the 10 respondents with a standard deviation of 0.56765, 4.10±0.56765. Variance value is 0.322. The maximum value is 5.00 and the minimum value is 3.00. The range is 2.00. Skewness value is 0.091, which is within 0. The Kurtosis value is 1.498, which is more than 1. Therefore, the data is symmetrical.

Medical Assistance – The mean is 3.98 for the 10 respondents with a standard deviation of 0.47799, 3.98±0.47799. Variance value is 0.228. The maximum value is 5.00 and the minimum value is 3.00. The range is 2.00. Skewness value is 0.176, which is within 0. The Kurtosis value is 4.065, which is more than 1. Therefore, the data is symmetrical.

Benefits Entitlement – The mean is 4.45 for the 10 respondents with a standard deviation of 2.18835, 4.45±2.18835. Variance value is 4.789. The maximum value is 10.50 and the minimum value is 3.25. The range is 7.25. Skewness value is 2.852, which is more than 1. The Kurtosis value is 8.479, which is more than 1. Therefore, the data is not symmetrical.

Job Security – The mean is 3.88 for the 10 respondents with a standard deviation of 0.19322, 3.88±0.19322. Variance value is 0.037. The maximum value is 4.00 and the minimum value is 3.60. The range is 0.40. Skewness value is -1.035, which is within 0. The Kurtosis value is -1.224, which is within 0. Therefore, the data is symmetrical.

Job Satisfaction – The mean is 3.56 for the 100 respondents with a standard deviation of 0.46952, 3.56±0.56952. Variance value is 0.220. The maximum value is 4.20 and the minimum value is 2.60. The range is 1.60. Skewness value is -0.667, which is within 0. The Kurtosis value is 0.665, which is within 0. Therefore, the data is symmetrical.

Table 4: Pilot Test – Correlation Analysis between Dependent Variable and Demographics

Correlations

		Job Satisfaction
Job Satisfaction	Pearson Correlation	1
	Sig. (2-tailed)	
	N	10
Gender	Pearson Correlation	0.451
	Sig. (2-tailed)	0.191
	N	10
Age Group	Pearson Correlation	-0.485
	Sig. (2-tailed)	0.155
	N	10
Ethnicity	Pearson Correlation	0.529
	Sig. (2-tailed)	0.116
	N	10
Marital Status	Pearson Correlation	-0.293
	Sig. (2-tailed)	0.411
	N	10
Education Qualification	Pearson Correlation	0.217
	Sig. (2-tailed)	0.548
	N	10
Household Income	Pearson Correlation	0.193
	Sig. (2-tailed)	0.593
	N	10
Job Position	Pearson Correlation	-.718*
	Sig. (2-tailed)	0.019
	N	10
Length of Service	Pearson Correlation	-.723*
	Sig. (2-tailed)	0.018
	N	10
Sector / Industry	Pearson Correlation	0.360
	Sig. (2-tailed)	0.307
	N	10
Employment Status	Pearson Correlation	b
	Sig. (2-tailed)	
	N	10
Current Location	Pearson Correlation	-0.157
	Sig. (2-tailed)	0.665
	N	10

*. Correlation is significant at the 0.05 level (2-tailed).

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

b. Cannot be computed because at least one of the variables is

Employees' Satisfaction and Gender: r = 0.451, there is a positive and moderate correlation relationship between Employees' Satisfaction and Gender.

Employees' Satisfaction and Age Group: r = -0.487, there is a negative and moderate correlation relationship between Employees' Satisfaction and Age Group.

Employees' Satisfaction and Ethnicity: r = 0.529, there is a positive and moderate correlation relationship between Employees' Satisfaction and Ethnicity.

Employees' Satisfaction and Marital Status: r = -0.293, there is a negative and low correlation relationship between Employees' Satisfaction and Marital Status.

Employees' Satisfaction and Education Qualification: r = 0.217, there is a positive and low correlation relationship between Employees' Satisfaction and Education Qualification.

Employees' Satisfaction and Household Income: r = 0.192, there is a positive and almost negligible correlation relationship between Employees' Satisfaction and Household Income.

Employees' Satisfaction and Job Position: r = -0.718*, there is a negative and high correlation relationship between Employees' Satisfaction and Job Position.

Employees' Satisfaction and Length of Service: r = -0.723*, there is a negative and high relationship between Employees' Satisfaction and Length of Service.

Employees' Satisfaction and Sector/Industry: r = 0.360, there is a positive and low correlation relationship between Employees' Satisfaction and Sector/Industry.

Employees' Satisfaction and Employment Status: r = 0, there is no correlation relationship between Employees' Satisfaction and Employment Status.

Employees' Satisfaction and Current Location: r = -0.157, there is a negative and almost negligible correlation relationship between Employees' Satisfaction and Current Location.

Based on all the r value of Gender, Age Group, Ethnicity, Marital Status, Education Qualification, Household Income, Job Position, Length of Service, Sector/Industry, Employment Status and Current Location, the value for Gender, Ethnicity and Sector/Industry are between 0.3 to 0.8. Therefore, there is no multicollinearity.

Table 5: Pilot Test – Correlation Analysis between Dependent Variable and Independent Variables

Correlations

		Working Environment	Financial Aid	Medical Assistance	Benefits Entitlement	Job Security	Job Satisfaction
Working Environment	Pearson Correlation	1	.681*	.717*	.193	.509	-.479
	Sig. (2-tailed)		.030	.020	.594	.133	.161
	N	10	10	10	10	10	10
Financial Aid	Pearson Correlation	.681*	1	.727*	.094	.527	-.400
	Sig. (2-tailed)	.030		.017	.796	.118	.252
	N	10	10	10	10	10	10
Medical Assistance	Pearson Correlation	.717*	.727*	1	.039	.445	-.253
	Sig. (2-tailed)	.020	.017		.916	.197	.482
	N	10	10	10	10	10	10
Benefits Entitlement	Pearson Correlation	.193	.094	.039	1	-.384	.036
	Sig. (2-tailed)	.594	.796	.916		.274	.922
	N	10	10	10	10	10	10
Job Security	Pearson Correlation	.509	.527	.445	-.384	1	-.647*
	Sig. (2-tailed)	.133	.118	.197	.274		.043
	N	10	10	10	10	10	10
Job Satisfaction	Pearson Correlation	-.479	-.400	-.253	.036	-.647*	1
	Sig. (2-tailed)	.161	.252	.482	.922	.043	
	N	10	10	10	10	10	10

*. Correlation is significant at the 0.05 level (2-tailed).

Employees' Satisfaction and Working Environment: r = -0.479, there is a negative and moderate correlation relationship between Employees' Satisfaction and Working Environment.

Employees' Satisfaction and Financial Aid: r = -0.400, there is a negative and low correlation relationship between Employees' Satisfaction and Financial Aid.

Employees' Satisfaction and Medical Assistance: r = -0.253, there is a negative and low correlation relationship between Employees' Satisfaction and Medical Assistance.

Employees' Satisfaction and Benefits Entitlement: r = 0.036, there is a positive and almost negligible correlation relationship between Employees' Satisfaction and Benefits Entitlement.

Employees' Satisfaction and Job Security: r = -0.647, there is a negative and moderate correlation relationship between Employees' Satisfaction and Job Security.

Based on all the r value of Working Environment, Financial Aid, Medical Assistance, Benefits Entitlement and Job Security, the value for Working Environment, Financial Aid and Job Security are between 0.3 to 0.8. Therefore, there is no multicollinearity.

Table 6: Pilot Test – Test of Normality

Tests of Normality

		Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Gender	Statistic	df	Sig.	Statistic	df	Sig.
Job Satisfaction	Male	.189	7	.200*	.949	7	.722
	Female	.292	3	.	.923	3	.463

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

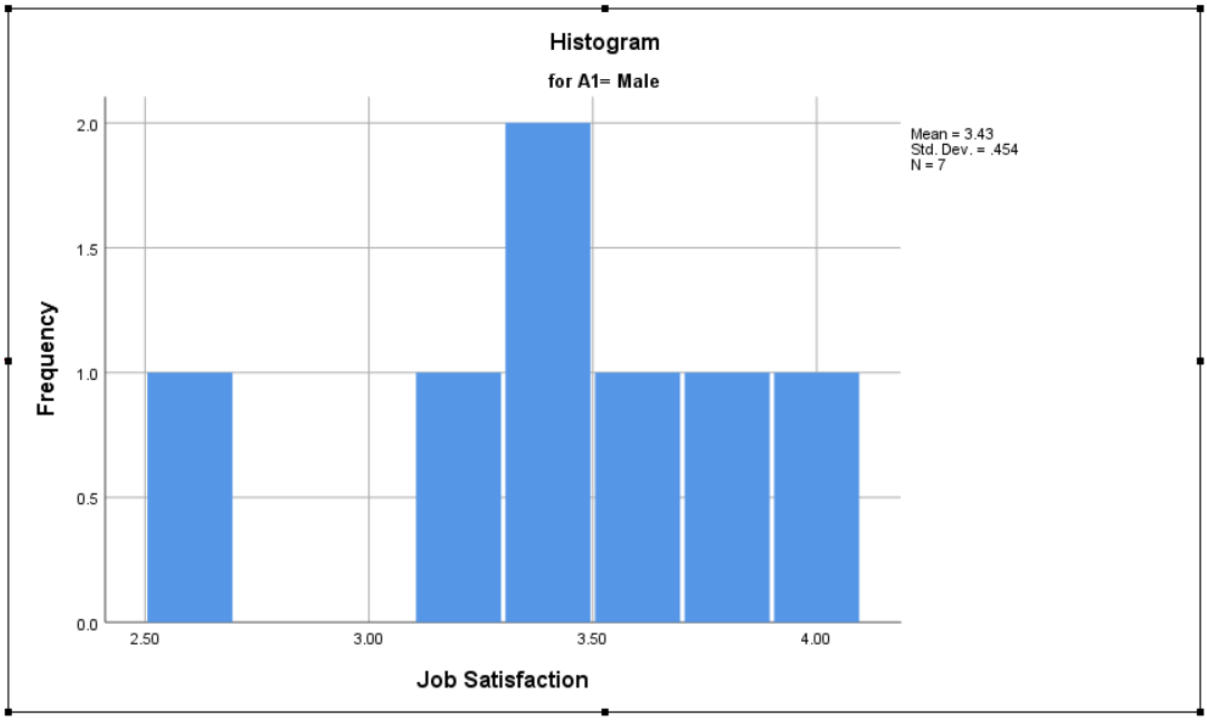
H_O: Groups or samples come from normally distributed population

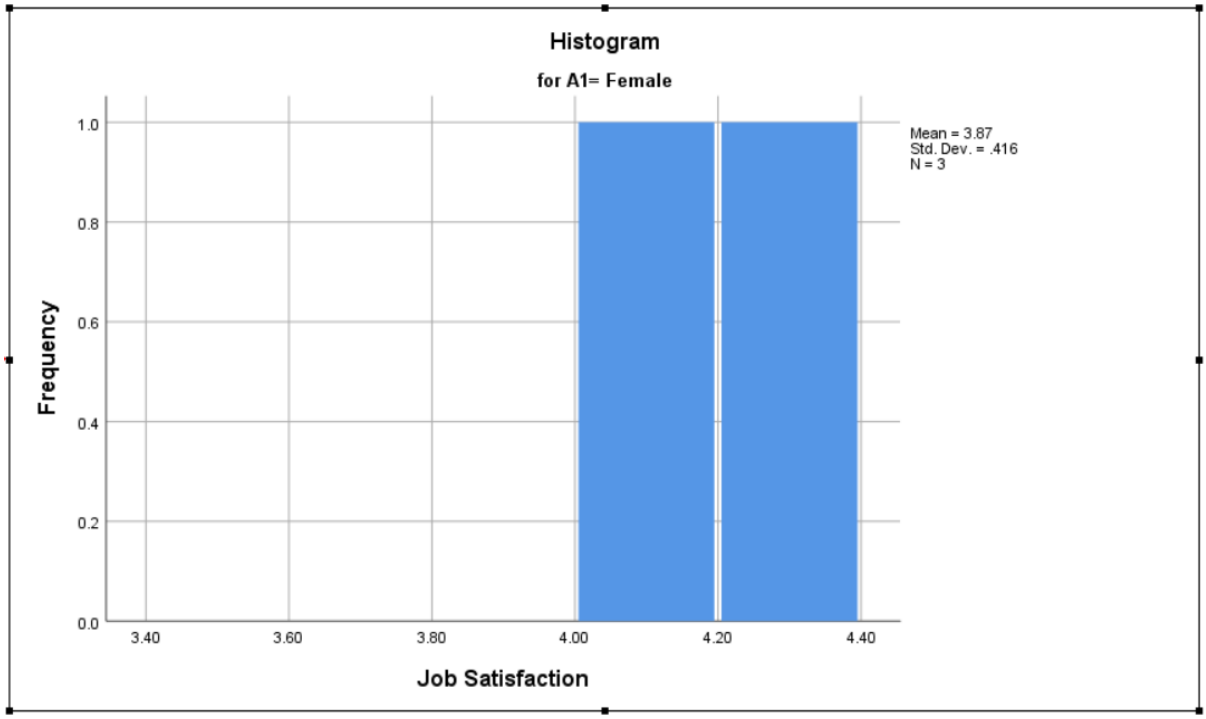
H_A: Groups or samples are not normally distributed population

Shapiro-Wilk (sig-value) is 0.200* which is more than α (0.05).

Therefore, do not reject H_O and conclude that groups or samples are normally distributed population.

Diagram 7: Pilot Test – Histogram





Based on the Histogram, Skewedness is on the right. The data is not symmetrical.

Table 7: Pilot Test – Group Statistics for Independent T-test

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Job Satisfaction	Male	7	3.4286	.45356	.17143
	Female	3	3.8667	.41633	.24037

Table 8: Pilot Test – Independent Samples Test

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Job Satisfaction	Equal variances assumed	.002	.970	-1.428	8	.191	-.43810	.30676	-1.14549	.26930
	Equal variances not assumed			-1.484	4.191	.209	-.43810	.29524	-1.24331	.36712

μ_1: Male

μ_2: Female

H_O: Groups or samples variance are equal

H_A: Groups or samples variance are not equal

Levene test sign value is 0.970 which is more than alpha 0.05 level.

Therefore, do not reject H_O and conclude that the groups or samples variance are equal.

H_{O1}: There is no significant different between gender and employees' satisfaction on the actions taken by the organisation during Novel Coronavirus (Covid-19) pandemic in Malaysia.

H_{A1}: There is a significant different between gender and employees' satisfaction on the actions taken by the organisation during Novel Coronavirus (Covid-19) pandemic in Malaysia.

