

**FACTORS INFLUENCING
EMPLOYEE'S JOB SATISFACTION
RMPF IN POLICE DISTRICT OF KLIA**

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DECLARATION

I understand the meaning of “Plagiarism” and “Intellectual Property Rights” and Ethics Related to the Principles of Academic Works.

I declare that this study was completed by my own work and effort, and it has not been submitted anywhere for any award. Where other sources of information have been used, they have been duly acknowledged.

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ABSTRACT

This research paper was prepared as a Project Thesis as part of the requirement for Master of Business Administration in INTI International University. This research objective was to determine the factors that has an influence on the police personnel job satisfaction in the Royal Malaysian Police Force (RMPF) in the KLIA district, Malaysia.

Royal Malaysian Police Force (RMPF) the oldest law enforcement agency in Malaysia is the front liner in combating crime and preserving the peace of the country. Having a stable and peaceful country has a holistic impact such as political stability, economy growth and the security of the country. Therefore having a police personnel who is satisfied with the job is an important aspect to success of the RMPF. Hence, the research objective is to examine the relationship that exists between factors such as job design, promotion opportunities, superior supervision and salary with job satisfaction level of police personnel working in KLIA district.

Data for the research is collected by distributing questionnaire to police personnel working in KLIA. The sample size for this research is 124 and is determined by using Cohen formula and the total population is 1200. The collected data is tested using Smart-PLS and the hypothesis is tested by calculating the P-Value. Four hypothesis is tested in this research and only one passed the test which is Salary.

Keywords: Job Satisfaction, Salary, Promotion Opportunities, Superior Supervision, Job Design

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CHAPTER 1:

INTRODUCTION

1.0 OVERVIEW

This chapter introduces the study on job satisfaction level among the RMPF police personnel working in KLIA district. This chapter will discuss the background study of the research, research objective, problem statement, research objective and questions, the significance, scope and limitation of the research studies. This chapter will give an overview of the study and also explain regarding the target of the research.

1.1 BACKGROUND

The Polis Di Raja Malaysia or the Royal Malaysian Police Force (RMPF) is the first and the oldest enforcement agency established in Malaysia with its sole purpose to protect and guard the safety and sovereignty of Malaysia and its people (RMP, 2018). The RMPF was established 211 years ago on the 25th March 1807 when the colonial power then which is the British government by the Charter of Justice was granted and that is what paved way to the establishment of the police force (Bakri, 2005 & RMP, 2018). In the year 1871 the police ordinance act was drafted which till today becomes the bible of the RMPF as for any enforcement or legislation body the act or guidance of rules is very important and vital (Sulaiman, 2015).

The RMPF of this current time has a challenging time and task ahead as the role of the enforcement agency is too continually to prevent and stop crime activity, arresting criminal and prosecute criminals, provide a safe environment for the citizen, to be present and to offer assistance at any time and place to the needy (RMP, 2018). The police force especially in Malaysia is the front liner for any incidents or events that occurs and public expectation on the police force is very high and is continuously scrutinized (Sulaiman, 2015).

Human resource department within any organization plays a very important role and its main task or core function is to recruit the most suitable employee, managing issues which are related to performance management, compensation, management wellness, safety, training, organization development (Corine, 2018). HRM also has the responsibility in managing workplace culture /environment and the people within the organization and if the HRM plays an effective role it will contribute greatly to overall performance of the organization (Bailey, 2018).

With that, employee feeling or behaviour towards the job has a direct impact towards the performance of any organization and if the employee has very high level of job satisfaction, this will lead the employee to be highly motivated while working and will be in a pro-active mood towards the job and will indirectly give the best towards the task given and to the organization (Kumar, 2015). Meanwhile an employee having a low job satisfaction level have negative impact towards the organization both internally and externally where the employee will not be able fulfil task accordingly and will have negativity passed around other subordinates (Alameddine, 2015).

Improving the level of job satisfaction can surely lead to better and progressive level of job commitment of the employee towards the organization and with many researches (Garcia, 2015). To support this statement but unfortunately research has not been conducted in the profession of police in Malaysia. For this reason, the researcher is proposing to conduct a study on the job satisfaction among the police personnel in the district of KLIA, Selangor, where all the various department in the district is focused and the information and data will be useful to improve the quality and service of the RMPF in KLIA district.

1.2 PROBLEM STATEMENT

In any organization, the employee is the key for it to be successful and be sustainable and every employee in the organization would need accomplish all task and job given accordingly to achieve certain goals (Coughlan, Moolman & Haarhoff, 2014). In the RMPF, it is the same situation, where the entire enforcement agency goal and target is depended on the police personnel performance and the success of top level leadership.

This is clearly against on what the government of Malaysia under the Government Transformation Program, where the crime indexed is set to be reduced by 5% annually (Pemandu, 2014). Factors leading to the increase of crime index may be few but clearly the performance of police organization is judged from this and it show the RMPF is performing badly.

Several reasons may be stated to the reason of low quality and performance by the RMPF. In any organization, the level of job satisfaction has a great impact on the job performance, where higher job

satisfaction leads higher and better quality and service by the employee (Garcia, 2015). In this context, organization has a responsibility to satisfy its employee before expecting its employee to satisfy customers (Saunders, 2016). In the case of RMPF and public, RMPF is the service provider and public or society is the customer and the RMPF have to satisfy the police personnel to expect the personnel to give a good service to the public. This clearly shows that, the level of job satisfaction among the police personnel in RMPF would need to be established before expecting a good service or quality to be provided.

With this, the issue and problem stated and highlighted and there is certain research limitation presence when conducting to visualize the relationship between job satisfaction and performance of level of police personnel in the RMPF. The researcher now proposes that a study is conducted among all the police officer working in the district of KLIA, Malaysia from all the departments to determine the factor that is influencing job satisfaction level.

1.3 RESEARCH OBJECTIVE

A clear and specific statements that can be identified by what the researcher is hoping or planning to accomplish by conducting the research is known as Research Objective (Saunders, 2016). Data collection and providing important information about the factor influencing job satisfaction and relationship with job performance among the police personnel in the KLIA Police District, Selangor, Malaysia will be the main research objective.

RO1: To determine the relationship between job salary and police personnel job satisfaction working in the District of KLIA

RO2: To determine the relationship between opportunity of promotion and police personnel job satisfaction working in the District of KLIA

RO3: To determine the relationship between supervision of superior and police personnel job satisfaction working in the District of KLIA

RO4: To determine the relationship between job design and police personnel job satisfaction working in the District of KLIA

1.4 RESEARCH QUESTIONS

Research questions purpose in a research is to act as a guide and centric to understand and learn regarding the research targets (Tabachnick, 2013). This study will answer to the following questions:

- 1) What is the relationship between job salary and police personnel job satisfaction working in the District of KLIA?
- 2) What is the relationship between opportunity of promotion and police personnel job satisfaction working in the District of KLIA?
- 3) What is the relationship between supervision of supervisor and police personnel job satisfaction working in the District of KLIA?
- 4) What is the relationship between job design and police personnel job satisfaction working in the District of KLIA?

1.5 RESEARCH HYPOTHESIS

Research hypothesis is when there will be clear, specific and proposition that is testable regarding the possible outcome of the research (Lavrakas, 2018). Below is the some hypothesis for these studies:

- 1) Positive relationship exists between job salary and police personnel job satisfaction?
- 2) Positive relationship exists between opportunity of promotion and police personnel job satisfaction?
- 3) Positive relationship exists between supervision of supervisor and police personnel job satisfaction?
- 4) Positive relationship exists between job design and police personnel job satisfaction?

1.6 SCOPE OF RESEARCH

The scope of research in this studies will be the job satisfaction level with regards to aspect such as job design, salary, demographic, natural environment and supervision. The research will also concentrate on the district of KLIA alone where there is a total of 1100 personnel working there. Job satisfaction plays an important role in any performance of an organization, it is important to discover and study the relation between job satisfaction and job performance among police personnel in KLIA district (Azman & Khan, 2016).

1.7 SIGNIFICANCE OF THE STUDY

Many studies have been conducted for other service provider profession such as nurse, teacher, librarian and doctor in Malaysia on the job satisfaction level but there is limited or very few studies conducted on the job satisfaction level of police personnel in Malaysia and the factors that influences the job satisfaction level (Aida, 2014). The police department as stated above in the introduction is the main law enforcement agency in Malaysia trusted to ensure the country is safe and safety for all of its citizen, therefore understanding what influence job satisfaction can be useful to the higher management of the RMPF to bring out the best in the police personnel. This research will also be an addition and enrichment to the studies that is existed regarding RMPF.

This research study will also help HRM of the police department to have an in depth understanding about the way of police work and its relationship between job satisfaction and job performance and furthermore understand how to handle the front liner as there is job design that is different. The first contact of these front liner is very important in engaging the public and also crime prevention. These information will be useful in handling and improving the overall front liner performance as KLIA police district has the highest front liner.

There is also limitation to what extend has the RMPF has changed due the recent post-election result where for the first time after 60 years the government has changed to be led by the opposition (Varughese,

2018). This is will have a severe impact as the police force is known to always support the government of the day and the government never change for a long time and this studies will help to give an insight to the situation.

These research is aimed to provide an insight for the leader of RMPF and also recommendations to improve overall job satisfaction of the police personnel and to have a better service in which will help to assist in preventing and combat crime in Malaysia which is the ultimate goal of the RMPF (RMP, 2018).

1.8 LIMITATION OF THE STUDIES

The research and studies conducted is for sure can result in a good outcome for organization but as good as it get there will be certain or few limitations that this studies will faced. The target respondent for this studies will all the personnel from various department and ranks, where it varies from senior officer which is from probationary Inspector and above, meanwhile constable to sub inspector for rank & file officer. In the district of KLIA, the Officer in Charge of Police District (OCPD) is ranked by an Assistant Commissioner Police (ACP). Therefore the respondents data subsequently doesn't cover all rank that is present in the RMPF and there is high number of new constable that has join the district of KLIA, thus may affect the overall of the data and result. Nevertheless, with high set number of police personnel for the entire Malaysia, data should be able to reflect the job satisfaction level in KLIA district.

Furthermore questionnaire will be handed out to police personnel working in KLIA district and that the report will self-centric or biased and there is always a fear that this information shared by the personnel will be viewed by senior officer and will bring further issues. This might end up data that is received might not be the actual feeling or message from the personnel.

1.9 OPERATIONAL DEFINITIONS

In any research or studies there will terms and definition that will be distinguished for most readers and which could be only understood by the reader or people who always attached to the terms. In lieu of that, the researcher to give the reader better understanding, a list of definition is listed below.

Table 1.1 Operational Definitions

Keywords	Definition
Personnel Job Satisfaction	Referring to positive or negative attitude towards the job or task which in return affects job performance (Boundless, 2017). This term also shows the feeling of the personnel towards the chosen career path and not just to merely fulfilling their needs(Bakotic, 2016)
Salary	Compensation paid to employee on a regular basis for the service and task completed is defined as salary (Susan, 2017). Salary in the form money is the basic need for any employee or person to survive and salary plays an important role in the satisfaction level of the employee (Chattopadhyay, 2016). Salary that is not equal to the task or job may cause dissatisfaction and have an effect on the performance and in final effect the productivity of the organization (Susan, 2017). Salary also acts as a tool for an organization to do valuation on its employee that performs and use it to promote or increase as token of appreciation (Chattopadhyay, 2016).
Promotion Opportunities	Advancement from the current position held in an organization by an employee to a higher position or better role is considered as promotion opportunity (Louie, 2014). Having a promotion in a position, primarily gives employees higher power or authority and also with more freedom to make decision (Susan, 2017).
Superior Supervision	This term brings the meaning of any employee that is working under a another employee who is in a higher position and has the power and consent to direct or control the employee accordingly (Earl & Leonard, 2016). This will mean that employees will have

the freedom and decision making limited while performing duties and this is may lead to dissatisfaction

Job Design Performing within the role being chartered within the organization is the prime role or responsibility of job design (Abid, 2014). In the RMPF, there are various department and within the department there are more smaller department and police personnel can be transferred at any time per higher management decision, and this gives impact on job satisfaction level as every personnel will have own preference of job role.

1.10 Organization of Chapters

This research studies is proposed to have three chapter with the description and aims explained below.

Chapter	Chapter Description
Chapter1: Introduction	In this chapter the research background about the topic and current development is introduced. This chapter offers a general and overall view on job satisfaction in RMPF and service sector. Next the problem statement, research question and objective is define accordingly. Next in this chapter, the scope, significance of this studies and limitation is addressed.
Chapter 2: Literature Review	In this chapter the main aim is to review the relevant past and present literature that existed regarding job satisfaction. The chapter start with
Chapter 3: Research Methodology	In this chapter the research design and methodology applied is demonstrated

	<p>This chapter demonstrates the research design and methodology that are applied for this research. The research design is presented and linked with the research framework. With the research design and measurement design. Lastly, data collection and measurement part address how data collection is performed and the relevant analysis method to analyze the data collected.</p>
Chapter 4 Data Analysis	<p>In this chapter the result is analyzed from the data obtained from the questionnaire and is discussed and shared in this chapter. The SMART-PLS is used to determine the result</p>
Chapter 5 Discussion & Conclusion	<p>This chapter discusses the achievement and contribution of the research and to decide the how much does the factor affects job satisfaction level in the RMPF personnel working in KLIA District</p>

Chapter 2:

Literature

Review

2.0 INTRODUCTION

In literature review is the section or chapter where the researcher will do research on previous research to make critical analysis. The researcher in this chapter will collect and study all previous work and research done by other researchers and make critical comment and analyzation and come with a conclusion. Job satisfaction is a very important factor to any organization and a success to the organization lies on how happy are the employees on working for the organization. A very well satisfied and happy employee will give good output performance, hence making this study very important.

This chapter serves the purpose of studying existing literature from the year 2014 to 2018 but due to a lot of basic concept of job satisfaction is done in the late 19's and thus some research is also used in this research. The focus more set into studying the job satisfaction in general and also the factors influencing job satisfaction.

2.1 JOB SATISFACTION

Job satisfaction defined by Locke as a “positive or pleasurable emotion state resulting from appraisal of one job experience or a successfully completing a job (Judge & Klinger, 2014). Again Locke, one of the famous and leading researcher said that there are three important point in the above definition of job satisfaction: an effective component of job satisfaction is an emotional sate implied; job satisfaction when an appraisal is implied has a cognitive or evaluative component. Looking into Locke definition, job satisfaction is made up of 3 elements: job focused, effective and cognitive (Thoreson, 2014).

Job satisfaction has many meaning in the literature but when employees satisfaction is looked into there is no universally accepted definition for it and the reason behind is because job satisfaction brings different meaning to different people and with various factors affecting which includes personal needs, expectancy and feelings, personal characteristic and values (Judge & Klinger, 2008). Apart from that, job

satisfaction also varies from each organization as factors such as job characteristic, working environment and opportunities for employees plays a big role too (Harputlu, 2014).

Job satisfaction has various definition as mentioned in this research, firstly it is defined as how is the person feeling, thought and state of mind is connected to the work and also how positive is the person attitude towards the colleagues, company and to the job itself (Chughati & Perveen, 2014). Individuals will experience positive feelings when the organization or institution is able to meet job expectation and this feeling becomes the indicator for job satisfaction (Riyaz, 2016).

Addition to that, perception of the employee is based on the experience and this perception can change over time and therefore it can be stated that job satisfaction and performance is depended on the perception of the employee (Aziri, 2015). Spector also indicated that collecting job satisfaction data can help evaluate the emotional state and mental fitness of its employee and the information can be used by organization to improve its structure (Margaret, 2015). Faggorty also said that to what extend the employees gain and have fulfilment from the effort in workplace can be said is job satisfaction (Faheem & Shuai, 2016). Furthermore Zeffane and Spector has stated that most studies show two categories which associate with job satisfaction which is: environmental factor related to work environment or the work itself and personal attributes such as individual characteristic (Salman, 2015).

Spector also has other definition for job satisfaction concept where the person like/satisfied or dislike/dissatisfied with their current job and reduce in employee performance due to dissatisfaction will mitigate negative effect such as low productivity , absenteeism and job quitting and satisfied employee will have increase in performance resulting in high productive (Altuntas, 2014). Looking from this context, Dawis said that how an employee access the work environment that fulfils the employee need and how is the general attitude of the employees towards the job is defined as job satisfaction and in a nutshell, the more the job fulfils the employees work environment needs, personal characteristic and value the greater the degree of job satisfaction (Salman, 2016).

Other definitions that are also considerable are from employee perception of their work that result in multi-disciplinary concept to arise according to Ivancevich and also Balzer have stated that job satisfaction is how different variety, aspect and feeling towards the job itself (Zaim, 2016). Yue Wei have stated that the definition of job satisfaction is more about personal affection and when an employee has a good attitude and positive feeling towards the work is considered as job satisfaction, meanwhile when an employee has a negative and bad attitude towards the job it is defined as job dissatisfaction (Chatzoglou, 2014).

From the above context of job satisfaction is to what extent the fulfilment of the employee expectation of the job is achieved and how much the employee likes or dislikes the job (Zhu, 2014). Wright and Kim have written that interaction between the employee and the work surrounding and environment, what is required from the job and what is receive and perceived is jobs satisfaction (Wright & Kim, 2014). This is usually explained using the needs-satisfaction model or the environment fit diagram where higher job satisfaction score indicates the job fulfils more of the employee needs (Taylor & Westover, 2015).

Locke has written that there are three steps to employee emotion that rises to job satisfaction, which are experiencing some elements in the work environment, secondly these work element is judged using value standard and thirdly is how the achievement of the preferred values facilitates the perceived work (Davis, 2015). Therefore it can be said that, if positive emotions is perceived from the job then it results in job satisfaction. (Taylor & Westover, 2014). In the above context, Hoppock has briefed that employee's subjective feelings or reflection on the job, working environment and conditions as job satisfaction but elements involved in working environment contradicts in still an inconsistency between in what the individual wants , the importance of the wanted and what is perceived in receiving or getting (Davis, 2016). The balance done by the employees on their satisfaction and dissatisfaction towards the job is then concluded and decided whether the job is satisfying or not (Zhu, 2014).

A very important aspect of an employee is the job satisfaction as it has connection with the cognitive, emotional state and behavioural parts of the employee (Saari & Judge, 2014). According to Kaplan, employee

feeling towards the job is the emotional, employee belief and thought regarding the job is cognitive and employee's actions with relation to the job is behavioural component (Zaim, 2014).

Buitenbach & De Whitte has written that the feeling of mind of an individual such as ethics, needs and hope is defined as job satisfaction and the employees will access their work with regard to factor which is deemed important to the them and this is further supported by Henderson, where job satisfaction is very closely related to the individual personality factor (Ajzen, 2016).

In job satisfaction literature, a well-known theory by Locke where it is corner stone, the Locke's Job satisfaction Model (Zaim, 2016). In this model, analysing the job satisfaction is done by using two main dimension which is the comfort factors and job components, where comfort factor is the travel time, working hours, surroundings, characteristic of the organization and workplace expectation, meanwhile job components includes the like of interest, rewards, autonomy, relation with other workers, creativity, challenges, pay scale and promotion opportunity (Liu, 2014). The Locke theory model is the best and unbeatable model thus far created to explain and understand job satisfaction (Amri, 2016).

Furthermore, According to Locke's Theory in job satisfaction, to what degree the employee is satisfied and happy with the outcome of the work is job satisfaction, where employees will be more satisfied if the outcome of the work is more valuable and the amount alone is not enough and the type of rewards also affect the job satisfaction (Salahuddin, 2015). Every employees will be looking forward to obtained a desirable reward for the effort and a satisfied employee will be better for the organization and with that it can be said that job satisfaction is a reflection of the employees personal attitude towards the job and proofs how well does the reward is compatible with employee expectation (Amiri, 2015).

In another literature on Job satisfaction, Oshagbemi has defined job satisfaction as the reaction of the employees to the job that is the result from comparing the actual outcome and the desired or anticipated result (Salahuddin, 2015). Organizational outcome such as turnover, commitment, productivity, turnover, profit,

customer satisfaction and service quality are very relevant and closely related to job satisfaction and saying that, According to Saari & Judge (2014) job satisfaction has three main stream. The first stream is the focus on the reason of employee satisfaction, second is the outcome for personal and organizational and third is to successfully measuring the job satisfaction (Zaim, 2016).

Literatures on job satisfaction, researches have successfully categorized job satisfaction into two main part which is specific and general satisfaction, where overall evaluation of the job is referred to as general satisfaction and facet satisfaction is also referred as specific specification (Amiri, 2015). Another researcher, Weiner has defined job satisfaction is very dependent on the nature of the job, where there is integration of few components such as job challenges, job specification, variety of skill and autonomy, therefore researcher have to place the nature of the job itself to understand what makes employees satisfied with their job (Clark, 2016).

2.1.1 JOB SATISFACTION IN A GLOBAL PERCEPTIVE

The countries in Europe has practised job satisfaction theory in grooming the nation's economy and the traditional economy is developed into a knowledge dynamic based economic of the world by putting the focus on job satisfaction as the main key to improve the nation productivity by improving employee motivation (Mafini, 2014).

A good example would be how the European Commission has included job satisfaction in their measurement framework as one of the indicator and the concept of job satisfaction is considered an important factor in working conditions or work environment where work related variables have relates to the above factor together with certain individuals variables (Naeem, 2015).

Luddy (2015) has implicated through research that employees are very satisfied with interpersonal relation with co-workers, followed by the job itself and finally the relationship with the superior or supervisor through an empirical findings and dissatisfied is shown by employee when it is regarding to promotions, pay, rumination and career advancement (Mafini, 2014).