Significant value 0.30676 is higher than alpha 0.05 level.

Therefore, do not reject H_O and conclude that there is no significant different between gender an employees' satisfaction on the actions taken by the organisation during Novel Coronavirus (Covid-19) pandemic in Malaysia.

Table 9: Pilot Test – Reliability Statistics

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.069	.451	6

The table above shows the Reliability Coefficient is 0.069 which is acceptable. By convention the alpha should be 0.07 or higher. The item that contributes to the higher reliability. Therefore, all the data have internal consistency. However, the Cronbach's coefficient will be more reliable when calculated on a scale of twenty items or less.

Table 10: Pilot Test – Item-Total Statistics

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Working Environment	19.9650	5.808	.425	.669	.045
Financial Aid	19.8450	5.041	.227	.625	-.059[a]
Medical Assistance	19.9700	5.226	.223	.652	-.035[a]
Benefits Entitlement	19.4950	1.037	.026	.406	.271
Job Security	20.0650	6.136	-.242	.686	.117
Job Satisfaction	20.3850	6.121	-.172	.510	.151

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

If one of the item is not higher than 0.07, the item should be deleted/removed from the research and re-run the reliability test and it would increase to higher 0.07 of other items. From Table 10, each variable will produce alpha values of more than 0.07 if it was to be deleted.

Table 11: Pilot Test – Multiple Regression – Model Summary

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.714[a]	.510	-.103	.49310	.510	.832	5	4	.587	1.926

a. Predictors: (Constant), Job Security, Benefits Entitlement, Medical Assistance, Financial Aid, Working Environment

b. Dependent Variable: Job Satisfaction

The above table shows that the explanatory variables accounted for about 51% of the variation in the employees' satisfaction on the actions taken by the organisation during Covid-19 pandemic in Malaysia model by using multiple regression analysis.

Table 12: Pilot Test – ANOVA

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.011	5	.202	.832	.587[b]
	Residual	.973	4	.243		
	Total	1.984	9			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Job Security, Benefits Entitlement, Medical Assistance, Financial Aid, Working Environment

H_O: Groups or samples means are not significant difference

H_A: Groups or samples means are significant difference

Table 12 shows that the sig-p value is 0.587 more than alpha 0.05 level.

Therefore, do not reject H_O and conclude that the groups or samples means are not significant difference.

Table 13: Pilot Test – Coefficients Table

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	17.158	14.659		1.170	.307	-23.541	57.858		
	Working Environment	-2.003	4.406	-.270	-.455	.673	-14.235	10.229	.348	2.874
	Financial Aid	-.042	.472	-.050	-.088	.934	-1.353	1.270	.376	2.661
	Medical Assistance	.282	.566	.287	.497	.645	-1.290	1.853	.369	2.709
	Benefits Entitlement	-.038	.096	-.179	-.403	.708	-.304	.227	.618	1.617
	Job Security	-1.650	1.273	-.679	-1.296	.265	-5.185	1.884	.447	2.239

a. Dependent Variable: Job Satisfaction

The Regression Equation:

B6	=	17.158	+	(-2.003)	+	(-0.042)	+	0.282	+	(-0.038)	+	(-1.650)
				(B1)		(B2)		(B3)		(B4)		(B5)
T statistic	=			[0.673*]		[0.934*]		[0.645*]		[0.708*]		[0.265*]

Where,

B6 = Job Satisfaction

B1 = Working Environment

B2 = Financial Aid

B3 = Medical Assistance

B4 = Benefits Entitlement

B5 = Job Security

The estimations reveal that all the variables are important explanatory variables with statistically significance at the alpha 0.05 level. Therefore, a one percent increase in Working Environment, Financial Aid, Medical Assistance, Benefits Entitlement and Job Security, on average, has the positive relationship effect of increasing in the employees' satisfaction on the actions taken by the organisation during Novel Coronavirus (Covid-19) pandemic in Malaysia by 0.673 percent, 0.934 percent, 0.645 percent, 0.708 percent and 0.265 percent respectively with statistically significance at the alpha 0.05 level, holding constant with other variables.

Diagram 8: Pilot Test – Multiple Regression – Histogram

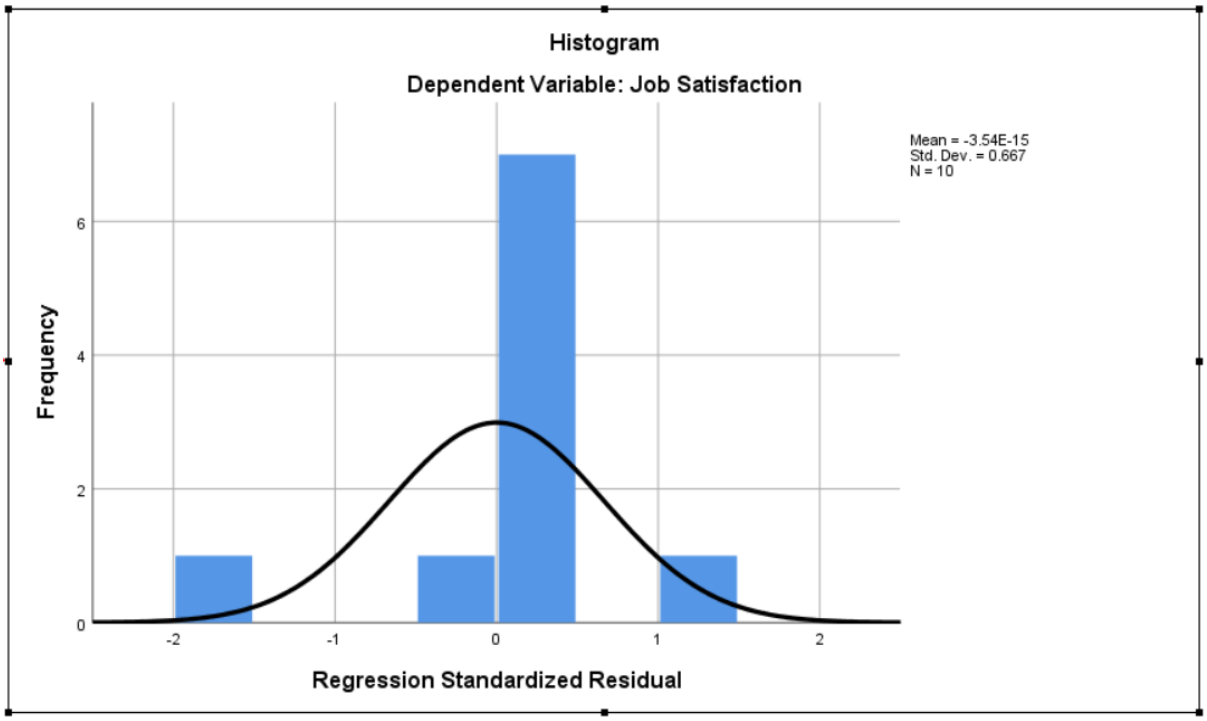
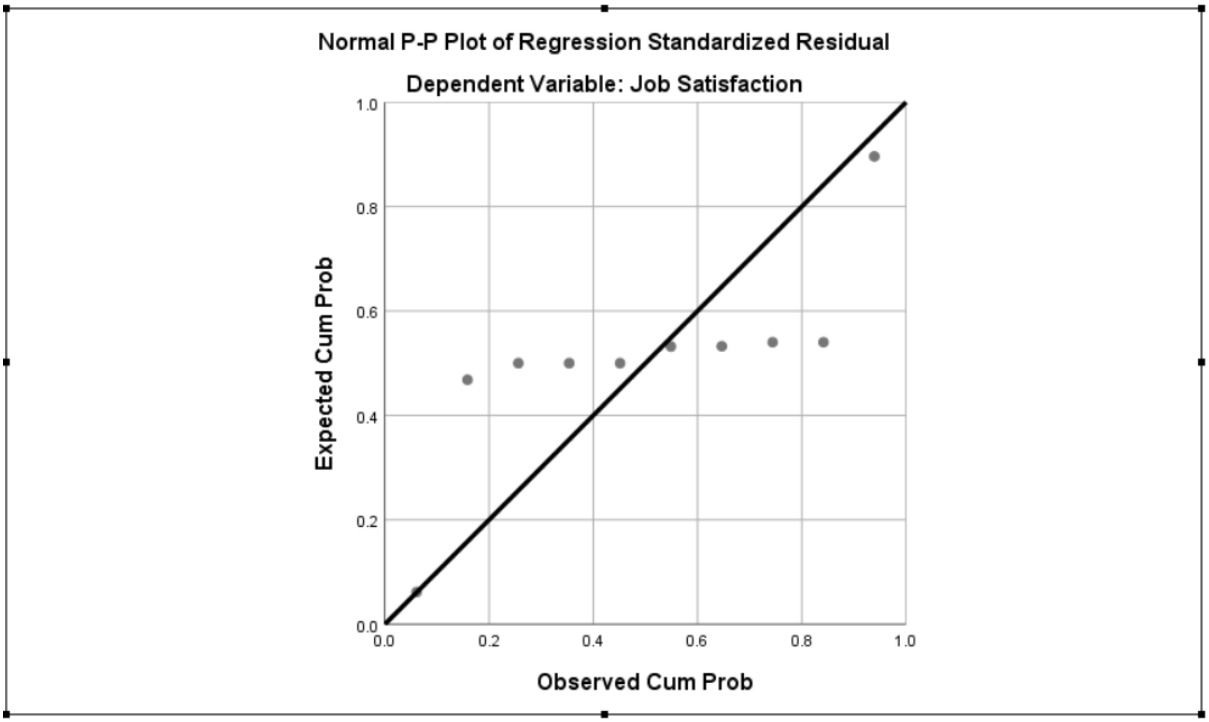


Diagram 9: Pilot Test – Normal P-P Plot



The histogram is more or less bell-shaped, suggesting that the residuals (and hence the error terms) are normally distributed. The normal P-P plot is scattered (not linear), supporting the condition that the error terms are not normally distributed.

Table 14: Pilot Test – Coefficients Table

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	17.158	14.659		1.170	.307	-23.541	57.858		
	Working Environment	-2.003	4.406	-.270	-.455	.673	-14.235	10.229	.348	2.874
	Financial Aid	-.042	.472	-.050	-.088	.934	-1.353	1.270	.376	2.661
	Medical Assistance	.282	.566	.287	.497	.645	-1.290	1.853	.369	2.709
	Benefits Entitlement	-.038	.096	-.179	-.403	.708	-.304	.227	.618	1.617
	Job Security	-1.650	1.273	-.679	-1.296	.265	-5.185	1.884	.447	2.239

a. Dependent Variable: Job Satisfaction

H_O: Residuals are no multicollinearity

H_A: Residuals are multicollinearity

Table 14 shows that the highest VIF is 2.874 which is less than 5.

Therefore, do not reject H_O and conclude that the residuals are no multicollinearity.

3.8 Statistical Package for the Social Science (SPSS)

The data collected will be analyze by using Statistical Package for the Social Science (SPSS) software. The statistical measurements such as descriptive analysis, correlation analysis, normality test, independent t-test (Levene test), reliability test, multiple regression, ANOVA and multicollinearity test will be carry out to analyze and perform the hypothesis testing on the relationship between the dependent and independent variables.

CHAPTER 4

DATA ANALYSIS AND RESULTS FINDINGS

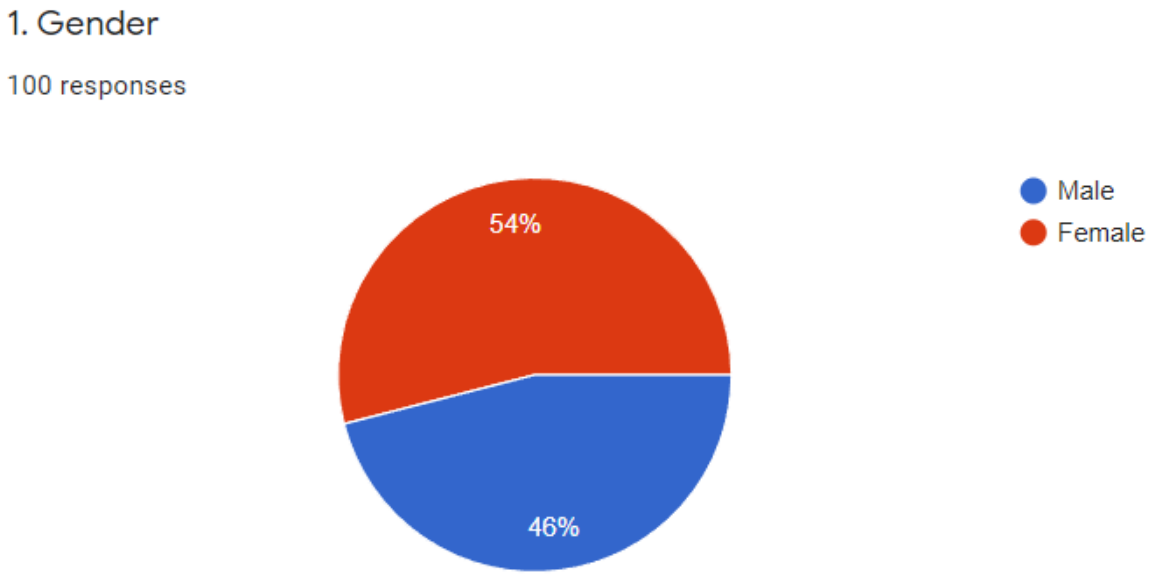
4.0 Introduction

Chapter 4 analyze the corporate governance perspective of employees' satisfaction on the actions taken by the organization during the Novel Coronavirus (Covid-19) in Malaysia from the results of 100 set of questionnaires distributed. It also presented the overview of the theory and quantitative methods used to decipher information from the data collected.