Other factors which also can bring impact to job satisfaction such as distance to work, timing of work, welfare of employee, flexibility of job and fiscal variables (Naem, 2015). Meanwhile Tatsuse from a research conducted in Japan Civil servant has concluded that satisfaction in job is related to the intrinsic aspect of the job itself such as the skill required for the job, the personal interest by employee and how the ability of the employee is used to accomplish the task is the main contributor to the job satisfaction in global level (Shah & Khalili, 2015).

Another research done on global job satisfaction using the demographical variables and concluded that variables such as job level and income used as predictors for global job satisfaction is not very significant (Zhai, 2015).

2.1.2 JOB SATISFACTION IN MALAYSIA

Many research projects has been conducted in Malaysia to analyse and measure the job satisfaction level of employees in the country both in the private and the government sector. The method mostly used in this research are survey methods with the usage of interview and questionnaire to collect and record the data.

A recent study for librarians on the measure of job satisfaction among librarians in Malaysia based on ten issues which is worker and work related which is continuity commitment, affective commitment, involvement in the job, autonomy of the job, job feedback, conflict of role, organizational tenure, clarity of job role and age with survey conducted to understand and investigate how much this affects and has relation towards job satisfaction (Karim, 2017). The result from 139 responded showed that only 6 out of the 10 is significantly related to job satisfaction and has an impact and correlate with job satisfaction (Tausif, 2016). This research did not study all possibility of predictors and correlates of job satisfaction which are identified in organizational psychology or behaviour and management literature (Karim, 2017).

Nilufar (2014) has investigated on what is the relationship between job satisfaction and job stress which is conducted in the Public Universities in Klang Valley, where the job stress is tested under factor such as relationship with other employee, role of management, work load pressure and performance pressure

and the result shows that there are certain points which relates to job satisfaction such as the pressure of workload with job stress is significant (Mansoor, 2015). The findings from the research stated that motivation is the key factor and having a motivated employee will bring better job satisfaction as the employee will feel happier and work more for the organization (Karim, 2017).

The relationship between employee job satisfaction and mentoring is studied by Chiun & Ramayah for 21 executives working in the medium and small enterprise in Malaysia with a total 165 respondent, where the result showed there is a positive and significant relationship between all aspects of job satisfaction with mentoring and the finding no significant with psychosocial mentoring with job satisfaction (May, 2016)

Karim (2017) did a research in impact of 5 variables which is related such as conflict of role, clarity of the role, job autonomy, performance on the job and involvement in the job for job satisfaction among Malaysian Librarians with a total of 222 respondent, where the finding of the study reveals that all the variables relates to organizational commitment and out of the five variables, four have very significant relationship with job satisfaction: role conflict, clarity of the job, job autonomy and feedback on job performance (Karim, 2017).

The above and past studies shows there is still no extensive job satisfaction research done in Malaysia in service sector concentrating in government sector.

2.2 FACTORS INFLUENCING JOB SATISFACTION

Till today, many approaches by various researchers have developed many theories and determined how job satisfaction is achieved and what are the factors involved in affecting job satisfaction in various literature and therefore all this information is obtained and discuss in this part of the literature.

2.2.1 WORKING CONDITIONS

In working conditions there are two categories which are the physical conditions and social conditions, where according to Sun, employees would prefer to go to work where it sis comfortable, the environment is safe, well equipped place, clean place and a good condition work place with proper lighting,

and temperature (Chen & Zhong, 2016). A good example by MacMillan, is that employees can be easily disturbed or distracted when there is unexpected noise such as ring of a telephone, crowding and unsuitable temperature(too Hot or too cold) and bad lighting (Maele, 2016).

2.2.2 SELF IMPROVEMENT

Every employees would like an be able to improve personal skill, knowledge, abilities and also to obtain new things which will sustain personal growth where this is parallel with if the employees is satisfied with the opportunities for self-improvement than the job satisfaction is also good (Jin, 2017).Therefore, from this job training (internal or external) by the organization plays an important role for the personal development of the employee where it helps the employees to be more focused oriented on the job associated with and increasing the job satisfaction level and with the training, employees level of confidence and control over the job also increases which gives a positive impact towards the job (Jin & Lee, 2016).

2.2.3 REWARD

Kalleberg has said that the employee's desire is related to reward and it is motivator tool for the employees and clearly defines what an employee's desires after performing a task or job designated (Voon, 2015). Job satisfaction and rewards are very strongly correlated and moreover many related literature towards rewards has showed that there are two type of rewards which are intricacy and extrinsic award (Javed, 2016). In Intrinsic reward are rewards which includes a sense of achievement , part of a team success, superior appreciating due to good performance and giving the due recognition, meanwhile extrinsic rewards are rewards which includes promotion, money, certification and other benefits which can be measured (Basar, 2015).

2.2.4 SUPERVISION

Another factor which is closely related and to have a positive impact on job satisfaction is supervision where the support by supervisor and employees recognition (Yang, 2015). In an organization, the supervisor are the representative and if the supervisor are helpful and supportive towards the employee, the employee

will perceive the higher management and organization as the same (Emham, 2014). Employees attitude towards the job in respect of supervision can be affected by the communication between supervisor and the employee and the management style of the supervisor where some supervisor implement method of checking employees performance and peer communicating and other type of supervisor might get employees to be involved in decision making (Yelatan, 2014). According to Emham, break down or lack of communication between employees and supervisor will have a bad and negative impact on the overall job satisfaction of the employee (Emham, 2014).

2.2.5 CO- WORKER

According to Yang, good and better Relationship between employee and co-worker will have employees to be satisfied with the job and supporting research by Locke said that, employee prefer to be working with colleagues that always supportive, being friendly and being cooperative will make employee happy (Yang, 2015). As most employee spend at least 1/3 of the day at work place together with colleagues, the impact of relationship with co-worker is important and a good relationship has positive reflection on the job satisfaction level (Basiktas, 2014).

2.2.6 COMMUNICATION

In Job satisfaction communications within the work environment plays an essential role to determine the level of job satisfaction with good level communication has employee job satisfaction level to be high (Yang, 2015). In communication respect to job satisfaction there are two different approach or dimensions which is the managerial communication where providing feedback and giving oral presentation is present meanwhile in informal communication where, communication without formal channels is present (Ozturk & Hancer, 2014). Improved job satisfaction is provided by having an effective interaction and communication between the organization and the employee and lack of this will cause dissatisfaction among the employee (Yang, 2015).

2.2.7 SALARY

Salary is the independent variable factor that has an influence on job satisfaction and findings shows that the salary received is the main reason for people to work as to sustain living (Ehsan Malik, Qaiser Danish & Munir, 2016). Salary or pay received also is defined as the worker contribution against all the compensation factors and this means that after an employee is done or have fulfilled the job or assignment given accordingly reward or pay in form of money is given (Dessler, 2017).

2.2.8 PROMOTION OPPORTUNITIES

Career advancement for an employee in an organization while obtaining higher status with an increment of salary, status and authority is defined as promotion opportunity (Parvin & Kabir, 2015). Obtaining promotion opportunity is one of the main motivation factor for employees to perform and contribute towards the goal of the organization and job satisfaction has a directly related to job satisfaction and with higher chances of promotion opportunities has higher level of job satisfaction (Noraani & Zaizura, 2017). According to Yaseen, any employee who stays too stagnant at a position without any promotion would lead too job dissatisfaction by the employee thus promotion opportunity for employee acts as an important factor in job satisfaction level. In any organization, it is important the employee is provided a clear guidelines on promotion opportunity such as the skill, qualification, minimum experience and knowledge required. Using Maslow's hierarchy theory, job satisfaction level among employee will be higher when personal esteem such as recognition, power, autonomy and status is fulfilled (Naveed, Usman & Bushra, 2015).

2.2.9 JOB DESIGN

Job design is defined as the main duties and responsibility of an employee to perform in an organization (Abid, 2014). The purpose of job design according to Parvin is to raise the job satisfaction of an employee which in result increases the job performance by the employee (Asma, 2017). Increase in performance by an employee will result in significant increase of productivity for the organization concluding that the effect of job design with job satisfaction cannot be taken lightly or underestimated (Ben

& Moruf, 2016). In an organization, it uses job design as measurement tool to measure as performance optimizing and this is done because by doing changes or tweaking the job content of an employee, the organization can determine the best role and task that can be suitable for the employee (Parvin, 2015).

In designing job design, several methods is part of it, which is enlargement of the job, enrichment of the job and rotation of the job which is used to increase and improve the job satisfaction an employee (Knapp & Mujtaba, 2014). Furthermore, Sageer (2016) has added that the reason why job satisfaction is very much related to job design because certain content of the job such as significance of the task, task identity and the autonomy which may help to improve the overall employee job satisfaction.

2.2.10 GENDER

There are many literature that has investigated the relationship between job satisfaction and gender, where the findings in the literature is different and some literature propose that women are more satisfied than men and vice versa in other literature (Knapp & Mujtaba, 2014). The social role of men and women are different therefore the expectation from job also will be different, for instance men gives more importance to promotion opportunities and salary meanwhile women gives preference to job environment and the social relationship in workplace (Besiktas, 2014).

2.2.11 EDUCATIONAL LEVEL

The relationship between education level and job satisfaction by literature have stated that the higher the education the chances for job satisfaction to decrease is higher where employee with highly education level will be dissatisfied if a job is repetitive or doesn't bring any challenges (Green, 2014). Job requirements usually must be equal to education level of the employee and if there is difference where a highly educated employee is given job which requires low level education that it would cause for job dissatisfaction (Sun, 2016).

2.2.12 SENIORITY

How long an employee has worked in an organization in the job is defined as seniority and there is different view on the how the relationship between job satisfaction and seniority in literature (Green, 2014). Certain studies suggest that with age, seniority significantly increase the job satisfaction as employee is comfortable with the job scope and the environment (Sun, 2016).

All the above factors stated by previous studies clearly shows all this factors plays a vital role in influencing job satisfaction level and this factors needs to understood to know how it will affect the RMPF job satisfaction level.

2.3 JOB SATISFACTION LEVEL IMPACT ON JOB PERFORMANCE

Working performance of an employee is very closely related to the competitive level of a company or firm whether it is a private or public entity (Jeffrey & Eean, 2017). Productivity of an organization is seen to have employees with high working performance which also helps the organization to grow (Yvonne, 2014). Unfortunately there are certain policies by organization that has the potential to deter employees from the full capability and performance, for example an employee with 10 year experience in production line is transferred to marketing department as company policies states an employee can't work more than 10 years in a same department (Jeffrey & Eean, 2017).

In Malaysia government policies, especially in security related department, an employee is cant work in same place for more than five years and must be transferred to different location (Yvonne, 2014). Aziri (2015) has stated that, when hired by the organization, employees is expected to perform with high effectiveness and efficiency but certain factors such as knowledge owned, experience of the employee, the culture and environment of the organization, autonomy, job load, pay system and reward system will have an effect on the job performance. The study here will focus more on the relationship of the job performance and job satisfaction.

2.3.1 RELATIONSHIP BETWEEN JOB PERFORMANCE AND JOB SATISFACTION

Many research has been conducted in studying the relationship between job satisfaction and Job performance. Ram (2017) have stated that with certain level of job satisfaction, job performance can be improving by revealing the true potential of an employee. This is to say that, an employee must achieve a certain level of job satisfaction which may help to increase the productivity level, where higher productivity by an employee means higher productivity for the organization (Jeffrey & Eean, 2017).

According to Abdul Salam (2016) , in enhancing any organization growth or profitability, employee performance plays a vital role because an organization main resource is the employee itself and with that said, having a good level of job satisfaction will have a good impact and improve employee performance, therefore the relationship of these two is considered very important.

Therefore all the factor affecting is included because it is important and the relationship that exist between the factor and job satisfaction is undeniable important and needs further research.

2.3.1.1 RELATIONSHIP BETWEEN SALARY AND JOB SATISFACTION

A research conducted by Ehsan,Qaiser & Munir (2015), indicated that salary was the independent variable that has a big influence on job satisfaction level on employee. The impact that salary has on job satisfaction is very significant and it showed that salary is the main driving force people to continue to work and maintain their life. Salary or the pay the employee received is considered as compensation received for the work done or as reward for the output the employee gives (Dessler,2017). Lai (2016) has stated that the salary can be the factor that determines the job satisfaction level and also acts as tool that can eliminate or increase job satisfaction.

2.3.1.2 PROMOTION OPPURTUNITIES AND JOB SATISFACTION

According to Parvin & Kabir (2016), promotion opportunities can be defined as career or job advancement where the employee will achieve a higher status, responsibility and salary than the current one. Promotion opportunities is also one of the main motivation factor that is related to job satisfaction and there is a direct relationship between these two (Noraani & Zaizura, 2015). According to Yaseen (2016), any employee who stays in the same position in the organization without any promotion or advancement will create a low level of job satisfaction level.

2.3.1.3 SUPERIOR SUPERVISION AND JOB SATISFACTION

Superior supervision has many definition by many author and according to Smithells (2016), supervision can be defines as the relationship that exists between the subordinates and the superior of any organization or firm. The supervisor role would be to coordinate, evaluate, improve, and transfer knowledge and monitoring sub ordinates and the entire organization that will help to organization grow and reach higher level. Unfortunately, most organization have different level of policies from the highest management till the lower management which effects on how the employee performs. Certain policies may hold back the full potential of the employee, for example a very experienced financial planner is transferred to marketing department to perform the role.

2.3.1.4 JOB DESIGN AND JOB SATISFACTION

Job design or job scope is the primary responsibility or duties that the organization assigned the employee to perform (Abid,2014). Parvin (2016) has stated that to raise the job satisfaction level where the job design is purposed. Increase in job satisfaction level among employee may lead to increase of job performance thus leading the organization production and efficiency to increase. Job design can also be used as a measurement to optimize the performance of an employee where the organization can change, add or minus task that suits the employee attributes (Ben & Mouf, 2012). In job design several methods can be used such as job rotation, enlargement, and enrichment to improve job satisfaction.

2.4 FUNDAMENTAL THEORY

2.4.1 SOCIAL EXCHANGE THEORY

Social Exchange Theory (SET) will be used in this research and it is a very important theory in explaining the relationship between different variables involve in job satisfaction and the workforce of the Royal Malaysian Police Force in KLIA district (Erturk & Vurgun, 2015). George Homans, a sociologist in the 1958 introduced this theory based on factors of psychology (Rasoolimanesh, 2015). In SET, the modern economics basic is used to embrace in studying the human relationship and behaviour to have better depth knowledge on the social structure complexity (Shiau & Luo, 2016).

The SET theory has been widely used in the business context very recently and emphasizing on the inter organizational exchange behaviour a social institutions (Coulson, 2014). It is very important to understand and digest this theory because it has the ability to give a clearer and better depth of understanding of the dynamics which is underlying (Schoenherr, 2015). In SET, it can be divided into two most distinct type, which is the reciprocal exchange and negotiated exchanged in which a non-negotiable is reciprocal exchange, it is initiated by giving beneficial acts for the other and contributions are performed separately, whereas in negotiate exchange is where it aligns with arrangements done jointly, where both parties work and strive to achieve what is best for both parties (Coulson, 2014).

The most fundamental type of human interaction is still the mutual reciprocation because it is how an individual reacts in normal manner where the way acted upon them, where positive action brings positive reaction and vies versa (Lee, 2014). The existence of reciprocal exchange happens when there is benefit provided to people with no any agreement but it is expected to be given and available for long term relationship (Kelliher & Anderson, 2014).

However, In negotiated exchange the objective are different compared to reciprocal as in negotiated exchange more focus is give n on the tangible benefits which can be obtained by joining or participating such as training or courses rather than getting social rewards (Coulson, 2014). In this theory it is stated that the

organization and people will interact between each other to maximize the reward and benefit and reducing the cost by using cost-benefit analysis and having other choices before making the final decision (Lee, 2014).

The negative impact which is caused by the exchange are cost which are usually money related or energy & time, meanwhile positive impacts result are the benefit reaped from the exchange in the form of love, money, status, information and goods (Coulson, 2014).

In this study, many factors such monetary benefits, feelings, supervision is very much related to job satisfaction of the employee in RMPF, therefore this theory is the most applicable. Job satisfaction is very much related to the proactive relationship of the organization and the environment with the employee and plays a direct and important role in determining the job satisfaction level of the employee (Schoenherr, 2015). Furthermore, when an organization have successfully satisfied all the influencing factor of the job satisfaction as stated above, this will give and have a positive impact on the employee job satisfaction and this is where SET is the best theory applied to show the relationship between Job satisfaction and SET (Ahmed, Ismail, Amin, & Ramzam, 2016).

The SET will support this studies by understanding the relationship of factor influencing and job satisfaction as the factor involves human feeling and the variable can change according to personal needs and therefore SET is the best theory to be applied to this studies.

Table 2.1 Journal using Social Exchange Theory

No	Journal	Theory	Reference
1	Job Satisfaction and the Good Soldier: The Relationship Between Affect and Employee “Citizenship”	Social Exchange Theory	(Bateman, 2017)
2	Self-Estrangement’s Toll on Job Performance: The Pivotal Role of Social Exchange Relationships With Coworkers	Social Exchange Theory	(Timothy,2017)
3	Facets of job satisfaction and work engagement	Social Exchange Theory	(Zeyneb, 2017)
4	Beyond safety outcomes: An investigation of the impact of safety climate on job satisfaction, employee engagement and turnover using social exchange theory as the theoretical framework	Social Exchange Theory	(Jin, 2016)
5	Accounting for the Influence of Overall Justice on Job Performance: Integrating Self-determination and Social Exchange Theories	Social Exchange Theory	(Samuel, 2014)
6	The Impacts of Employee Benefits, Procedural Justice, and Managerial Trustworthiness on Work Attitudes: Integrated Understanding Based on Social Exchange Theory	Social Exchange Theory	(Jaekwon,2014)
7	Leader–member exchange, organizational identification, and job satisfaction: A social identity perspective	Social Exchange Theory	(Raymond,2015)

2.5 Gaps in the Literature

Many researchers (Aruna & Anitha, 2015; Michael, Ponce & Chacko, 2016; Yamamoto, 2011) had carried out various researches about job satisfaction and factor influencing the job satisfaction. The connection and relationship of job satisfaction and the factor has been discussed earlier to certain extend. However there is still certain gap in the research study that is related to job satisfaction, where a lot of research has focused in most of the industry such as IT, production, and public service but very little on the police department in particular to Selangor. Therefore, in academic point of view, there is major gap in this area where studies on job satisfaction level in KLIA district or the RMPF.

The RMPF is a public service which is frontline and is a very important aspect to the national security and very less studies or research is done on the job satisfaction of the police personnel who is working and KLIA is place where the interaction is at the highest point compared to other district throughout Malaysia. The research on job satisfaction level in RMPF is very important and will be crucial and for the district of KLIA it will provide insight view for the higher management in dealing with the police personnel.

Another gap that needs to be highlighted is the how 14th Post General Election effect on the RMPF as the police force were main front liner in general election and how this has an effect on the RMPF is still in limbo as for the first time in 60 years the government has changed. Clearly this is a grey cloud as the whole RMPF is not used to government change as policy now will change and this will have a direct impact on the RMPF operational process and this study will help to give a better view on this issue.

2.6 Conceptual Framework

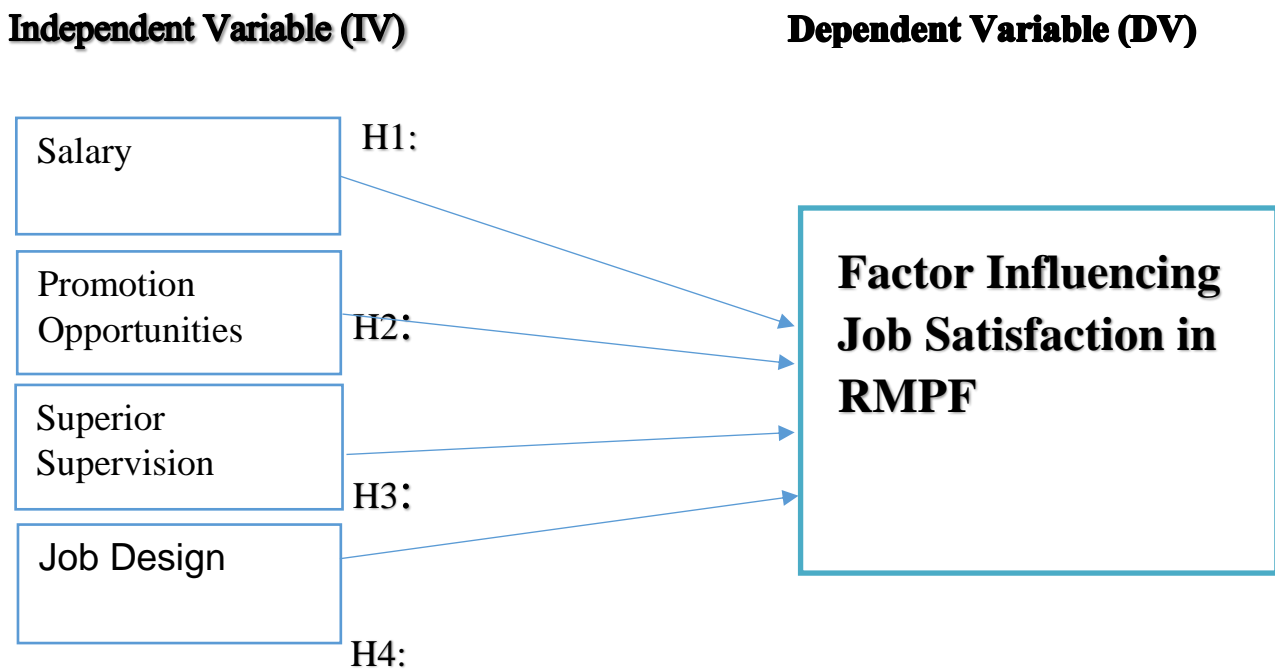
The researcher after reviewing the existing literature review, a conceptual framework is proposed to show the relationship between job satisfaction and job performance. Kumari & Pandey (2015) states that a positive feelings or pleasurable state of emotion that derives from an employee job or work and appraisal of job experiment is defined as job satisfaction. Salary which is one of the main reason for any person to work is the compensation which is paid by the organization to the employee in regular and systematic period for the employee's service (Susan, 2017).