4.1 Research Design

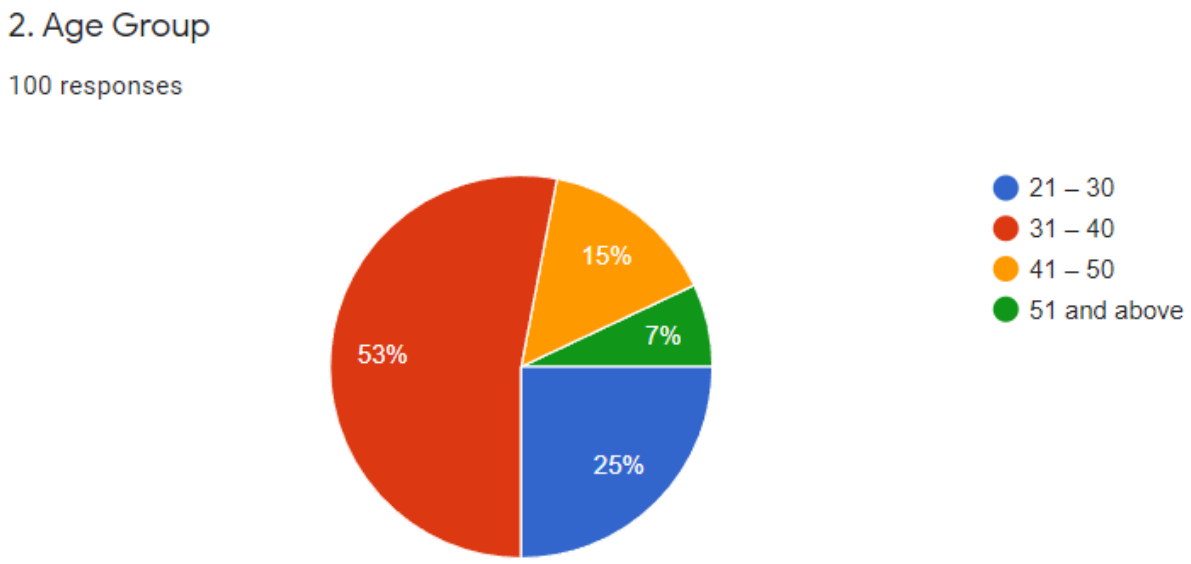
In Section A, respondent will need to fill up their information such as gender, age group, ethnicity, marital status, education qualification, household income, job position, length of service, sector/industry, employment status and current location.

Diagram 10: Respondent Gender



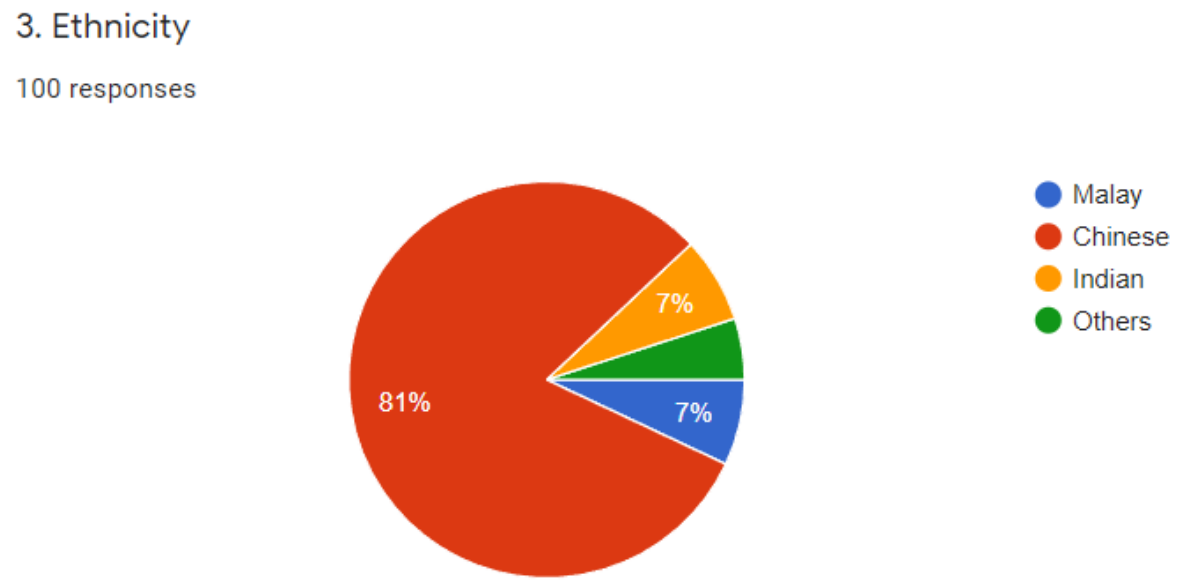
The diagram above shows the gender statistics of the respondents to the questionnaire. Out of 100 questionnaires received, 46 of the respondents represent 46% were male and remaining 54 respondents represent 54% were female.

Diagram 11: Respondent Age Group



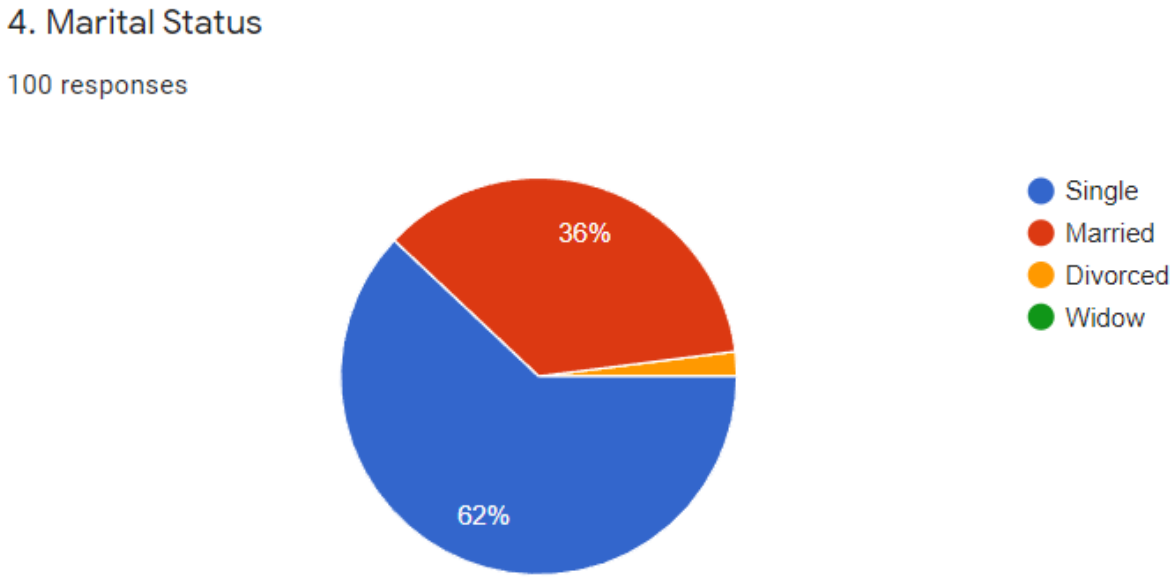
The diagram above shows the age group statistics of the respondents to the questionnaire. The age group mainly categorized into four main groups: 21 – 30 years old, 31 – 40 years old, 41 – 50 years old and 51 years old and above. The majority of the respondents belongs to the age group of 31 – 40 years' old which represents 53% and the least respondents are from the age group of 51 years old and above which represents only 7%. The remaining of 40 respondents are from the age group of 21 – 30 years old and 41 – 50 years' old which represent 25% and 15% respectively.

Diagram 12: Respondent Ethnicity



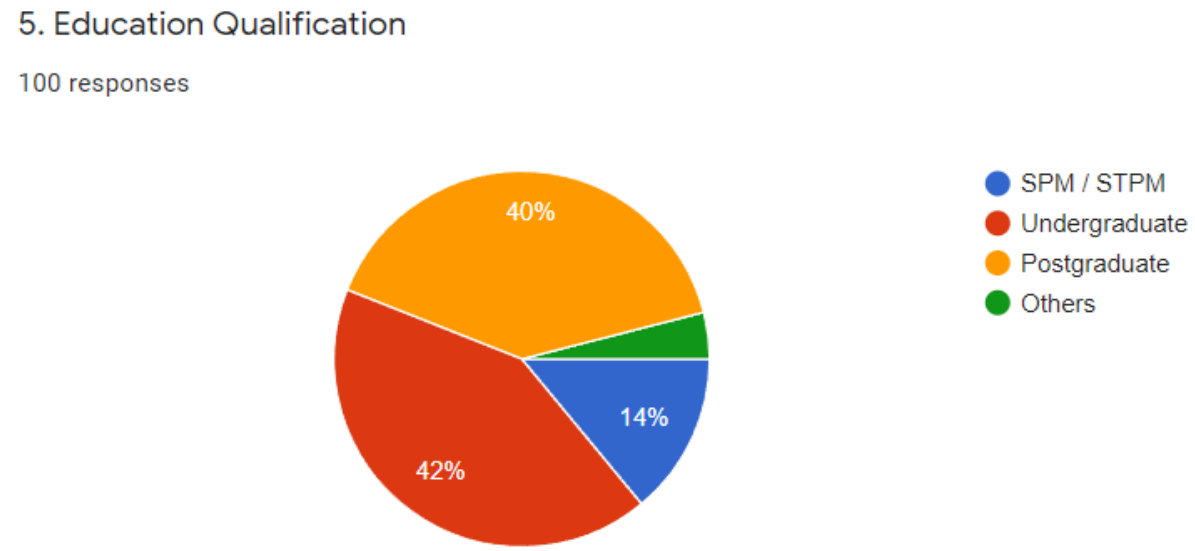
The diagram above shows the ethnicity statistics of the respondents to the questionnaire. The majority of the respondents are Chinese which represents 81%, follow by Malay and Indian which represents 7% respectively. The remaining of five respondents are belongs to other ethnic which represents only 5%.

Diagram 13: Respondent Marital Status



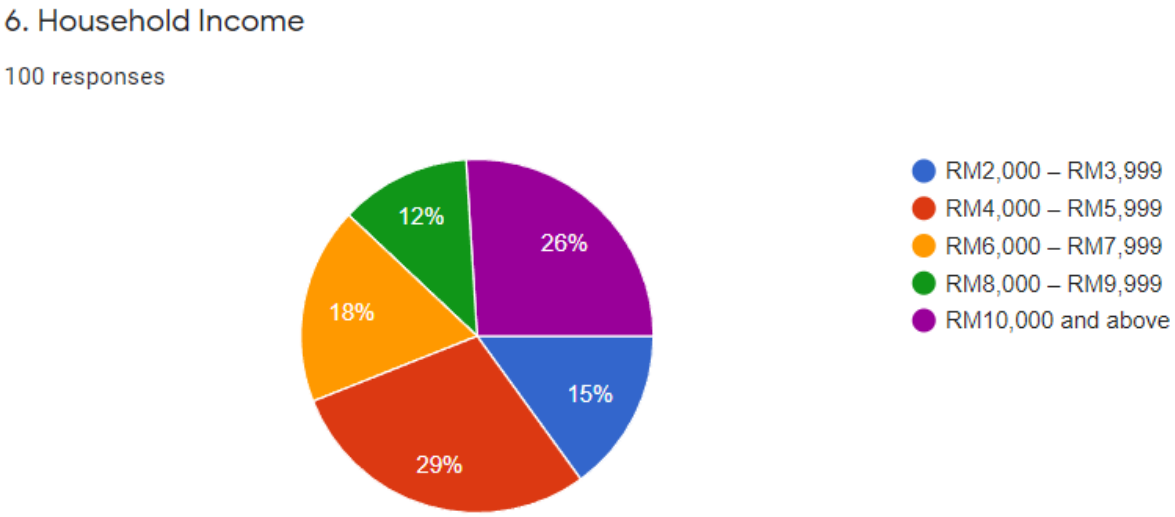
The diagram above shows the marital status statistics of the respondents to the questionnaire. The majority of the respondents are single which represents 62% followed by married with 36% and 2% of the respondents are divorcee.

Diagram 14: Respondent Education Qualification



The diagram above shows the education qualification statistics of the respondents to the questionnaire. Out of the 100 questionnaire received, 40% of the respondents have the highest education qualification in postgraduate, MBA. Other than that, 42% of the respondents have the highest education qualification in undergraduate, Degree. The remaining of the 14% respondents have the highest education qualification in SPM/STPM and 4% have the highest education qualification in others category such as professional certificate and etc.

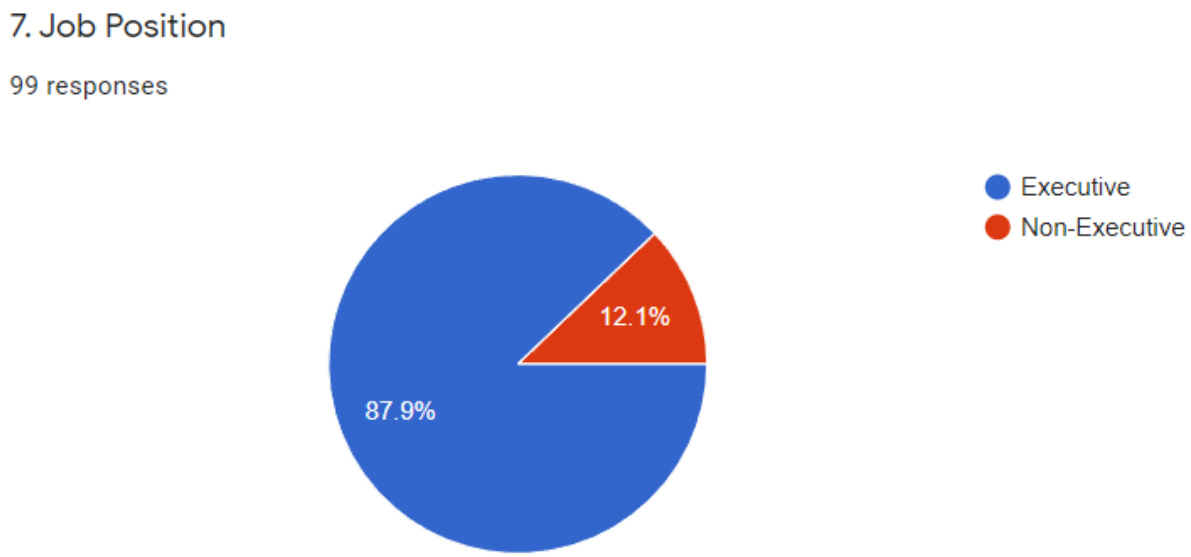
Diagram 15: Respondent Household Income



The diagram above shows the household income statistics of the respondents to the questionnaire. Majority of the respondents are in the range of RM4,000 – RM5,999 household

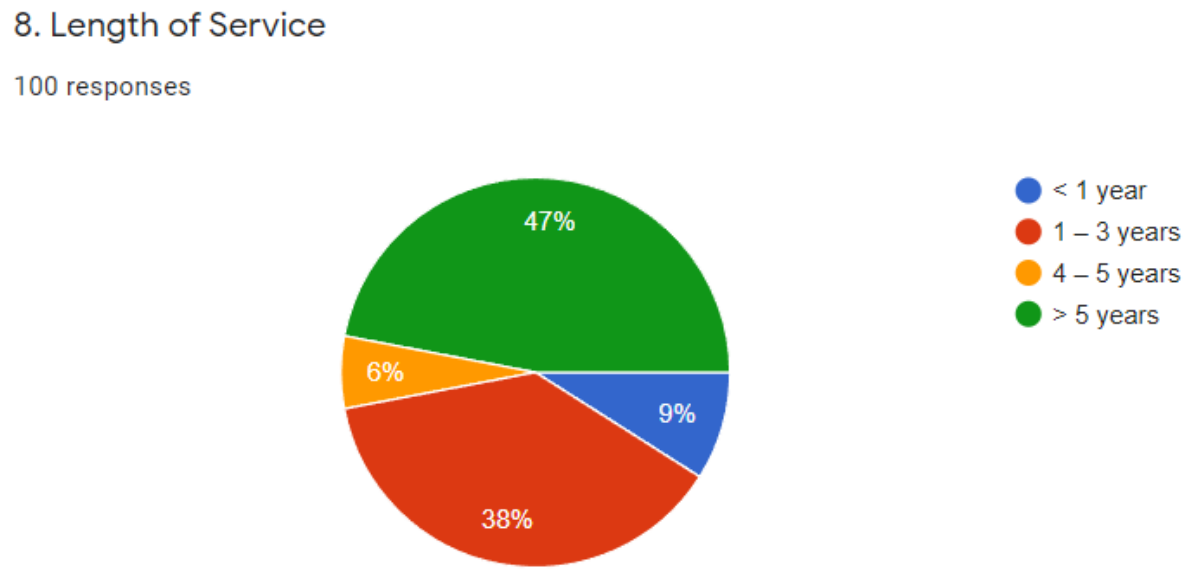
income which represents 30% while the second highest household income range is RM10,000 and above which represents 26% of the respondents. Other than that, there are 14% of the respondents falls under the range of RM2,000 – RM3,999 and 12% of the respondents falls under the range of RM8,000 – RM9,999 household income.