In any organization, there must always be a need for career advancement in position wise or responsibility which is regarded as promotion opportunities (Louie, 2014). In any organization, promotion usually comes with attractive salary package and higher authority which gives a positive impact on the emotion and mind of the employee (Susan, 2017).

Next which is included by the researcher for the conceptual framework is superior supervision, where it is defined as any person with higher position or authority with the power to control and instruct people lower ranked to perform the duties accordingly (Earl & Leonard, 2016). Supervision includes providing assistance and advice, assigning and segregating task accordingly and to evaluate and report sub ordinates

job performance and the dripline to the organization (Susan, 2017). The last framework that is included is the job design where the primary core work and responsibility of the employee in the organization is design so that the employee would need to work within the design and achieve the job standard (Abid, 2014).

Figure 2.1: Conceptual Framework



2.7 HYPOTHESES

The studies will have a look to discover and understand the relationship of the independent variables which are superior supervision, promotion opportunities, salary and job design in level of job satisfaction. Saying that, few hypothesis have been described as followed:

H1: There may be a significant connection between salary and job satisfaction of RMPF personnel in KLIA Police District, Selangor, Malaysia.

H2: There may be a significant connection between promotion opportunities and job satisfaction of RMPF personnel in KLIA Police District, Selangor, Malaysia.

H3: There may be a significant connection between superior supervision and job satisfaction of RMPF personnel in KLIA Police District, Selangor, Malaysia.

H4: There may be a significant connection between job design and job satisfaction of RMPF personnel in KLIA Police District, Selangor, Malaysia.

2.8 Conclusion

In this chapter it is an overview of the overall study for the literature review that is related to study currently conducted. The job performance and job satisfaction was defined, explained and discussed and the relationship between these two is discussed also. Factors which influence job satisfaction level in an organization is also discussed with focus given on Herzberg motivation hygiene theory and going on, job satisfaction is tested and examined with a particular focus to Herzberg Two-Factor Theory. Furthermore the impact of job satisfaction have on employee performance is also further discusses and explained and also the relationship between these two is also reviewed with other researcher finding. With all of that, a conceptual framework is design and proposed for this study which is related to the independent factors to job satisfaction.

CHAPTER 3:

RESEARCH METHODOLOGY

3.0 OVERVIEW

This chapter will be discussing the research methodology that is used in this research study. Firstly, the research design is to provide the overall data collection and objectives which is linked to the elaborated research framework in chapter two. A review on the analysis technique and sampling method is reviewed to make sure that the questionnaire design, measuring instruments, methodical theory and analysis tool are appropriate for the research study. Sampling method, sample size, target population and unit of analysis is defined and explained meanwhile to ensure the proper find for this research to be achieved, test of factor analyst, regression, multicollinearity and reliability is conducted. A reliable software is also used compile data received and run it to get result.

3.1 RESEARCH DESIGN

Research design is defined by a method for which relevant information is defined and explained using analysis and compilation methods (Creswell, 2010). Cooper & Schindler (2014) stated that research design is to determine to collect data, analyse information, evaluate data and solve problems. Research design is also defined as main or master plan that is used to generate a research method and to analyse information (Zikmund, et al., 2013). Research study by researchers is like an event or project where there must be error present when collecting proper information (Cooper & Schindler, 2014).

In this study, the descriptive analysis will be appropriate because the researcher want to set up variables that influence the job satisfaction level among the police officers that work in Police District of KLIA, Malaysia. Thus it is decided that only the police officers that working in Police District of KLIA will taking part with the study (Creswell, 2010). The primary objective of descriptive analysis will be to examine the formulated hypotheses that reveal current issues. Also, the study of descriptive research is determined by past knowledge about the nature of the problem (Zikmund, et al., 2013). The study is thus deemed as a descriptive, quantitative based correlation study where the purpose is to establish relationship between the variables influencing job satisfaction. According to Sekaran & Bougie (2016), a descriptive quantitative

correlation design is adopted when the aim is to ascertain whether relationships exist between sets of variables and the phenomenon under study.

The main purpose for this research is to examine the factors that will be influencing the job satisfaction level among the police personnel working in the District of KLIA and also to understand the relationship that exists between job satisfaction and job performance level of police personnel in KLIA.

This research study will be using non contrived method where the researcher would not be manipulating the research environment and the research will be conducted in a normal manner as it is. When the study is conducted in the natural environment where no artificial environment is created, the research setting is considered to be non-contrived (Zikmund et. al., 2013). The researcher will also pose minimum interruption to the respondents' work as the data are only collected by distributing the questionnaire. According to Cooper & Schindler (2014), when questionnaires are distributed to respondents to provide inputs based on perception of the respondents, the interference into the respondents' normal work will be minimal. This is recommended as it would not interrupt the respondents' work. Hence, this study is adopting the above research strategies as reviewed.

3.2 UNIT OF ANALYSIS, STUDY POPULATION & TIME HORIZON

3.2.1 UNIT OF ANALYSIS

Social Organizations, groups, social works and individual are included as Analysis units and these unit are very important and vital which is used to analyze researches (Cooper & Schindler, 2014). The analysis unit used in this research will be individual unit as the data will be collected from individuals working in RMPF. Research in this study will be job satisfaction level among the RMPF personnel in KLIA (Imam & Shahed, 2010).

3.2.2 STUDY POPULATION

Sekaran & Bougie (2016), have stated that the population is the subject or matter that the researcher intend to investigate and research as a whole group of things, persons and events that attracted the researcher. The target population for this research studies is police personnel working in the district of KLIA.

3.2.3 TIME HORIZON

Saunders et al. (2014) stated that research design independent needs time horizon for the research methodology used. There is two type of time horizons present which are Cross-sectional and Longitudinal, where cross sectional is a studies limited to time and longitudinal is studies done repeatedly over time (Bryman & Bell, 2017). In this research, cross sectional time horizon is chosen as the questionnaire is only distributed once for the respondents to provide the information.

3.3 SAMPLING DESIGN

Sample design can be illustrated as a road map or framework basic for a survey selection to be selected and has many effects on other vital aspects of the survey too (Lameck, 2013). In a wider context, some researchers are keen to collect certain type of information through conducting survey for certain population, target or universe and the researcher must be able to define a sampling frame which represents the interest of the population (Till'e, 2016).

Looking into that, sampling is a very important part of a research because researchers usually are unable to do direct or continuous observation of every single unit or individual in the population and therefore, researcher collects data from subset individual in the population and do observation and make conclusion about the population (Cooper & Schindler, 2014).

The population under study in this research studies would be the police personnel working in the district of KLIA which consist of 1100 people (RMP, 2018). This is from higher rank officer until to constable who are working in various department under the KLIA district.

The reason for this population is chosen because of the job design is different compared to other district due KLIA is an international entrance point and police personnel working here are regarded as the first front-liner. The police personnel working here also would have to engage with other various government agencies such as the immigration, custom and flight aviation and to make things harder is the engagement with the corporate sector on daily basis.

3.3.1 SAMPLING PLAN

Sekaran & Bougie (2016) has stated sampling created the process of data collection where it has become effective and easy and also its technique can be narrowed to two version, which are probability sampling and non-probability sampling. Probability sampling is defined as a single section in a population owns equal probability and non-probability is where certain elements is chose based on equal chance (Cooper & Schindler, 2014). Saying that, the most efficient method in sampling is considered to be unrestricted sampling or simple random sampling as it takes into consideration of every single subject in the population will be known and has the probability of being selected (Sekaran & Bougie, 2016).

In this research studies, purposive convenient sampling is chosen where it will focus on the police personnel working in KLIA and as it is the easiest method because the survey will be passed from higher authority and the result could be obtained fast and it is within the district only. This sampling type falls under the non-probability sampling and this type of sampling is a technique where information is collected from the population member where it is easily obtained (Sekaran & Bougie, 2016). The non-probability convenient sampling method is adopted in the study (Cooper & Schindler, 2014) due to time constrain as the project has a time frame of only 3 months.

3.3.2 SAMPLE SIZE

In a survey, sample size is typically the unit of numbers that is chosen from the total data that was gathered but sample size could be defined in other ways too (Masuku & Singh, 2014). A few example would be a designated sample size where contact or data collection is selected for the number of units, meanwhile

another example would be final sample size which is the actual data that is obtained or collected (Aitken & Leanne, 2012).

In this study, the total population size is estimated to be 1100 recipient and hence Cohen sampling formula needs to be used as the sample size is small and the population is fixed (Cohen, 1988).

Figure 3.1 : Formula by Cohen (1988)

Formula:

$$d = \frac{M_1 - M_2}{\sqrt{\frac{SD_1^2 + SD_2^2}{2}}}$$

$$r = \frac{d}{\sqrt{(D^2) + 4}}$$

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Where,
 d = Cohens d Value (Standardized Mean Difference),
 M1,M2 = Mean Values of the First and Second Dataset,
 SD1,SD2 = Standard Deviation of the First and Second Dataset,
 r = Effect Size.

Figure 3.2: Simple Sample Size Determination Table (Cohen,1988)

N for Small, Medium, and Large ES at Power = .80 for $\alpha = .01, .05, \text{ and } .10$

Test	α								
	.01			.05			.10		
	Sm	Med	Lg	Sm	Med	Lg	Sm	Med	Lg
1. Mean dif	586	95	38	393	64	26	310	50	20
2. Sig r	1,163	125	41	783	85	28	617	68	22
3. r dif	2,339	263	96	1,573	177	66	1,240	140	52
4. $P = .5$	1,165	127	44	783	85	30	616	67	23
5. P dif	584	93	36	392	63	25	309	49	19
6. χ^2									
1df	1,168	130	38	785	87	26	618	69	25
2df	1,388	154	56	964	107	39	771	86	31
3df	1,546	172	62	1,090	121	44	880	98	35
4df	1,675	186	67	1,194	133	48	968	108	39
5df	1,787	199	71	1,293	143	51	1,045	116	42
6df	1,887	210	75	1,362	151	54	1,113	124	45
7. ANOVA									
2g ^a	586	95	38	393	64	26	310	50	20
3g ^a	464	76	30	322	52	21	258	41	17
4g ^a	388	63	25	274	45	18	221	36	15
5g ^a	336	55	22	240	39	16	193	32	13
6g ^a	299	49	20	215	35	14	174	28	12
7g ^a	271	44	18	195	32	13	159	26	11
8. Mult R									
2k ^b	698	97	45	461	67	30			
3k ^b	780	108	50	547	76	34			
4k ^b	841	118	55	599	84	38			
5k ^b	901	126	59	645	91	42			
6k ^b	953	134	63	686	97	45			
7k ^b	998	141	66	726	102	48			
8k ^b	1,039	147	69	757	107	50			

Note. ES = population effect size, Sm = small, Med = medium, Lg = large, dif= difference, ANOVA = analysis of variance. Tests numbered as in Table 1.