Diagram 16: Respondent Job Position



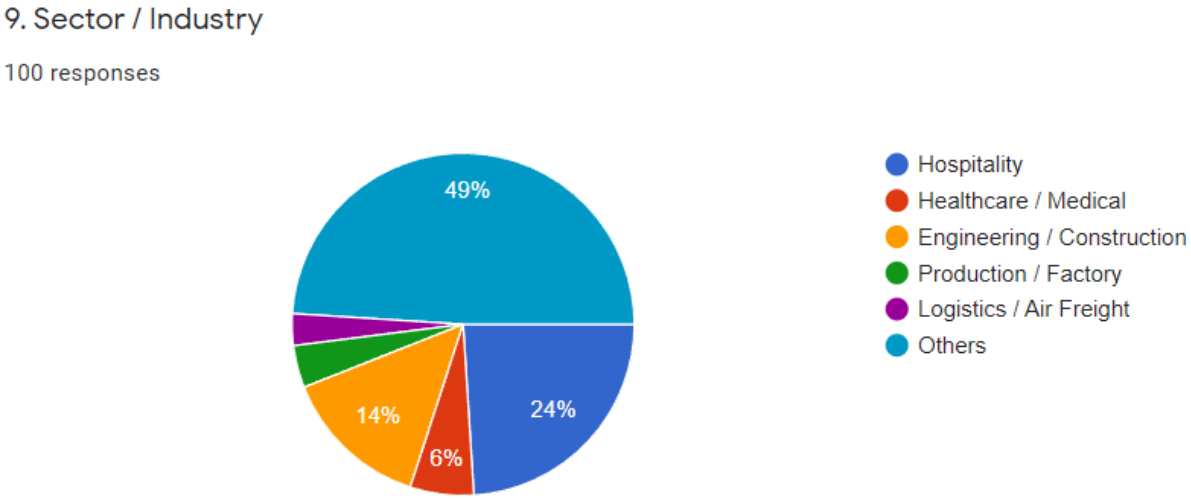
The diagram above shows the job position statistics of the respondents to the questionnaire. Majority of the respondents are Executive level in the organization which represents 88% whereas only 12% of the respondents are Non-Executive in the organization.

Diagram 17: Respondent Length of Service



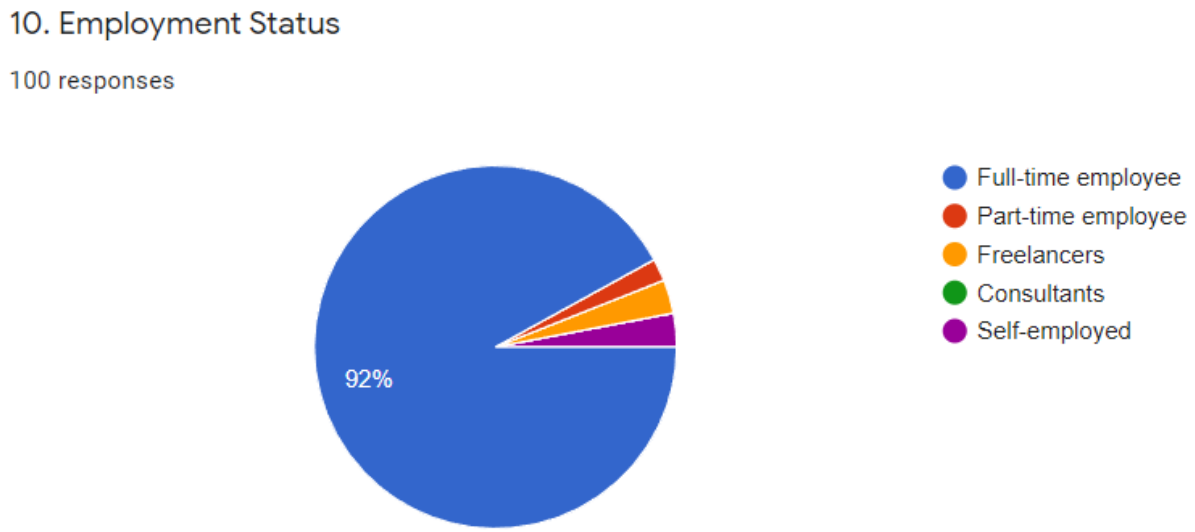
The diagram above shows the length of service statistics of the respondents to the questionnaire. Out of 100 questionnaire received, 47% of the respondents has worked in the current organization for more than five years and 37% of the respondents has worked in the current organization for 1 – 3 years. There are only 10% of the respondents worked in the current organization for less than a year and 6% of the respondents worked in the current organization for 4 – 5 years.

Diagram 18: Respondent Sector / Industry



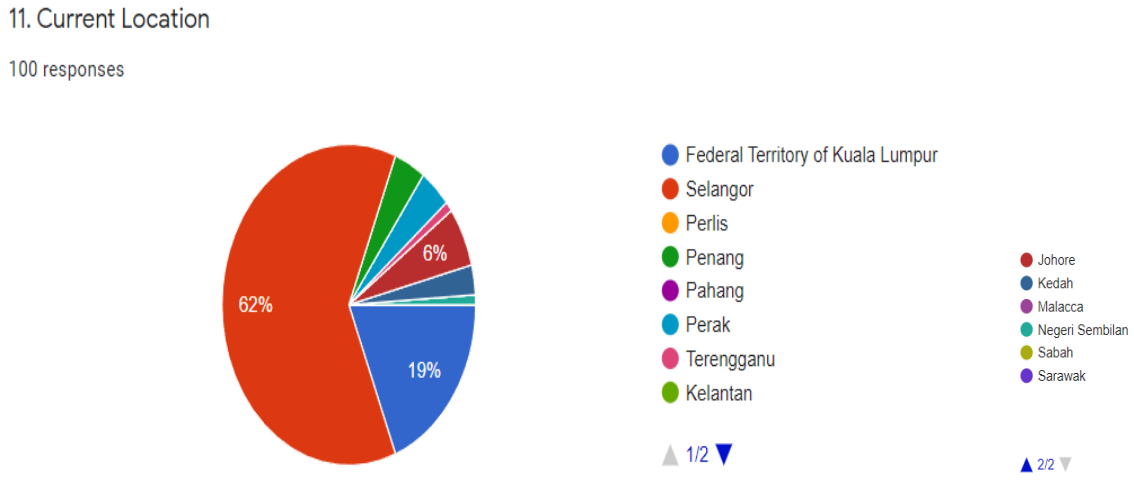
The diagram above shows the organization sector/industry statistics of the respondents to the questionnaire. There are total of 24% of the respondents are working in hospitality sector, 6% in healthcare/medical industry, 14% in engineering/construction sector, 4% in production/factory industry and 3% in logistics/air freight sector. The remaining of 49% of the respondents are mainly from other sector/industry other than stated above, such as investment, property, banking industry and etc.

Diagram 19: Respondent Employment Status



The diagram above shows the employment status statistics of the respondents to the questionnaire. The majority of the respondents are full-time employee in the organization which represents 92% and the minority of the respondents are part-time employee which represent 2%, freelancers with 3% and self-employed which represent 3% respectively.

Diagram 20: Respondent Current Working Location



The diagram above shows the current working location statistics of the respondents to the questionnaire. The majority of the respondents are working in Selangor and Federal Territory of Kuala Lumpur which represents 62% and 19% respectively. Other than that, there are 6% of the respondents currently working in Johore, 3% of the respondents currently working in Kedah and 4% of the respondents currently working in both Penang and Perak respectively.

The remaining of 2% of the respondents are currently working in Negeri Sembilan and Terengganu respectively.

In Section B, the questionnaire consists of six questions which required respondents to answer based on their satisfaction towards the organization on the action taken during Covid-19. This section consists of dependent variables: working environment, financial aid, medical assistance, benefits entitlement and job security whereas the independent variable is the employees' job satisfaction.

Table 15: Working Environment – Satisfaction with organization's response

Overall, I am satisfied with my organization's response to the Covid-19 situation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.0	1.0	1.0
	Disagree	5	5.0	5.0	6.0
	Neutral	16	16.0	16.0	22.0
	Agree	64	64.0	64.0	86.0
	Strongly Agree	14	14.0	14.0	100.0
	Total	100	100.0	100.0	

The table above shows the employees' satisfaction with the organization's response to the Covid-19 situation. 64% of the respondents are Agree and satisfied with their organization's response to the Covid-19 situation which represents the majority, 16% of the respondents chose Neutral as no comment neither agree or disagree, 14% of the respondents are Strongly Agree with their organization's response to the Covid-19 situation. However, there are six respondents whom chose Disagree and Strongly Disagree which represent 5% and 1% respectively.

Table 16: Working Environment – Needs for doing job while working from home (WFH)

I have everything I need to do my job while working from home

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.0	1.0	1.0
	Disagree	6	6.0	6.0	7.0
	Neutral	13	13.0	13.0	20.0
	Agree	69	69.0	69.0	89.0
	Strongly Agree	11	11.0	11.0	100.0
	Total	100	100.0	100.0	

The table above shows the employees' need while working from home (WFH) during the Covid-19 pandemic. Most of the respondents are Agreed that they have everything they need to do their job while WFH which represents 69% as majority and 11% of the respondents are Strongly Agreed with it. However, there are 13% of the respondents chose Neutral, 6% of the respondents chose Disagree and 1% of the respondents are Strongly Disagreed that they have everything that they need to do their job while WFH.

Table 17: Working Environment – Productivity during working from home (WFH)

I feel that I am as productive working from home as I am in my normal working environment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	2.0	2.0	2.0
	Disagree	8	8.0	8.0	10.0
	Neutral	17	17.0	17.0	27.0
	Agree	63	63.0	63.0	90.0
	Strongly Agree	10	10.0	10.0	100.0
	Total	100	100.0	100.0	

The table above shows the employees' productivity during working from home (WFH). 63% of the respondents Agree that they feel they are productive working from home as in normal working environment, 17% feels Neutral and 10% of the respondents feels Strongly Agree with

the statement. However, there are 8% and 2% of the respondent whom feels Disagree and Strongly Disagree on the statement.

Table 18: Working Environment – Changes on job when returning to regular work environment

I understand the changes to my job when returning to my regular work environment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.0	1.0	1.0
	Disagree	2	2.0	2.0	3.0
	Neutral	9	9.0	9.0	12.0
	Agree	79	79.0	79.0	91.0
	Strongly Agree	9	9.0	9.0	100.0
	Total	100	100.0	100.0	

The table above shows the employees' understanding on the changes in their job when returning to their regular working environment. Majority of the respondents are Agree that they understand on the changes when returning to regular working environment with 79% respondents, 9% of the respondents chose Strongly Agree and Neutral respectively. There are 2% of the respondents Disagree and 1% of the respondent Strongly Disagree on the changes when returning back to regular working environment.

Table 19: Working Environment – Willingness to work in regular working environment

I am willing to work in my regular work environment after it is determined to be safe

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.0	1.0	1.0
	Disagree	5	5.0	5.0	6.0
	Neutral	12	12.0	12.0	18.0
	Agree	69	69.0	69.0	87.0
	Strongly Agree	13	13.0	13.0	100.0
	Total	100	100.0	100.0	

The table above shows the employees' willingness to work in regular working environment after the environment is determined to be safe. Most of the respondents are willing to work in their regular working environment after the place is determined to be safe. There are only 5% of the respondents are Disagree and 1% of the respondent is Strongly Disagree to work in their regular working environment even though the place is determined to be safe.

Table 20: Financial Aid – Organization's support to the employees

I feel my organization has done a great job to support the employees during Covid-19 pandemic

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	2.0	2.0	2.0
	Disagree	11	11.0	11.0	13.0
	Neutral	14	14.0	14.0	27.0
	Agree	61	61.0	61.0	88.0
	Strongly Agree	12	12.0	12.0	100.0
	Total	100	100.0	100.0	

The table above shows the employees' view on the organization's support to them during Covid-19 pandemic. Most of the respondents feels that their organization has done a great job to support the employees financially during the Covid-19 pandemic. However, there are 14% of the respondents who feels Neutral, 11% of the respondents are Disagree and 2% of the respondents are Strongly Disagree on the statement.

Table 21: Financial Aid – Employees' view on organization's action

My organization is doing the right things to help us succeed in spite of the current challenges

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.0	1.0	1.0
	Disagree	6	6.0	6.0	7.0
	Neutral	23	23.0	23.0	30.0
	Agree	59	59.0	59.0	89.0
	Strongly Agree	11	11.0	11.0	100.0
	Total	100	100.0	100.0	

The table above shows the employees' view on organization's action that help them succeed in spite of the current challenges. 70% of the respondents chose Agree and Strongly Agree that their organization is doing the right things to help them succeed in spite of the current challenges whereas 23% of the respondents chose Neutral with no comment on the statement. There are 7% of the respondents whom Disagree and Strongly Disagree that their organization is doing the right things to help them succeed in spite of the current challenges during the Covid-19 pandemic.

Table 22: Financial Aid – Organization's appropriate action in response to Covid-19

My organization has taken appropriate action in response to Covid-19

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	2.0	2.0	2.0
	Disagree	4	4.0	4.0	6.0
	Neutral	12	12.0	12.0	18.0
	Agree	71	71.0	71.0	89.0
	Strongly Agree	11	11.0	11.0	100.0
	Total	100	100.0	100.0	

The table above shows the employees' view on organization's appropriate action in response to Covid-19. Majority of the respondents are agreed on their organization has taken the appropriate action in response to Covid-19 which represents 71% under Agree, 11% under Strongly Agree and 12% under Neutral. The minority of the respondents are Disagree and Strongly Disagree with the statement which represents 4% and 2% respectively.

Table 23: Financial Aid – Employees' confidence in organization

I have confidence in the organizations' ability to overcome the challenges faced by Covid-19

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.0	1.0	1.0
	Disagree	5	5.0	5.0	6.0
	Neutral	13	13.0	13.0	19.0
	Agree	68	68.0	68.0	87.0
	Strongly Agree	13	13.0	13.0	100.0
	Total	100	100.0	100.0	

The table above shows the employees' confidence in their organization's ability to overcome the challenges faced during Covid-19 pandemic. There are 68% of the respondents chose to Agree, 13% chose Strongly Agree and 13% chose Neutral on the statement. However, there are 5% of the respondents chose Disagree and 1% of the respondent chose Strongly Disagree that they have the confidence in their organization's ability to overcome the challenges faced during Covid-19 pandemic.

Table 24: Medical Assistance – Employees' health and safety

Senior Management cares about my health and safety

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	2.0	2.0	2.0
	Disagree	7	7.0	7.0	9.0
	Neutral	17	17.0	17.0	26.0
	Agree	60	60.0	60.0	86.0
	Strongly Agree	14	14.0	14.0	100.0
	Total	100	100.0	100.0	

The table above shows the employees' satisfaction on their senior management cares about their health and safety. Majority of the respondents are Agree, Strongly Agree and Neutral on their satisfaction towards their senior management cares about their health and safety which represents 60%, 14% and 17% respectively. There are 7% of the respondents who chose to be Disagree and 2% of the respondents chose Strongly Disagree on the statement.

Table 25: Medical Assistance – Employees' health and well-being is the top priority

My health and well-being is a top priority for my organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	3.0	3.0	3.0
	Disagree	5	5.0	5.0	8.0
	Neutral	19	19.0	19.0	27.0
	Agree	59	59.0	59.0	86.0
	Strongly Agree	14	14.0	14.0	100.0
	Total	100	100.0	100.0	

The table above shows the employees' view on their health and well-being is a top priority for their organization. 59% of the respondents Agree, 14% of the respondents Strongly Agree and 19% of the respondents Neutral on the view that their health and well-being is a top priority

for their organization whereas 5% of the respondents Disagree and 3% of the respondents Strongly Disagree on this statement.

Table 26: Medical Assistance – Safe channel to share concerns

I have safe channels to share any concerns regarding any Covid-19 case in my organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	3.0	3.0	3.0
	Disgaree	7	7.0	7.0	10.0
	Neutral	15	15.0	15.0	25.0
	Agree	63	63.0	63.0	88.0
	Strongly Agree	12	12.0	12.0	100.0
	Total	100	100.0	100.0	

The table above shows the availability of safe channels to share the employees' concerns regarding any Covid-19 case in their organization. Majority of the respondents agreed that they have safe channels to share any concerns regarding any Covid-19 case in their organization which represents 63% for Agree, 12% for Strongly Agree and 15% for Neutral respectively. The remaining of 7% of the respondents are Disagree and 3% of the respondents are Strongly Disagree that they have the safe channels to share their concerns in their organization.

Table 27: Medical Assistance – Communication about Covid-19

I am satisfied with the communication I am getting from my organization about its response to the Covid-19 pandemic

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.0	1.0	1.0
	Disagree	6	6.0	6.0	7.0
	Neutral	20	20.0	20.0	27.0
	Agree	60	60.0	60.0	87.0
	Strongly Agree	13	13.0	13.0	100.0
	Total	100	100.0	100.0	

The table above shows the employees' satisfaction with the communication available in the organization about the response to the Covid-19 pandemic. There are 60% of the respondents Agree, 13% of the respondents Strongly Agree and 20% of the respondents Neutral on the satisfaction with the communication they are getting from the organization about its response to the Covid-19 pandemic. The remaining of 7% respondents are Disagree and Strongly Disagree on the statement which represents 6% and 1% respectively.

Table 28: Benefits Entitlement – Freedom to work from home (WFH)

If I do not feel well, I can stay home from work without fear of negative consequences

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disgaree	1	1.0	1.0	1.0
	Disagree	9	9.0	9.0	10.0
	Neutral	21	21.0	21.0	31.0
	Agree	52	52.0	52.0	83.0
	Strongly Agree	17	17.0	17.0	100.0
	Total	100	100.0	100.0	

The table above shows the employees' freedom to opt for work from home (WFH) if not feeling well without fear of any negative consequences. There are 1% of the respondent Strongly Disagree, 9% of the respondents Disagree and 21% of the respondents are Neutral where they can opt for work from home (WFH) if not feeling well. However, there are also 52% of the respondents Agree and 17% of the respondents Strongly Agree that if they are not feeling well then they can stay home from work without fear of any negative consequences.

Table 29: Benefits Entitlement – Flexibility to manage work and personal needs

As I transition back to my regular work environment, I have the flexibility I need to manage my work and personal needs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	3.0	3.0	3.0
	Disagree	14	14.0	14.0	17.0
	Neutral	17	17.0	17.0	34.0
	Agree	56	56.0	56.0	90.0
	Strongly Agree	10	10.0	10.0	100.0
	Total	100	100.0	100.0	

The table above shows the employees' flexibility to manage work and personal needs. Majority of the respondents agreed that they have the flexibility to manage their work and personal need even after transitioned back to regular work environment.

Table 30: Benefits Entitlement – Work and personal life balance

The environment at my organization supports a balance between work and personal life

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	7.0	7.0	7.0
	Disagree	12	12.0	12.0	19.0
	Neutral	17	17.0	17.0	36.0
	Agree	52	52.0	52.0	88.0
	Strongly Agree	12	12.0	12.0	100.0
	Total	100	100.0	100.0	

The table above shows the organization's support on the work and personal life balance for the employees. Out of the 100 questionnaire received, there are 52% of the respondents Agree, 12% of the respondents Strongly Agree and 17% of the respondents have no comment on the environment at their organization supports a balance between work and personal life. However,

there are 12% of the respondents Disagree and 7% of the respondents Strongly Disagree that their organization supports a balance between work and personal life.

Table 31: Benefits Entitlement – Freedom in decision making

I have the freedom to make decisions about my work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	4.0	4.0	4.0
	Disagree	14	14.0	14.0	18.0
	Neutral	34	34.0	34.0	52.0
	Agree	34	34.0	34.0	86.0
	Strongly Agree	14	14.0	14.0	100.0
	Total	100	100.0	100.0	

The table above shows the employees' freedom in making decisions about work. 34% of the respondents Agree and 14% of the respondents Strongly Agree that they have the freedom to make decisions about their work. 34% of the respondents Neutral with no comment on either they have the freedom to make decisions about their work. 14% of the respondents Disagree and 4% of the respondents Strongly Disagree that they have the freedom to make decisions about their work.

Table 32: Job Security – Connection with colleagues

I feel highly connected to my team as we work remotely

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.0	1.0	1.0
	Disagree	12	12.0	12.0	13.0
	Neutral	20	20.0	20.0	33.0
	Agree	58	58.0	58.0	91.0
	Strongly Agree	9	9.0	9.0	100.0
	Total	100	100.0	100.0	

The table above shows the employees' connection with the other team members during working remotely. 58% of the respondents Agree and 9% of the respondents Strongly Agree that they feel highly connected to their team members despite they work remotely. 20% of the respondents Neutral with no comment on either they feel highly connected to their team members during working remotely. 12% of the respondents Disagree and 1% of the respondent Strongly Disagree that they are highly connected to their team members during working remotely.

Table 33: Job Security – 1-to-1 session with superior

I have regular, productive 1-to-1 session with my superior

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	3.0	3.0	3.0
	Disagree	7	7.0	7.0	10.0
	Neutral	21	21.0	21.0	31.0
	Agree	57	57.0	57.0	88.0
	Strongly Agree	12	12.0	12.0	100.0
	Total	100	100.0	100.0	

The table above shows the employees' view on having regular and productive 1-to-1 session with their superior. Majority of the respondents are having regular and productive 1-to-1 session with their superior which represents 57% under Agree, 12% under Strongly Agree and 21% under Neutral. However, 7% of the respondents Disagree and 3% of the respondents Strongly Disagree that they have regular and productive 1-to-1 session with their superior during the Covid-19 pandemic.

Table 34: Job Security – Virtual contact with colleagues on weekly basis

I have the right amount of virtual contact with my colleagues on a weekly basis

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	3.0	3.0	3.0
	Disagree	2	2.0	2.0	5.0
	Neutral	19	19.0	19.0	24.0
	Agree	67	67.0	67.0	91.0
	Strongly Agree	9	9.0	9.0	100.0
	Total	100	100.0	100.0	

The table above shows the employees' view on the amount of virtual contact with their colleagues on weekly basis. There are 67% of the respondents Agree and 9% of the respondents Strongly Agree that they have the right amount of virtual contact with their colleagues on a weekly basis during the work from home (WFH) period of time. 19% of the respondents chose Neutral, 2% of the respondents Disagree and 3% of the respondents Strongly Disagree on the statement that they have the right amount of virtual contact with their colleagues on a weekly basis during they work from home (WFH).

Table 35: Job Security – Future of the organization

I don't feel anxious about the future of my organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	12	12.0	12.0	12.0
	Neutral	27	27.0	27.0	39.0
	Agree	51	51.0	51.0	90.0
	Strongly Agree	10	10.0	10.0	100.0
	Total	100	100.0	100.0	

The table above shows the employees' view about the future of their organization. 51% of the respondents Agree, 10% of the respondents Strongly Disagree and 27% of the respondents

have no comment that they feel anxious about the future of their organization. However, there are 12% of the respondents Disagree and feel anxious about the future of their organization.

Table 36: Job Security – Concern on job losing

I don't feel concerned about losing my job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.0	1.0	1.0
	Disagree	12	12.0	12.0	13.0
	Neutral	26	26.0	26.0	39.0
	Agree	52	52.0	52.0	91.0
	Strongly Agree	9	9.0	9.0	100.0
	Total	100	100.0	100.0	

The table above shows the employees' concern about losing their job from the current organization. There are 52% of the respondents Agree and 9% of the respondents Strongly Agree that they do not feel concerned about losing their job from the current organization despite to the Covid-19 pandemic. 26% of the respondents are Neutral with neither concern or not about losing their job. 12% of the respondents Disagree and 1% of the respondent Strongly Disagree as they feel concerned about losing their job.

Table 37: Job Satisfaction – Communications within the organization

Communications seem good within my organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	2.0	2.0	2.0
	Disagree	7	7.0	7.0	9.0
	Neutral	26	26.0	26.0	35.0
	Agree	57	57.0	57.0	92.0
	Strongly Agree	8	8.0	8.0	100.0
	Total	100	100.0	100.0	

The table above shows the employees' view on the communications within their organization. 57% of the respondents Agree and 8% of the respondents Strongly Agree that the communications seem good within their organization during the Covid-19 pandemic. 26% of the respondents are Neutral with no comment on the statement. 7% of the respondents Disagree and 2% of the respondents are Strongly Disagree as they see the communications are not good within their organization during the Covid-19 pandemic.

Table 38: Job Satisfaction – Work appreciation

I do not feel that the work that I do is appreciated

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	3.0	3.0	3.0
	Disagree	18	18.0	18.0	21.0
	Neutral	41	41.0	41.0	62.0
	Agree	25	25.0	25.0	87.0
	Strongly Agree	13	13.0	13.0	100.0
	Total	100	100.0	100.0	

The table above shows the employees' view on the work they do is appreciated by their organization. There are 25% of the respondents Agree and 13% of the respondents Strongly Agree that they do not feel that the work that they do is appreciated by their organization. 41% of the respondents are Neutral with no comment with their organization, 18% of the respondents are Disagree and 3% of the respondents are Strongly Disagree on the statement and feel that the work that they do is appreciated by their organization.

Table 39: Job Satisfaction – Satisfaction with the benefits receive

I am not satisfied with the benefits I receive

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	2.0	2.0	2.0
	Disagree	16	16.0	16.0	18.0
	Neutral	35	35.0	35.0	53.0
	Agree	31	31.0	31.0	84.0
	Strongly Agree	16	16.0	16.0	100.0
	Total	100	100.0	100.0	

The table above shows the employees' satisfaction with the benefits receive from their organization. 31% of the respondents are Agree and 16% of the respondents are Strongly Agree that they are not satisfied with the benefits they receive from their organization during the Covid-19 pandemic. However, there are 16% of the respondents Disagree and 2% of the respondents Strongly Disagree and are satisfied with the benefits receive from their organization during the Covid-19 pandemic. The remaining of 35% of the respondents are Neutral with no comment on the statement.

Table 40: Job Satisfaction – Satisfaction with the treatment from manager

My manager treats me with dignity and respect

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	2.0	2.0	2.0
	Disagree	5	5.0	5.0	7.0
	Neutral	20	20.0	20.0	27.0
	Agree	64	64.0	64.0	91.0
	Strongly Agree	9	9.0	9.0	100.0
	Total	100	100.0	100.0	

The table above shows the employees' satisfaction with the treatment from their manager. Majority of the respondents are satisfied and feel that their manager treats them with dignity and respect despite during the Covid-19 pandemic. However, there are 20% of the respondents

are Neutral, 5% of the respondents Disagree and 2% of the respondents are Strongly Disagree that their manager treats them with dignity and respect.

Table 41: Job Satisfaction – Duties and responsibilities

I have too many duties and responsibilities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	5	5.0	5.0	5.0
	Neutral	41	41.0	41.0	46.0
	Agree	32	32.0	32.0	78.0
	Strongly Agree	22	22.0	22.0	100.0
	Total	100	100.0	100.0	

The table above shows the employees' satisfaction with their duties and responsibilities during the Covid-19 pandemic. There are 32% of the respondents Agree and 22% of the respondents Strongly Agree that they have too many duties and responsibilities especially during the Covid-19 pandemic. 41% of the respondents are Neutral with no comments that they have too many duties and responsibilities and 5% of the respondents are Disagree that they have too many duties and responsibilities especially during the Covid-19 pandemic.