^a Number of groups. ^b Number of independent variables.

In determining the sample size for this research studies, the above formula and table is used and in this research studies the two test that is used in the pilot is the one sample T-test and the Anova test. In using Cohen formula there is few assumption that is set such as the confidence level, the standard deviation and error rate (Quintana, 2017). For this studies for both test the assumption made are as follows:

Confidence Level : 95%

Standard Deviation : 1

Error Rate : 5%

With those assumption set, the sample size for both test obtain from the Cohen table are 87 for one sample T-Test and 64 for the Anova test and with this it comparing both number it is best to choose 87 as the sample size for this study as a bigger number is better (Sekaran & Bougie, 2016). The questionnaire that would need to be distributed would be 100 question as there should be +10% extra questionnaire as there could be spoilt or unreturned questionnaire (Zikmund et. al., 2013).

3.4 QUESTIONNAIRE

One of the data collection method in research studies is the questionnaire method where it is a useful tool where respondent's different viewpoints and idea can be attained through the survey and data collection method by dividing into two sections which are primary and secondary data (Zikmund et al., 2013). The effectiveness and accuracy obtained through questionnaire method is fairly comparable (Sekaran & Bougie, 2016). In this research study, questionnaire method is being used to collect data.

Table 3.1 Questionnaire Table

Sections	Items	Questions	Source
A	Demographic Profile	5	Krbová & Pavelek (2015); Sekaran & Bougie (2016)
B(Independent Variables)	Superior Supervision	3	Shaari (2014); Onditi & Wechuli (2017); Abdulla & Hamza (2017); Ashish & Faizan (2016)
	Job Design	3	Pena et al. (2013); Anwowie et al., (2015)
	Salary	3	Ahn, Lee & Kim (2011); Bharwana et al. (2013)
	Promotion Opportunities	3	Mansori & Vaz (2013); Nathan & Saghier (2013)
C(Dependent Variables)	RMPF Personnel Job Satisfaction	5	Kiran, Sah & Tandon (2017); Chen (2015); Momen & Sultana (2017); Arambewela & Hall (2013); Ismail et al. (2016)

3.4.1 PRIMARY DATA

First-hand information received or collected is defined as primary data (Saunders, 2014). According to Sekaran & Bougie (2016), data collected to address the problem on the variable of study through survey, focus group or interview are what primary data is. In this research, to collect the relevant information needed, questionnaire method has been applied and thus several related research and journal are adopted and revised again. The adoption method is used rather than fabricated questionnaire in order to ensure high accuracy on the questions when distributed to the target respondent (Cooper & Schindler, 2014). The advantage by distribution questionnaire would be it is economical, efficient define method and fast in accessing and obtaining data about the target population (Zikmund et al., 2013). For this research study manual questionnaire and online questionnaire method is used together to facilitate the data collection.

3.4.2 QUESTIONNAIRE DESIGN

This research studies focuses on the job satisfaction level of police personnel working in the district of KLIA, therefore the question is designed related to job satisfaction. The whole questionnaire is divided into 3 section. In section A, the questions are related to the demographic profiling and question is designed by using the nominal and ordinal scale. Meanwhile for section B is related to independent variable and section c is related to dependent variable and both this section question structure is using five point Likert internal scale format ranging from “Strongly Agree (5) to “Strongly Disagree” (1).

3.5 PILOT TEST

Pilot testing is defined or referred to as a mini study to perform an examination to the questionnaire created and to help and minimize the difficulties that the participant might face when answering the question and collecting data issue together with the reliability of the collected data (Zikmund et al., 2012). Running on 10% of the sample size is what done in pilot test and it will be around 25-32 for this research study (Hazzi & Maldaon, 2015). In conducting this pilot test a total 30 respondent was selected and data is collected and tested to see the reliability.

3.5.1 DESCRIPTIVE INFORMATION

Statistical data regarding the characteristic of a population is defined as demographic profile (Sekaran & Bougie, 2016). The information gathered will provide the required data about the respondents of the research (Alvi, 2014). For the purpose of generalization, the demographic information is required to determine whether the participant of the study are the real representatives of the target population (Rahi, 2017). In this research study, the demographic data that will be collected would be the age, rank, salary, education, years of service and qualification of fellow respondent as supported by Sekaran & Bougie (2016).

3.5.2 PILOT TEST: RELIABILITY TEST

Table 3.2: Reliability Test

Items	Significance Value
Cronbach Alpha	>0.7

The next test would be the reliability test where it is used to determine the reliability and validity of the data collected for the level of job satisfaction among the RMPF personnel working in KLIA which also to do an evaluation on the stability and internal consistency of the measurement (Sekaran & Bougie, 2017). The Cronbach alpha significance value is to be more than 0.7 and being a pilot test the result is allowed to be slightly skewed (Hazzi & Maldaon, 2015). However, if the value of Cronbach alpha drops below 0.7 then the question would be needed to be deleted or modified (Hilman et al., 2012).

3.5.2 PRELIMINARY TESTS

Data collected will be tested by preliminary tests to determine the integrity of the data using the Smart-PLS system (Mukherjee, 2017).

3.5.3 MEASUREMENT MODEL ASSESSMENT

The data that is collected for pilot study is run through the SMART-PLS using a systematic Evaluation. In this system there is four components that exist which are Internal Consistency (Component Reliability), Indicator Reliability, Convergent Validity (Average Variance Extracted) and Discriminant Validity (Hair & Sarstedt, 2014).

3.5.3.1 INTERNAL CONSISTENCY (COMPONENT RELIABILITY)

Measuring different items on the same test based on the correlations is typically known as internal consistency. The purpose of internal consistency is to propose or proof that the several independent variable that is being measured can produce similar result with the dependent variable. Values for composite reliability should be more than 0.70 and any value below 0.6 is considered as lack of internal consistency. Meanwhile value between 0.6 to 0.7 is considered acceptable in exploratory research and value between 0.7 to 0.9 is satisfactory and value above 0.9 proofs that all the indicator is measuring the same phenomenon (Hair et.al., 2014). The researcher has conducted a pilot test and the Component Reliability test is obtained and is as below table

Table 3.3 Composite Reliability

Variable	Composite Reliability
Job Design	0.945
Job Satisfaction	0.928
Promotion Opportunities	0.902
Salary	0.846
Superior Supervision	0.945

From the above table all the value is above 0.7 and all the variable is consistent and the researcher can continue with the next test.

3.5.3.2 INDICATOR RELIABILITY

Indicator reliability test is done to see whether all the indicators or variable are reliable and is there need for any removal of questions is needed. It is showed by the the higher outer loadings that is present in the same group of convergant validity (Hair et.al., 2014). There is a rule of thumb for Indicator reliability where the outer loading value must be above 0.708 to be accepted. If the value is in between 0.4 to 0.7, the researcher should consider to remove it and when removing the indicator leads, the composite reliability has an increase in value. Meanwhile any value below of 0.4 should be removed (Hair, Ringle, & Sartetdt, 2015).

Table 3.4: Indicator Reliability

	Job Design	Job Satisfaction	Promotion Opportunities	Salary	Superior Supervision
Q8_Salary				0.712	
Q9_Salary				0.88	
Q10_Salary				0.838	
Q12_Promotion			0.903		
Q13_Promotion			0.917		
Q14_Promotion			0.782		
Q16_Superior					0.916
Q17_Superior					0.954
Q18_Superior					0.898
Q22_Job_Design	0.953				
Q23_Job_Design	0.94				
Q25_Job_Satisfaction		0.716			
Q26_Job_Satisfaction		0.911			
Q27_Job_Satisfaction		0.957			
Q28_Job_Satisfaction		0.895			

From running the PLS Algorithm, all the outer loadings have a value of above 0.708 and few variables which has a value of lower than 0.708 is removed and the composite reliability increased with the removal.

3.5.3.3 CONVERGENT VALIDITY

Convergent validity test is where it measures the extent to which it correlates positively with the other measures within the same construct (Hair & Hult, 2017). The item in convergent validity shares high proportion of variance. In order to establish the convergent validity, the researcher need to consider two things which are

- (1) Outer Loading of the indicators also known as indicator reliability should be high
- (2) The researcher needs to consider the Average Variance Extracted (AVE)

3.5.3.4 AVERAGE VARIANCE EXTRACTED (AVE)

The AVE is defined as the grand mean value of the squared loadings and is equivalent to the communality of the construct. The value of the AVE should be more than 0.5 and if the value is below 0.5 that means more error is present in the item compared to the variance explained by the construct (Hair & Hult, 2017).

Table 3.5: Convergent Validity

	Average Variance Extracted (AVE)
Job Design_	0.896
Job Satisfaction	0.765
Promotion Opportunities	0.756
Salary	0.65
Superior Supervision	0.851

The data from the above table and graph shows the data is all under the rule of thumb the researcher can proceed to the next test which is the Discriminant Validity.

3.5.3.5 DISCRIMINANT VALIDITY

This test shows to what extent the construct truly distinct itself from the other construct by using empirical standards and the method of assessment by doing examination to the cross loadings. The rule of thumb for this test would be that the outer loading indicator value should be higher than all of its construct loading. The Fornell Larcker criterion is used the square root of the AVE should be more than variable correlation latent. The new method which is used is the Heterotrait Monotrait Ratio (HTMT) to obtain the test result.

Table 3.6 : Fornell Larcker Criterion

	Job Design	Job Satisfaction	Promotion Opportunities	Salary	Superior Supervision
Job Design	0.946				
Job Satisfaction	0.351	0.875			
Promotion Opportunities	0.487	0.46	0.87		
Salary	0.163	0.339	0.613	0.806	
Superior Supervision	0.306	0.359	0.652	0.345	0.923

Table 3.7: Cross Loading

	Job Design	Job Satisfaction	Promotion Opportunities	Salary	Superior Supervision
Q8_Salary	0.207	0.194	0.325	0.687	0.135
Q9_Salary	0.085	0.204	0.411	0.88	0.127
Q10_Salary	0.119	0.359	0.639	0.838	0.445
Q12_Promotion	0.432	0.519	0.903	0.543	0.613
Q13_Promotion	0.507	0.363	0.917	0.53	0.575
Q14_Promotion	0.292	0.205	0.782	0.564	0.489
Q16_Superior	0.408	0.375	0.66	0.328	0.916
Q17_Superior	0.241	0.364	0.584	0.334	0.954
Q18_Superior	0.061	0.138	0.514	0.265	0.898
Q22_Job_Design	0.953	0.35	0.433	0.088	0.293
Q23_Job_Design	0.94	0.313	0.492	0.229	0.286
Q25_Job_Satisfaction	0.333	0.716	0.338	0.2	0.179
Q26_Job_Satisfaction	0.315	0.911	0.338	0.249	0.223
Q27_Job_Satisfaction	0.297	0.957	0.415	0.339	0.407
Q28_Job_Satisfaction	0.296	0.895	0.491	0.366	0.395

From both table, both data is valid for the discriminant validity and the rule of thumb is adhered accordingly.