4.2 Inferential Analysis

The concept of inferential data analysis is used to make the general conclusions on a large population based on a sample of the population. The use of inferential analysis relies upon random sampling of respondents of the larger group of people one is interested in knowing about. The sampling error and confidence interval are directly related to the size of the sample and the amount of variability in the study data. These two aspects of the generated data will influence the statistical significance of the inferential statistics used to test the relationships among the variables in the data set (Andereck, 2011)

Table 42: Statistics of Dependent Variable and Demographics

Descriptive Statistics

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Gender	100	1.00	1.00	2.00	1.5400	.50091	.251	-.163	.241	-2.014	.478
Age Group	100	3.00	1.00	4.00	2.0400	.82780	.685	.688	.241	.228	.478
Ethnicity	100	3.00	1.00	4.00	2.1000	.57735	.333	1.607	.241	4.635	.478
Marital Status	100	2.00	1.00	3.00	1.4000	.53182	.283	.822	.241	-.496	.478
Education Qualification	100	3.00	1.00	4.00	2.3400	.76831	.590	-.126	.241	-.516	.478
Household Income	100	4.00	1.00	5.00	3.0600	1.42715	2.037	.148	.241	-1.366	.478
Job Position	100	1.00	1.00	2.00	1.1200	.32660	.107	2.375	.241	3.712	.478
Length of Service	100	3.00	1.00	4.00	2.9000	1.11464	1.242	-.246	.241	-1.540	.478
Sector / Industry	100	5.00	1.00	6.00	4.0300	2.13889	4.575	-.375	.241	-1.616	.478
Employment Status	100	4.00	1.00	5.00	1.2000	.76541	.586	4.193	.241	17.481	.478
Current Location	100	11.00	1.00	12.00	2.8600	2.53469	6.425	2.078	.241	3.213	.478
Valid N (listwise)	100										

Gender – The mean is 1.54 for the 100 respondents with a standard deviation of 0.50091, 1.54±0.50091. Variance value is 0.251. The maximum value is 2.00 and the minimum value is 1.00. The range is 1.00. Skewness value is -0.163, which is less than 1. The Kurtosis value is -2.014, which is less than 1. Therefore, the data is symmetrical.

Age Group – The mean is 2.04 for the 100 respondents with a standard deviation of 0.82780, 2.04±0.82780. Variance value is 0.685. The maximum value is 4.00 and the minimum value is 1.00. The range is 3.00. Skewness value is 0.688, which is within 0. The Kurtosis value is 0.228, which is within 0. Therefore, the data is symmetrical.

Ethnicity – The mean is 2.10 for the 100 respondents with a standard deviation of 0.57735, 2.10±0.57735. Variance value is 0.333. The maximum value is 4.00 and the minimum value is 1.00. The range is 3.00. Skewness value is 1.607, which is more than 1. The Kurtosis value is 4.635, which is more than 1. Therefore, the data is not symmetrical.

Marital Status – The mean is 1.40 for the 100 respondents with a standard deviation of 0.53182, 1.40±0.53182. Variance value is 0.283. The maximum value is 3.00 and the minimum value is 1.00. The range is 2.00. Skewness value is 0.822, which is within 0. The Kurtosis value is -0.496, which is within 0. Therefore, the data is symmetrical.

Education Qualification – The mean is 2.34 for the 100 respondents with a standard deviation of 0.76831, 2.34±0.76831. Variance value is 0.59. The maximum value is 4.00 and the

minimum value is 1.00. The range is 3.00. Skewness value is -0.126, which is within 0. The Kurtosis value is -0.516, which is within 0. Therefore, the data is symmetrical.

Household Income – The mean is 3.06 for the 100 respondents with a standard deviation of 1.42715, 3.06±1.42715. Variance value is 2.037. The maximum value is 5.00 and the minimum value is 1.00. The range is 4.00. Skewness value is 0.148, which is within 0. The Kurtosis value is -1.366, which is within 0. Therefore, the data is symmetrical.

Job Position – The mean is 1.12 for the 100 respondents with a standard deviation of 0.32660, 1.12±0.32660. Variance value is 0.107. The maximum value is 2.00 and the minimum value is 1.00. The range is 1.00. Skewness value is 2.375, which is more than 1. The Kurtosis value is 3.712, which is more than 1. Therefore, the data is not symmetrical.

Length of Service – The mean is 2.90 for the 100 respondents with a standard deviation of 1.11464, 2.90±1.11464. Variance value is 1.242. The maximum value is 4.00 and the minimum value is 1.00. The range is 3.00. Skewness value is -0.246, which is within 0. The Kurtosis value is -1.540, which is within 0. Therefore, the data is symmetrical.

Sector/Industry – The mean is 4.03 for the 100 respondents with a standard deviation of 2.13889, 4.03±2.13889. Variance value is 4.575. The maximum value is 6.00 and the minimum value is 1.00. The range is 5.00. Skewness value is -0.375, which is within 0. The Kurtosis value is -1.616, which is within 0. Therefore, the data is symmetrical.

Employment Status – The mean is 1.20 for the 100 respondents with a standard deviation of 0.76541, 1.20±0.76541. Variance value is 0.586. The maximum value is 5.00 and the minimum value is 1.00. The range is 4.00. Skewness value is 4.193, which is more than 1. The Kurtosis value is 17.481, which is more than 1. Therefore, the data is not symmetrical.

Current Location – The mean is 2.86 for the 100 respondents with a standard deviation of 2.53469, 2.86±2.53469. Variance value is 6.425. The maximum value is 12.00 and the minimum value is 1.00. The range is 11.00. Skewness value is 2.078, which is more than 1. The Kurtosis value is 3.213, which is more than 1. Therefore, the data is not symmetrical.

Table 43: Statistics of Dependent Variable and Independent Variables

Descriptive Statistics

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Working Environment	100	3.00	2.00	5.00	3.8400	.48074	.231	-.779	.241	2.206	.478
Financial Aid	100	3.50	1.50	5.00	3.7875	.70117	.492	-.945	.241	1.453	.478
Medical Assistance	100	4.00	1.00	5.00	3.7625	.74989	.562	-1.046	.241	1.708	.478
Benefits Entitlement	100	3.75	1.25	5.00	3.5525	.82976	.689	-.526	.241	.205	.478
Job Security	100	3.60	1.40	5.00	3.6440	.65108	.424	-.674	.241	1.340	.478
Job Satisfaction	100	2.60	2.40	5.00	3.5520	.50940	.259	.443	.241	.283	.478
Valid N (listwise)	100										

Working Environment – The mean is 3.84 for the 100 respondents with a standard deviation of 0.48074, 3.84±0.48074. Variance value is 0.231. The maximum value is 5.00 and the minimum value is 2.00. The range is 3.00. Skewness value is -0.779, which is less than 1. The Kurtosis value is 2.206, which is more than 1. Therefore, the data is symmetrical.

Financial Aid – The mean is 3.79 for the 100 respondents with a standard deviation of 0.70117, 3.79±0.70117. Variance value is 0.492. The maximum value is 5.00 and the minimum value is 1.50. The range is 3.50. Skewness value is -0.945, which is less than 1. The Kurtosis value is 1.453, which is more than 1. Therefore, the data is symmetrical.

Medical Assistance – The mean is 3.76 for the 100 respondents with a standard deviation of 0.74989, 3.76±0.74989. Variance value is 0.562. The maximum value is 5.00 and the minimum value is 1.00. The range is 4.00. Skewness value is -1.046, which is less than 1. The Kurtosis value is 1.708, which is more than 1. Therefore, the data is symmetrical.

Benefits Entitlement – The mean is 3.55 for the 100 respondents with a standard deviation of 0.82976, 3.55±0.82976. Variance value is 0.689. The maximum value is 5.00 and the minimum value is 1.25. The range is 3.75. Skewness value is -0.526, which is less than 1. The Kurtosis value is 0.205, which is less than 1. Therefore, the data is symmetrical.

Job Security – The mean is 3.64 for the 100 respondents with a standard deviation of 0.65108, 3.64±0.65108. Variance value is 0.424. The maximum value is 5.00 and the minimum value is 1.40. The range is 3.60. Skewness value is -0.674, which is less than 1. The Kurtosis value is 1.340, which is more than 1. Therefore, the data is symmetrical.

Job Satisfaction – The mean is 3.55 for the 100 respondents with a standard deviation of 0.50940, 3.55±0.50940. Variance value is 0.259. The maximum value is 5.00 and the minimum value is 2.40. The range is 2.60. Skewness value is 0.443, which is less than 1. The Kurtosis value is 0.283, which is less than 1. Therefore, the data is symmetrical.

Table 44: Correlation Analysis between Dependent Variable and Demographics

Correlations

		Job Satisfaction
Job Satisfaction	Pearson Correlation	1
	Sig. (2-tailed)	
	N	100
Gender	Pearson Correlation	0.031
	Sig. (2-tailed)	0.757
	N	100
Age Group	Pearson Correlation	-0.067
	Sig. (2-tailed)	0.506
	N	100
Ethnicity	Pearson Correlation	-.258**
	Sig. (2-tailed)	0.009
	N	100
Marital Status	Pearson Correlation	-0.145
	Sig. (2-tailed)	0.151
	N	100
Education Qualification	Pearson Correlation	0.114
	Sig. (2-tailed)	0.257
	N	100
Household Income	Pearson Correlation	-0.138
	Sig. (2-tailed)	0.172
	N	100
Job Position	Pearson Correlation	-0.123
	Sig. (2-tailed)	0.223
	N	100
Length of Service	Pearson Correlation	-.265**
	Sig. (2-tailed)	0.008
	N	100
Sector / Industry	Pearson Correlation	0.074
	Sig. (2-tailed)	0.466
	N	100
Employment Status	Pearson Correlation	-0.193
	Sig. (2-tailed)	0.055
	N	100
Current Location	Pearson Correlation	-0.021
	Sig. (2-tailed)	0.836
	N	100

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

*. Correlation is significant at the 0.05 level (2-tailed).

Employees' Satisfaction and Gender: r = 0.031, there is a positive and almost negligible correlation relationship between Employees' Satisfaction and Gender.

Employees' Satisfaction and Age Group: r = -0.067, there is a negative and almost negligible correlation relationship between Employees' Satisfaction and Age Group.

Employees' Satisfaction and Ethnicity: r = -0.258**, there is a negative and low correlation relationship between Employees' Satisfaction and Ethnicity.

Employees' Satisfaction and Marital Status: r = -0.145, there is a negative and almost negligible correlation relationship between Employees' Satisfaction and Marital Status.

Employees' Satisfaction and Education Qualification: r = 0.114, there is a positive and almost negligible correlation relationship between Employees' Satisfaction and Education Qualification.

Employees' Satisfaction and Household Income: r = -0.138, there is a negative and almost negligible correlation relationship between Employees' Satisfaction and Household Income.

Employees' Satisfaction and Job Position: r = -0.123, there is a negative and almost negligible correlation relationship between Employees' Satisfaction and Job Position.

Employees' Satisfaction and Length of Service: r = -0.265**, there is a negative and low correlation relationship between Employees' Satisfaction and Length of Service.

Employees' Satisfaction and Sector/Industry: r = 0.074, there is a positive and almost negligible correlation relationship between Employees' Satisfaction and Sector/Industry.

Employees' Satisfaction and Employment Status: r = -0.193, there is a negative and almost negligible correlation relationship between Employees' Satisfaction and Employment Status.

Employees' Satisfaction and Current Location: r = -0.021, there is a negative and almost negligible correlation relationship between Employees' Satisfaction and Current Location.

Based on all the r value of Gender, Age Group, Ethnicity, Marital Status, Education Qualification, Household Income, Job Position, Length of Service, Sector/Industry, Employment Status and Current Location, the value is not between 0.3 to 0.8. Therefore, there is multicollinearity.

Table 45: Correlation Analysis between Dependent Variable and Independent Variables

Correlations

		Job Satisfaction	Working Environment	Financial Aid	Medical Assistance	Benefits Entitlement	Job Security
Job Satisfaction	Pearson Correlation	1	.137	.081	.080	.099	.125
	Sig. (2-tailed)		.175	.420	.431	.326	.217
	N	100	100	100	100	100	100
Working Environment	Pearson Correlation	.137	1	.703**	.637**	.638**	.518**
	Sig. (2-tailed)	.175		.000	.000	.000	.000
	N	100	100	100	100	100	100
Financial Aid	Pearson Correlation	.081	.703**	1	.681**	.681**	.566**
	Sig. (2-tailed)	.420	.000		.000	.000	.000
	N	100	100	100	100	100	100
Medical Assistance	Pearson Correlation	.080	.637**	.681**	1	.681**	.405**
	Sig. (2-tailed)	.431	.000	.000		.000	.000
	N	100	100	100	100	100	100
Benefits Entitlement	Pearson Correlation	.099	.638**	.681**	.681**	1	.635**
	Sig. (2-tailed)	.326	.000	.000	.000		.000
	N	100	100	100	100	100	100
Job Security	Pearson Correlation	.125	.518**	.566**	.405**	.635**	1
	Sig. (2-tailed)	.217	.000	.000	.000	.000	
	N	100	100	100	100	100	100

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

Employees' Satisfaction and Working Environment: r = 0.137, there is a positive and almost negligible correlation relationship between Employees' Satisfaction and Working Environment.

Employees' Satisfaction and Financial Aid: r = 0.081, there is a positive and almost negligible correlation relationship between Employees' Satisfaction and Financial Aid.

Employees' Satisfaction and Medical Assistance: r = 0.080, there is a positive and almost negligible correlation relationship between Employees' Satisfaction and Medical Assistance.

Employees' Satisfaction and Benefits Entitlement: r = 0.099, there is a positive and almost negligible correlation relationship between Employees' Satisfaction and Benefits Entitlement.

Employees' Satisfaction and Job Security: r = 0.125, there is a positive and almost negligible correlation relationship between Employees' Satisfaction and Job Security.

Based on all the r value of Working Environment, Financial Aid, Medical Assistance, Benefits Entitlement and Job Security, the value is not between 0.3 to 0.8. Therefore, there is multicollinearity.