Table 3.8: Result Summary for Reflective Measurement Models

Latent Variable	Indicators	Loading	Indicator Reliability	Composite Reliability	Ave	Discriminant Analysis
Salary	Q8_Salary	0.687	0.712	0.846	0.65	
	Q9_Salary	0.88	0.88			
	Q10_Salary	0.838	0.838			
Promotion Opportunities	Q12_Promotion	0.903	0.903	0.902	0.75	
	Q13_Promotion	0.917	0.917			
	Q14_Promotion	0.782	0.782			
Superior Supervision	Q16_Superior	0.916	0.916	0.945	0.85	
	Q17_Superior	0.954	0.954			
	Q18_Superior	0.898	0.898			
Job Design	Q22_Job_Design	0.953	0.953	0.945	0.89	
	Q23JobDesign	0.94	0.94			
	Q25JobSatisfaction	0.716	0.716			
Job Satisfaction	Q26JobSatisfaction	0.911	0.911	0.928	0.76	
	Q27JobSatisfaction	0.957	0.957			
	Q28JobSatisfaction	0.895	0.895			

From the above summary table, clearly the researcher can continue with the questionnaire to be distributed to obtain the remaining data. The test result from the pilot study shows the questionnaire created is stable and its relevant to the research.

3.6 ETHICAL CONSIDERATION

Ethic can be defined as a set of practice of standards or norm for conduct that makes a different between what is right and wrong (Sekaran & Bougie, 2016). In the context of research ethics, it is the standard implied on the researcher conduct towards the relation of the rights of those respondent that will be subject for the research study and might be affected by it (Saunders et al., 2016). All researcher must respect the ethical consideration where it is an important concept in research studies (Sekaran & Bougie, 2016).

Through ethical consideration, researcher is prevented from fabricating or falsifying the data of the research and all time researchers must adhere to the guidelines regarding to issues or matters such as conflict of interest, animal welfare, human rights, health standards, compliance with law and others which deemed

appropriate (Saunders et al., 2016). These ethical standard is to give assurance to the public that the outcome of the study is true and has followed all rules and law. (Sekaran & Bougie, 2016).

In this research study, using human subject is the most vital ethical consideration that needs to be looked into as the participation would need the consent and voluntary participant from the human subject (Machidon, 2015). This is to make sure that all respondents that will be participating in this research study by answering questionnaire provided is well aware of the procedure of the research studies (Machidon, 2015). Patino & Ferreira (2016), have said that the information and data provided by the subject must always be protected.

3.7 CONCLUSION

As conclusion, this chapter is focused more into the research methodology that is being adopted by the researcher to perform verification on the relationship that exist between the factor that influence job satisfaction and job performance level among police personnel working in KLIA district. This research study will be adopting the quantitative research methodology, descriptive correlation and a non-contrived study settings. A total of 300 questionnaire is set to be distributed to make sure that no less than 287 response is received to have an appropriate analysis of the data. In this chapter, the researcher also has included the questionnaire design together with the importance of pilot testing, reliability testing, and factor analysis and correlation matrix.

CHAPTER 4

DATA

ANALYSIS

4.1 DATA ANALYSIS & RESULT

In chapter 4, the discussion will regarding the outcome of the findings from the survey data that is collected from the respondent. The data that is obtained will be analysed using the Smart-PLS model. The discussion in this chapter will be divided into few categories which are descriptive analysis, followed by the Smart-PLS modelling and the testing of the hypothesis and ends with a summary. A total of 124 questionnaire was distributed in the police district of KLIA, Malaysia and no questionnaire was spoiled, thus the 124 collected questionnaire will be used to analyse the data.

4.2 SAMPLE DEMOGRAPHIC

The researcher used SPSS (Version 20) software to get a better insight and detail on the descriptive statistics of the study variables. Data from a total of 124 respondent was collected and was usable for the analysing section. From table below, majority of the respondent was male at 64.5% (N=80) and the balance was female with 35.5% (N=44). In the age category there is three category and the highest group would be 41.1% (N=51) in the 30 – 50 years old, followed by 40.3% (N=50) in the 18-30 years old and the lowest percentage which is 23% (N= 23) in the 50-60 years old age group. In the race category, the majority of the respondent was Malays which contributed 79% (N=98) and all the other races such as Indian and Chinese contributed 21% (N= 26).

Looking into the ranking of the respondent from the total of 124 respondent, the majority of the respondent was from Rank & File at 78% (N=96) and Officer was at 22% (N=28). Looking into the highest respondent was from the Lance Corporal with 18.5 % (N=23), Corporal with 16.9% (N=21), Police Constable 16.1% (N=20) and the lowest would be the Superintendent Police with 1.6% (N=2). In the salary category, the majority of the respondent was in the RM2000 – RM4000 range with 32.3% (N=40), RM1000- RM2000 with 30.6% (N=38), RM4000 – RM6000 with 28.2% (N=35) and the lowest salary range is from RM6000 – RM8000 with 8.9% (N=11).

In the category of number of year in service the highest respondent was from 20 Years and above with 35.5% (N=44), less than 5 years with 26.6% (N= 33), 5-10 years with 25.8% (N=32) and 10 – 20 years with 15 (N=15). Meanwhile in the category of department where the respondent works there was a total of 10 department which operates in KLIA District and the highest respondent was from the Special Branch department with 17.7% (N=22) followed by the Crime Investigation Department with 14.5% (N=18) and only a mere 4.9% (N=6) was from the Crime Prevention Department.

Table 4.0 Demographic Profile

Demographic Profile		Frequency	Percent
Gender of participant	Male	80	64.5
	Female	44	35.5
	Total	124	100
Age of participant	18 - 30 years old	50	40.3
	30 - 50 years old	51	41.1
	50 - 60 years old	23	18.5
	Total	124	100
Race of participant	Malay	98	79
	Chinese	2	1.6
	Indian	15	12.1
	Others	9	7.3
	Total	124	100
Ranking in police force	Police Constable	20	16.1
	Lance Corporal	23	18.5
	Corporal	21	16.9
	Sergeant	13	10.5
	Sergeant Major	10	8.1
	Sub Inspector	9	7.3
	Probationary Inspector	2	1.6
	Inspector	10	8.1
	Assistance Police Superintendent	10	8.1
	Deputy Superintendent Police	4	3.2
	Superintendent Police	2	1.6
	Total	124	100
Salary of Participant	RM 1000 - RM 2000	38	30.6
	RM 2000 - RM 4000	40	32.3
	RM 4000 - RM 6000	35	28.2
	RM 6000 - RM 8000	11	8.9
	Total	124	100

Service (number of years)	Less than 5 years	33	26.6
	5 - 10 years	32	25.8
	10 - 20 years	15	12.1
	20 years and above	44	35.5
	Total	124	100
Service Department	Management Department	15	12.1
	Special Branch (SB)	22	17.7
	Criminal Investigation Department (CID)	18	14.5
	Internal Security and Public Order Department	9	7.3
	Commercial Crime Investigation Department (CCID)	16	12.9
	Narcotic Criminal Investigation Department (NCID)	9	7.3
	Strategic Resources and Technology Department	10	8.1
	Integrity and Standards Compliance Department	6	4.8
	Crime Prevention and Community Safety Department	6	4.8
	Traffic Enforcement and Investigation Department	13	10.5
Total	124	100	

4.3 SPECIFYING THE MODEL

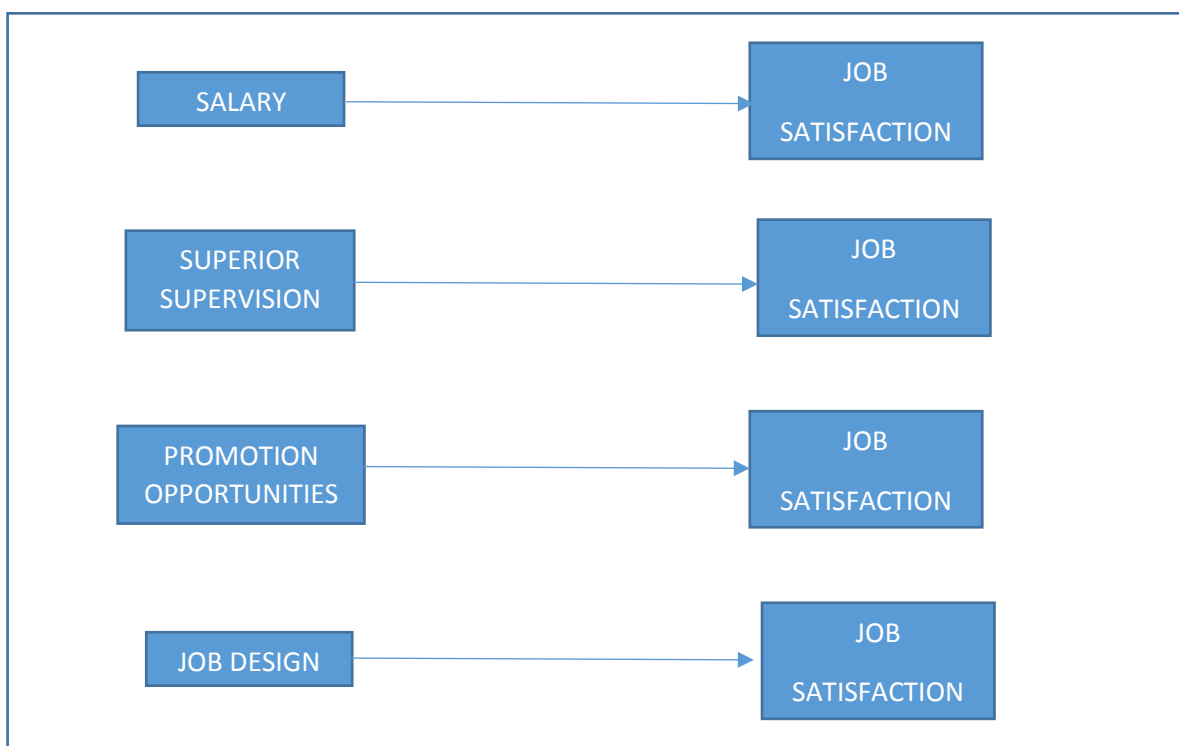
The Smart PLS path model has evolution can be divided into two phases which are measurement model evolution and structured model evolution (Hair & Ringle, 2014). In Smart –PLS the measurement model will be evaluated by examining the relationship that exists between the latent variable and manifest variables, meanwhile in the structured model evaluation is done to examine the relationship that exists between the other latent variables and the endogenous variables (Ringle, Sarstedt & Strauh, 2014).