Table 46: Test of Normality

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Job Satisfaction	.177	100	.000	.963	100	.007

a. Lilliefors Significance Correction

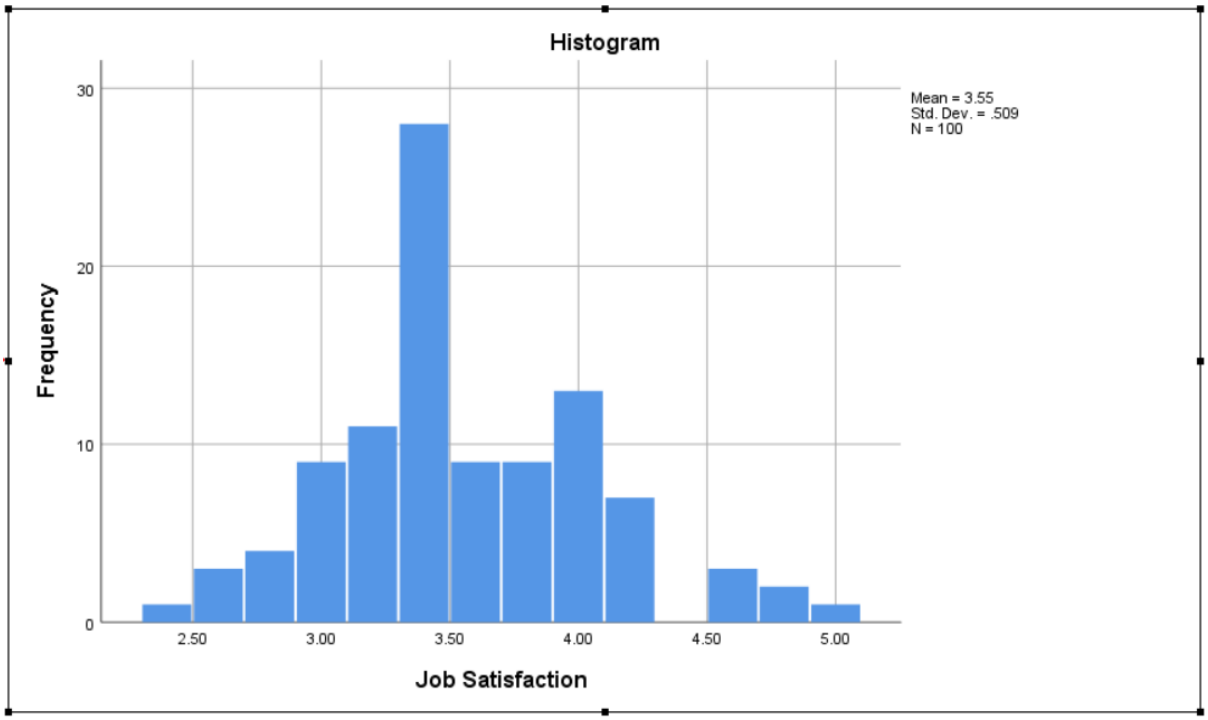
H_O: Groups or samples come from normally distributed population

H_A: Groups or samples are not normally distributed population

Shapiro-Wilk (sig-value) is 0.007 which is less than α (0.05).

Therefore, we reject H_O and conclude that groups or samples are not normally distributed population.

Diagram 21: Histogram



Based on the Histogram, Skewedness is on the left. The data is symmetrical.

Table 47: Group Statistics for Independent T-test

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Job Satisfaction	Male	46	3.5348	.42595	.06280
	Female	54	3.5667	.57462	.07820

Table 48: Independent Samples Test

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Job Satisfaction	Equal variances assumed	2.223	.139	-.311	98	.757	-.03188	.10268	-.23564	.17188
	Equal variances not assumed			-.318	96.256	.751	-.03188	.10029	-.23096	.16719

μ_1: Male

μ_2: Female

H_O: Groups or samples variance are equal

H_A: Groups or samples variance are not equal

Levene test sign value is 0.139 which is more than alpha 0.05 level.

Therefore, do not reject H_O and conclude that the groups or samples variance are equal.

H_{O1}: There is no significant different between gender and employees' satisfaction on the actions taken by the organisation during Novel Coronavirus (Covid-19) pandemic in Malaysia.

H_{A1}: There is a significant different between gender and employees' satisfaction on the actions taken by the organisation during Novel Coronavirus (Covid-19) pandemic in Malaysia.

Significant value 0.10268 is lower than alpha 0.05 level.

Therefore, we reject H_O and conclude that there is a significant different between gender an employees' satisfaction on the actions taken by the organisation during Novel Coronavirus (Covid-19) pandemic in Malaysia.

Table 49: Reliability Statistics

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.835	.828	6

The table above shows the Reliability Coefficient is 0.835 which is acceptable. By convention the alpha should be 0.80 or higher. The item that contributes to the higher reliability. Therefore, all the data have internal consistency.

Table 50: Item-Total Statistics

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Working Environment	18.2985	6.666	.739	.572	.795
Financial Aid	18.3510	5.682	.765	.637	.774
Medical Assistance	18.3760	5.689	.693	.586	.790
Benefits Entitlement	18.5860	5.124	.777	.644	.770
Job Security	18.4945	6.301	.614	.463	.807
Job Satisfaction	18.5865	8.119	.121	.025	.881

If one of the item is not higher than 0.80, the item should be deleted/removed from the research and re-run the reliability test and it would increase to higher 0.80 of other items. From Table 48, each variable will produce alpha values of more than 0.80 if it was to be deleted.

Table 51: Multiple Regression – Model Summary

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.157[a]	.025	-.027	.51632	.025	.473	5	94	.796	1.470

a. Predictors: (Constant), Job Security, Medical Assistance, Working Environment, Financial Aid, Benefits Entitlement

b. Dependent Variable: Job Satisfaction

The above table can be explained that the explanatory variables accounted for about 2.5% of the variation in the employees' satisfaction on the actions taken by the organisation during Novel Coronavirus (Covid-19) pandemic in Malaysia model by using multiple regression analysis.

Table 52: ANOVA

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.630	5	.126	.473	.796[b]
	Residual	25.059	94	.267		
	Total	25.690	99			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Job Security, Medical Assistance, Working Environment, Financial Aid, Benefits Entitlement

H_O: Groups or samples means are not significant difference

H_A: Groups or samples means are significant difference

Table 52 shows that the sig-p value is 0.796 more than alpha 0.05 level.

Therefore, do not reject H_O and conclude that the groups or samples means are not significant difference.

Table 53: Coefficients Table

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	2.920	.443		6.591	.000	2.040	3.799		
	Working Environment	.143	.164	.135	.869	.387	-.183	.469	.432	2.317
	Financial Aid	-.048	.123	-.066	-.389	.698	-.292	.196	.363	2.752
	Medical Assistance	.002	.108	.003	.017	.987	-.212	.215	.414	2.414
	Benefits Entitlement	-.002	.105	-.003	-.015	.988	-.210	.207	.356	2.811
	Job Security	.072	.109	.092	.667	.507	-.143	.288	.540	1.853

a. Dependent Variable: Job Satisfaction

The Regression Equation:

B6	=	2.920	+	0.143	+	(-0.048)	+	0.002	+	(-0.002)	+	0.072
				(B1)		(B2)		(B3)		(B4)		(B5)
T statistic	=			[0.869*]		[-0.389]		[0.017]		[-0.015]		[0.667*]

Where,

B6 = Job Satisfaction

B1 = Working Environment

B2 = Financial Aid

B3 = Medical Assistance

B4 = Benefits Entitlement

B5 = Job Security

The estimations reveal that the explanatory variables, namely Working Environment (B1) and Job Security (B5) are the most important explanatory variables with statistically significance at the alpha 0.05 level. Therefore, a one percent increase in Working Environment and Job Security, on average, has the positive relationship effect of increasing in the employees' satisfaction on the actions taken by the organisation during Novel Coronavirus (Covid-19) pandemic in Malaysia by 0.143 percent and 0.072 percent with statistically significance at the alpha 0.05 level, holding constant with other variables.

Diagram 22: Multiple Regression – Histogram

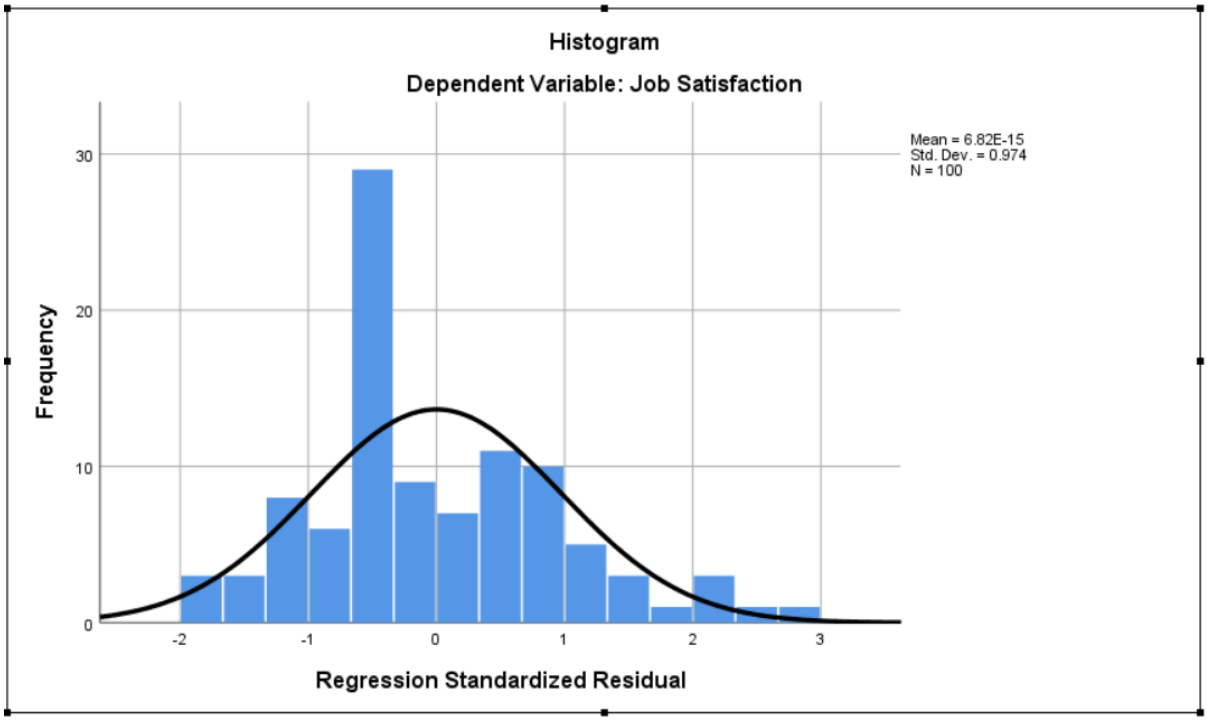
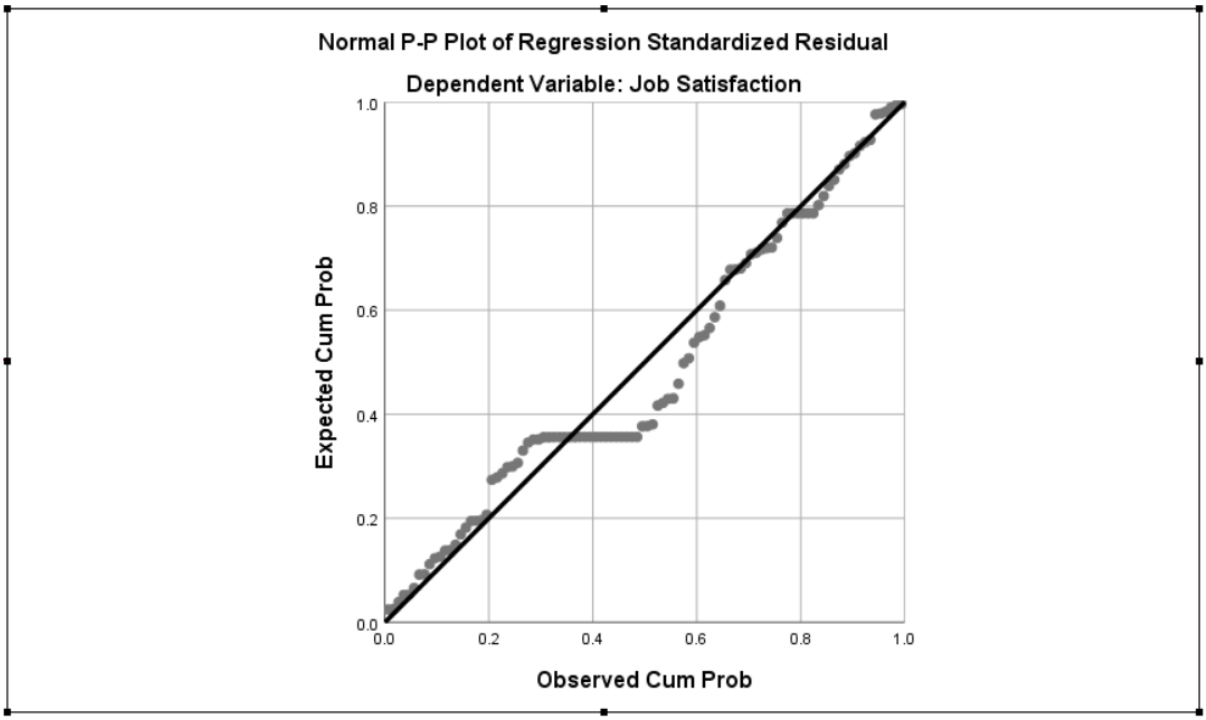


Diagram 23: Normal P-P Plot



The histogram is more or less bell-shaped, suggesting that the residuals (and hence the error terms) are normally distributed. The normal P-P plot is approximately linear, supporting the condition that the error terms are normally distributed.

Table 54: Coefficients Table

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	2.920	.443		6.591	.000	2.040	3.799		
	Working Environment	.143	.164	.135	.869	.387	-.183	.469	.432	2.317
	Financial Aid	-.048	.123	-.066	-.389	.698	-.292	.196	.363	2.752
	Medical Assistance	.002	.108	.003	.017	.987	-.212	.215	.414	2.414
	Benefits Entitlement	-.002	.105	-.003	-.015	.988	-.210	.207	.356	2.811
	Job Security	.072	.109	.092	.667	.507	-.143	.288	.540	1.853

a. Dependent Variable: Job Satisfaction

H_O: Residuals are no multicollinearity

H_A: Residuals are multicollinearity

Table 54 shows that the highest VIF is 2.811 which is less than 5.

Therefore, do not reject H_O and conclude that the residuals are no multicollinearity.

CHAPTER 5

CONCLUSION

5.0 Overview

This chapter is the final for this research and will discuss on the research hypothesis and the research problem followed by the conclusion. The recommendation for future research is also included in this chapter.

5.1 Hypothesis Testing

Hypothesis	Description	Supported / Rejected
H_{A1}	There is a positive significant relationship between working environment and employee satisfaction on the actions taken by the organisation during Novel Coronavirus (Covid-19) pandemic in Malaysia.	Supported
H_{A2}	There is a positive significant relationship between financial aid and employee satisfaction on the actions taken by the organisation during Novel Coronavirus (Covid-19) pandemic in Malaysia.	Rejected
H_{A3}	There is a positive significant relationship between medical assistance and employee satisfaction on the actions taken by the organisation during Novel Coronavirus (Covid-19) pandemic in Malaysia.	Rejected
H_{A4}	There is a positive significant relationship between benefits entitlement and employee satisfaction on the actions taken by the organisation during Novel Coronavirus (Covid-19) pandemic in Malaysia.	Rejected
H_{A5}	There is a positive significant relationship between job security and employee satisfaction on the actions taken by the organisation during Novel Coronavirus (Covid-19) pandemic in Malaysia.	Supported

Based on the literature review, the researcher can infer that the demographic is keen on the populace trademark that might be valuable in understanding on the criteria of the respondent. The statistic factors are much more simple to gauge than different factor in an examination paper and employees' information reflects the statistic factor. The statistic factors are the Gender, Age Group, Ethnicity, Marital Status, Education Qualification, Household Income, Job Position, Length of Service, Sector/Industry, Employment Status and Current Location. The employees' satisfaction towards their organization is affects by the actions taken by the organization which will directly affect the employee. Concerning on the high employees' satisfaction in maintaining a good reputation and good corporate governance of the organization, a good leadership should be provided in the senior management level so that could be a good example to the employee.

Working surroundings has proven to have a positive impact to the job contentment of an employee. However, vice versa it could potentially hamper the employees to demonstrate their capabilities and maximizing their full potential. Having said that, it is imperative for the organization to realize that the significant outcome of a good working environment and its surroundings. Working environments whereby the employees are placed to be a part of the overall decision making, allowing flexible working hours, lesser work assignments; on top of adapting a team work approach along with a supportive senior management will eventually enjoy a positive impact on the performances of its employees. This, undoubtedly, allows its employees to achieve the highest level of employee job contentment thus consigning the employees to be committed and doubling its responsibility towards the organization's business, highly motivated and more importantly, inclined to maximizing its productivity for the organization (Raziq and Maulabakhsh, 2015).

According to the research by Gholamreza, Mokhles and Bahrami (2011), employees' job satisfaction can improve the service quality. The organization have turned their attention to provide different kinds of facilities to their employees in order to satisfy them. The organization should focus on the factors that affect the employees' job satisfaction. Money is a good motivator as in fact all employees' work for money as they need the money, a good salary and compensation to motivate them. The organization should adjust the salary for the employee to motivates them as this is the key factor that affects their job satisfaction. This will also a way to increase the service quality and organizational performance.

In general, employees incurred the most cost in terms of monetary within the organization but in contrast, they can also contribute to sustaining growth and profitability. This is only made possible with employees being recognized for their efforts. However, there is no consequential relationship between the employee's contentment and be perceived within organizational performance was identified (Kanyurhi and Akonkwa, 2016).

Based on the research from Tan, Kanneganti, Lim, Tan, Chia, Tan and Ooi (2020), every level of the healthcare employee is susceptible to the high levels of burnout during the Covid-19 pandemic. Adjustable workplace factors are adequate training, avoiding prolonged shifts more than eight hours and promoting safe working environment. Mitigating strategies should target to every level of the healthcare employee, including the frontline and non-frontline employees. Addressing and ameliorating the burnout among the healthcare employee should be a key priority for the sustainment of efforts to care for the patients in the face of the prolonged pandemic.

5.2 Conclusion

According to Griffith, Cook, Guyatt & Charles (1999), the design of the questionnaire is deemed to be important. The question involves the costs and benefits will be an alternative format for the questionnaire. However, it was agreed that closed-ended questions with preset response options yield a better overall completion rate but it may be at cost of accuracy if the questions required any computations to be made. When asking a question that require additional logical consideration, more accurate data may be obtained by slowing down the thought process of the respondents by requiring them to answer open-ended questions. A combination of two types of questions may potentially be optimal approach to maximize the completion rate and accuracy of the demographic information obtained through the survey questionnaire.

In conclusion, this study shows that there is high and positive relationship between working environment, job security and employee satisfaction on the actions taken by the organisation during Novel Coronavirus (Covid-19) pandemic in Malaysia. The samples used in this study are from a normally distributed and the reliability test shows a good and valid model. The

variables analyzed in this study have no multicollinearity problem. The multiple regression analysis shows that the employee satisfaction on the actions taken by the organisation during Novel Coronavirus (Covid-19) pandemic in Malaysia can be estimated using working environment and job security. Only working environment and job security have a positive significant relationship with employee satisfaction on the actions taken by the organisation during Novel Coronavirus (Covid-19) pandemic in Malaysia. All other hypothesis is rejected which means all the factors we should consider. However, we need to understand that the working environment and job security are important on this study.

5.3 Limitation of Study

The researcher finds the difficulty on gathering the respondents as most of the organization faced the challenges to sustain the employees and actions has been taken against the employees such as salary reduction and retrenchment. The researcher must obtain a confirmation from the respondent in prior if they are still under employment in order to meet the criteria before proceed to answer the questionnaire. The researcher had distributed the questionnaire to more than 200 populations but only 100 populations met the criteria and responded to the questionnaire.

There are a lot of variables can be used to measure on this subject. However, the researcher only covers the variables such as Working Environment, Financial Aid, Medical Assistance, Benefits Entitlement and Job Security in this study to consider on a corporate governance perspective of the employees' satisfaction on the action taken by the organization during the Covid-19 pandemic in Malaysia.

5.4 Future Research

The researcher would like to recommend to the future researcher on the same subject to overcome the limitation of this research by obtaining more respondents for the questionnaire. Future researcher is advisable to keep updated on the current pandemic situation in Malaysia and what is the action taken by various sector of organization but maintaining a good corporate governance in order to overcome the pandemic period. It is also advisable to get a longer time frame to conduct the research so that able to provide more information and reliable findings.

It is also recommending that the future researcher on the same subject to identify different factors that could be considered from the corporate governance perspective of the employees' satisfaction on the action taken by the organization such as peer, role ambiguity, organization climate and risk.

5.5 Recommendation

As mentioned in the conclusion, the researcher concluded that the working environment and job security are the most concerned by the employees during the Novel Coronavirus (Covid-19) pandemic in Malaysia. Organizations based in Malaysia should take note on the employees' concerns in order to maintain a good corporate governance.

The effect of a stronger shareholders' right on employee satisfaction is a priori unclear. An increase in employee satisfaction is usually occurs at the expense of the organization. Stronger shareholders' right align with the interests of shareholders and might lead to a decrease in the employees' satisfaction. A clear understanding of the drivers of employees' satisfaction is essential when focusing on employees as the key stakeholders of the organization. Otherwise, the regulatory changes could lead to unwanted outcomes and fail to achieve the desired effect.

As the Novel Coronavirus (Covid-19) is so severe in Malaysia, the organization should consider to allow as much employee as possible to work from home (WFH) to prevent the virus from spreading around in the public area. This will also show the organization is taking care of the employees' health and safety at work. Although some organization still not used to the practice of working from home (WFH), but the they have to try adapt to the new norm in the country.

Therefore, the researcher is recommending the organization to consider to allow employees whom does not need to be based in office to continue working from home (WFH) by providing sufficient materials and equipment. This can help the organization even the country to stop the virus from continue spreading and overcome the pandemic situation.

An organization also have to be transparent to the employees at all times on the action planning so that the employee will give the fullest cooperation to the organization in overcome the pandemic situation. A sudden retrenchment or termination of employment will affect the employees' daily life and caused the dissatisfaction of other employees'. This also will make the current employees to feel insecure working and worry of losing the job anytime soon. Indirectly, this will also affect the employees' performance in the organization. A good corporate governance practice organization should always maintain a good relationship with the employees as they are one of the stakeholders in the organization.

The researcher also recommending the organization to organize virtual townhall to brief the employees on the organization's planning moving forward to overcome the pandemic while maintaining the business. The employees will be more satisfy and willing to work more if the organization being transparent to them. In such, the good corporate governance can be maintained in the organization as well.

Job's contentment is notably crucial by the employees in order for them to achieve its productivity at its best. Employees who are contented with the job are most likely to reside at the organization as well as being committed in helping achieving the organization's goals. An organization can consider on the factors such as increment in salary, efforts' recognition, great working environment, challenging and achieving work and relationship between the management with the co-workers can lead to the employees' satisfaction. Managers should also focus on their employees' attitudes as the perspective sends a message on potential problems and significantly will impact the behavior.

Organization are able to increase the employees' satisfaction by focusing on the intrinsic and extrinsic parts of the job, such as creating an interesting plus challenging task and also a fairly salary in order to attained the employee's motivation while committing to driving the organization's vision and goals domain. It has also been proven that unmotivated employees will struggle to commit serious efforts towards achieving the organizational goals and objectives.

Besides that, organization requires to practice cultures that will enhance the employees' job contentment in order to induce the positivity within employees in which ultimately leads to

maintaining and supporting the organizational competitiveness in today's highly competitive global era.

Fundamentally, developing a contented employee doesn't guarantee the success of the organization's performance, hence efforts should be made on positioning the organization to take advantage of the opportunities that are bound to occur within the environment through effective environmental scanning and effective corporate planning. Additionally, organization should also focus on the facets of job's contentment and not only on a singular factor in order to enhance the employees' performance within the organization.

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APPENDICE 1 - QUESTIONNAIRE

UNIVERSITI TUNKU ABDUL RAHMAN

FACULTY OF ACCOUNTANCY AND MANAGEMENT

MASTER OF BUSINESS ADMINISTRATION (CORPORATE GOVERNANCE)

Dear Respondents,

I am Cheryl Cheang Mee Kuan, a final year student from University Tunku Abdul Rahman (UTAR), Faculty of Accountancy and Management, pursuing a Master of Business Administration (Corporate Governance). I am currently conducting a study on **"A CORPORATE GOVERNANCE PERSPECTIVE OF EMPLOYEES' SATISFACTION ON THE ACTIONS TAKEN BY THE ORGANIZATION DURING NOVEL CORONAVIRUS (COVID-19) PANDEMIC IN MALAYSIA"** for the final year project (FYP).

The purpose of this survey research is to analyze and to find out the factors from a corporate governance perspective of employees' satisfaction on the actions taken by the organization during COVID-19 pandemic in Malaysia. Hence, this research will benefit and able to assist the organization to reconsider on the actions taken along the pandemic in Malaysia and will be a reference in the future if there is any other pandemic happens.

I would be grateful if you could spend 15 minutes to fill the questionnaire. Your answers are extremely valuable and certainly make an important contribution to this study. All the information and the statement provided will only for education purposes and will be formatted in confidential.

Thank you

Regards,

Cheryl Cheang

cherylcheang@1utar.my

SECTION A – DEMOGRAPHIC PROFILE

The following questions are merely used to help in interpretation of the received responses. As mentioned, your responses here and throughout the other parts of the questionnaire would be kept strictly CONFIDENTIAL. Please select the appropriate box for each question.

1. Gender

☐	Male
☐	Female

2. Age Group

☐	21 – 30
☐	31 – 40
☐	41 – 50
☐	51 and above

3. Ethnicity

☐	Malay
☐	Chinese
☐	Indian
☐	Others

4. Marital Status

☐	Single
☐	Married
☐	Divorced
☐	Widow

5. Education Qualification

	SPM / STPM
	Undergraduate
	Postgraduate
	Others

6. Household Income

	RM2,000 – RM3,999
	RM4,000 – RM5,999
	RM6,000 – RM7,999
	RM8,000 – RM9,999
	RM10,000 and above

7. Job Position

	Executive
	Non-Executive

8. Length of Service

	< 1 year
	1 – 3 years
	4 – 5 years
	> 5 years

9. Sector / Industry

	Hospitality
	Healthcare / Medical
	Engineering / Construction
	Production / Factory
	Logistics / Air Freight
	Others

10. Employment Status

	Full-time employee
	Part-time employee
	Freelancers
	Consultants
	Self-employed

11. Current Location

	Federal Territory of Kuala Lumpur
	Selangor
	Perlis
	Penang
	Pahang
	Perak
	Terengganu
	Kelantan
	Johore
	Kedah
	Malacca
	Negeri Sembilan
	Sabah
	Sarawak

SECTION B – FACTORS AFFECTING THE EMPLOYEES' SATISFACTION ON THE ACTIONS TAKEN BY THE ORGANIZATION

Please rate the following between strongly disagree (1), disagree (2), neutral (3), agree (4) and strongly agree (5) to indicate your choice.

1. Working Environment

The working environment during the Covid-19 pandemic

	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
Overall, I am satisfied with my organization's response to the Covid-19 situation					
I have everything I need to do my job while working from home					
I feel that I am as productive working from home as I am in my normal working environment					
I understand the changes to my job when returning to my regular work environment					
I am willing to work in my regular work environment after it is determined to be safe					

2. Financial Aid

Financial assistance given by the organization to the affected employee

	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
I feel my organization has done a great job to support the employees during Covid-19 pandemic					
My organization is doing the right things to help us succeed in spite of the current challenges					
My organization has taken appropriate action in response to Covid-19					
I have confidence in the organizations' ability to overcome the challenges faced by Covid-19					

3. Medical Assistance

Medical support given by the organization to the affected employee

	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
Senior Management cares about my health and safety					
My health and well-being is a top priority for my organization					
I have safe channels to share any concerns regarding any Covid-19 case in my organization					

I am satisfied with the communication I am getting from my organization about its response to the Covid-19 pandemic					

4. Benefits Entitlement

Benefit or privilege given by the organization to the affected employee

	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
If I do not feel well, I can stay home from work without fear of negative consequences					
As I transition back to my regular work environment, I have the flexibility I need to manage my work and personal needs					
The environment at my organization supports a balance between work and personal life					
I have the freedom to make decisions about my work					

5. Job Security

Career concern of the affected employee

	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
I feel highly connected to my team as we work remotely					
I have regular, productive 1-to-1 session with my superior					
I have the right amount of virtual contact with my colleagues on a weekly basis					

I don't feel anxious about the future of my organization					
I don't feel concerned about losing my job					

6. Job Satisfaction

Employees' satisfaction towards the organization during the pandemic Covid-19 environment

	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
Communications seem good within my organization					
I do not feel that the work that I do is appreciated					
I am not satisfied with the benefits I receive					
My manager treats me with dignity and respect					
I have too many duties and responsibilities					

Thank you for taking the time to complete this survey. I truly value the information that you have provided. Your responses will contribute to my research accordingly.