4.3.1 STRUCTURAL MODEL

In structural model, the relationship between the latent variables which showcase the path relationship and construct between them in the structured model (Hair et al, 2014). In the development of the path model, the sequence will be from left to right and the variables which will be on the left of the path models will be the independent variables (IV) and on the right will be the Dependant Variable (DV). Illustration of the structured model will begin with preparing a diagram that explains the research hypothesis and the varied relationship between them will be displayed and will examined using the path model. Combination of two elements which is the measurement model and structured model is defined as path model. . Measurement model explains the relationship that exists between their measures and the latent variable meanwhile structured model explains the relationship between the latent variables.

In this research, the goal of the modal is to illustrate and explain the relationship and effect of Job Design (JD), Superior Supervision (SS), Salary (S) and Promotion Opportunities (PO) on the Job satisfaction. In the next figure 4.1, the path model is constructed and all the four independent variables will connected to the dependent variable which is Job Satisfaction to see to what extend is the effect of relationship that exists between the IV and DV.

Figure 4.1: The structural model of Salary (S), Superior Supervision (SS), Promotion Opportunities (PO), and Job Design (JD) with Job Satisfaction (JS).



4.4 RESULT OF MAIN ANALYSIS

This part of chapter 4 will present and discuss the result of the main analysis from the Smart-PLS. result findings of the structural model, measurement model and the hypothesis that is being tested will be reported here.

4.4.1 MEASUREMENT MODEL RESULT

Based on Table 4.2, the internal consistency reliability of the model measurement was high for all the variable. The value of composite reliability for Salary (0.846), Promotion Opportunities (0.902), Superior Supervision (0.945), Jon Design (0.945) and Job Satisfaction (0.928). The result of convergent validity as accessed by the AVE value (Average Variance Extracted) is also shown in table 5.2 and the AVE values for all 5 variables are above the threshold value of 0.5, which indicates that more than half of the respective indicators variance is explained by the latent variable.

Table 4.2 Result Summary for the Reflective Measurement Model

Latent Variable	Indicator	Loading	Indicator Reliability	Composite Reliability	AVE	Discriminant Analysis
Salary	Q8_Salary	0.687	0.712	0.846	0.65	Yes
	Q9_Salary	0.88	0.88			
	Q10_Salary	0.838	0.838			
Promotion Opportunities	Q12_Promotion	0.903	0.903	0.902	0.756	Yes
	Q13_Promotion	0.917	0.917			
	Q14_Promotion	0.782	0.782			
Superior Supervision	Q16_Superior	0.916	0.916	0.945	0.851	Yes
	Q17_Superior	0.954	0.954			
	Q18_Superior	0.898	0.898			
Job Design	Q22_Job_Design	0.953	0.953	0.945	0.896	Yes
	Q23_Job_Design	0.94	0.94			
Job Satisfaction	Q25_Job_Satisfaction	0.716	0.716	0.928	0.765	Yes
	Q26_Job_Satisfaction	0.911	0.911			
	Q27_Job_Satisfaction	0.957	0.957			
	Q28_Job_Satisfaction	0.895	0.895			

Looking into the indicator level shown in table 4.2, all the indicator loading is showing above the threshold value of 0.7, proving and suggesting that all the indicators are reliable.

The next data that the researcher will look into is into the Fornell- Larcker criterion, cross loadings and the HTMT(Heterotrait Monotrait Ratio) which was used to examine and access the discriminant validity at the construct level. Looking into the value the AVE in table 4.2, the AVE value of each latent variable is greater than the other latent variable highest value squared. From the result in table 4.2, it suggest that each latent variable above more constructs variance with its assigned indicators than with another latent variable, providing evidence of the discriminant validity at the construct level.

Table 4.3 Fornell-Larcker Criterion

	JOB DESIGN	JOB SATISFACTION	PROMOTION OPPORTUNITIES	SALARY	SUPERVISOR SUPERVISION
JOB DESIGN	0.96				
JOB SATISFACTIO N	0.373	0.933			
PROMOTION	0.609	0.423	0.858		
SALARY	0.288	0.39	0.605	0.836	
SUPERVISOR	0.322	0.35	0.709	0.403	0.915

Table 4.4 Cross Loading

CROSS LOADING	JOB DESIGN	JOB SATISFACTION	PROMOTION OPPORTUNITIES	SALARY	SUPERVISOR SUPERVISION
Q8_Salary	0.321	0.281	0.374	0.767	0.262
Q9_Salary	0.176	0.243	0.433	0.91	0.21
Q10_Salary	0.219	0.402	0.633	0.825	0.461
Q12_Promotion	0.55	0.495	0.932	0.545	0.619
Q13_Promotion	0.59	0.277	0.884	0.522	0.663
Q14_Promotion	0.404	0.117	0.748	0.561	0.62
Q16_Superior	0.437	0.363	0.711	0.355	0.902
Q17_Superior	0.239	0.35	0.633	0.405	0.945
Q18_Superior	0.065	0.136	0.543	0.323	0.896
Q22_Job_Design	0.965	0.379	0.571	0.255	0.336
Q23_Job_Design	0.955	0.334	0.6	0.3	0.279
Q26_Job_Satisfaction	0.345	0.899	0.324	0.282	0.201
Q27_Job_Satisfaction	0.359	0.957	0.397	0.414	0.366
Q28_Job_Satisfaction	0.342	0.943	0.451	0.378	0.385

Table 4.3 shows the loading of each indicator which it is assigned to the latent variable is greater (Bolted Number) compared to its cross-loadings. Therefore, the discriminant validity at the indicator level

was established. Another new method which is also used is the HTMT to test the discriminant Validity. In this method, all the value in table 4.5 below is significantly below the threshold value of 0.9, suggesting that the ratios are all discriminant.

Table 4.5 Heterotrait-Monotrait Ratio (HTMT)

	JOB DESIGN	JOB SATISFACTION	PROMOTION OPPORTUNITIES	SALARY	SUPERIOR SUPERVISION
JOB DESIGN					
JOB SATISFACTION	0.404				
PROMOTION	0.662	0.375			
SALARY	0.336	0.423	0.717		
SUPERVISOR	0.292	0.339	0.796	0.427	

4.4.2 STRUCTURAL MODEL RESULTS

Following a reliable and valid measurement model, the structural model was accessed. Looking into figure 4.1, it shows the result of the structural model of the present study. The R^2 value for Job Satisfaction is at 0.249. Therefore, the endogenous latent variables is explained by the model as moderately well (Chin,1998;Henseler et al., 2009). The changes in R^2 value is calculated to identify the effect size (f^2) of the predictors. The result hence shows that the (f^2) effect size ranges from 0.051 to 0.000, indicating the presence of small to nothing effect. Salary has the highest effect among the four at ($f^2 = 0.051$), followed by job design at ($f^2 = 0.047$), while Supervisor Supervision has a very small effect at ($f^2 = 0.018$) and Promotion Opportunities has no effect at ($f^2 = 0.00$) on job satisfaction level.

As shown in Figure 4.3, the research model significantly explains 22.54% variation in the job satisfaction construct. The sign in this research model is the same direction as specified in the theory. In testing the path coefficient , the bootstrapping procedure in Smart-PLS is used (Cases=124, resample=1000). The result from bootstrapping shows that all the structural path were not statistically significant and only one is significant.

Table 4.6: Significant Testing Results of the Structural Model

Path Coefficients	T Statistics (O/STDEV)	Significance Value	P Values
JD -> JS	1.744	NS	0.081
P-> JS	0.021	NS	0.983
S -> JS	2.504	**	0.012
SS -> JS	1.153	NS	0.249

Note: NS = not significant. **p<.05

4.5 HYPOTHESIS TESTING RESULT

Overall the hypothesis testing results shows that only one out of the four paths were statistically significant at the 0.05 level as shown in table 4.6. Hypothesis testing is done by running the bootstrapping in Smart-PLS to obtain the P Value and value that is above 0.05 value would confirm that the hypothesis that is being tested is not supported. The rule of thumb would be the value obtained should be below 0.05.

Table 4.7: Significant testing of the Coefficient

Path Coefficients	T Statistics (O/STDEV)	β Value	Significance Value	P Values
JD -> JS	1.744	0.244	NS	0.081
P-> JS	0.021	0.005	NS	0.983
S -> JS	2.504	0.249	**	0.012
SS -> JS	1.153	0.167	NS	0.249

Note: NS = not significant. **p<.05

The above table shows the Beta Coefficient value and the P value of the tested variables and from the beta coefficient value all the independent variables have influence towards the job satisfaction level with Salary having the highest influence followed by the Job Design, Superior Supervision and finally the least influence would be the promotion opportunities. This of course is to prove that there is relationship and influence of the variable towards Job Satisfaction and in proving the hypothesis of the researcher the P values from the collected data need to be viewed to prove that the hypothesis being tested is correct.

Table 4.8 Summary of Hypothesis Result

Hypothesis	Description	Result
H1	There may be a significant connection between salary and job satisfaction	Not Rejected P Value < 0.05 (P = 0.012)
H2	There may be a significant connection between promotion opportunities and job satisfaction	Rejected P value > 0.05 (P = 0.983)
H3	There may be a significant connection between Superior Supervision and job satisfaction	Rejected P value > 0.05 (P = 0.249)
H4	There may be a significant connection between Job Design and job satisfaction	Rejected P Value > 0.05 (P = 0.081)

Based on table 4.7, out of the four hypothesis that is being tested, three is rejected due to its P value is not less than 0.05. The only hypothesis that was not rejected was H1: There is a positive relationship between job salary and job satisfaction which had a value of (P=0.012). The other three hypothesis which are testing the relationship between Promotion Opportunities and Job Satisfaction (P=0.983), Superior Supervision and Job Satisfaction (P=0.249) and the last rejected hypothesis which is Job Design and Job Satisfaction (P= 0.081).

R² Square

Referring to the data obtain from Smart-PLS, the R² that is obtained for this research is 0.249 which indicating that this model is determining only 24.95 of job satisfaction from the suggested four variables and there is remaining of 75.05% other variables that exist and is not included in this research and test.

4.6 SUMMARY

In this chapter, the results from the main data that is collected is analysed using the Partial Least Square path modelling. The Smart-PLS was used to test the hypothesis and both the measurement and structural model were evaluated. Detailed discussion of the results and conclusion is done in chapter five.

CHAPTER 5

DISCUSSION &

CONCLUSION

5.0 OVERVIEW

In this chapter the researcher will discuss about the data analysis carried in Chapter four based on the researcher objective and goal. In this final chapter, the researcher will also propose recommendations and include the conclusion of the entire study. The finding from the data analysis, three hypothesis was rejected and a analyzation on why the it was rejected will be done, on the hypothesis that is accepted some recommendations will be done. In this chapter, the contribution and limitation of the study will be included by the researcher in more specific manner. Meanwhile, suggestion on future study is also included to further improve the performance of RMPF as to improve the current system and harvest the best out of the employee. The final section of this chapter will conclude this research and also include the personal reflection of the researcher has obtained from this research.

5.1 RESULT FINDING

This research is to determine the factors that is influencing the job satisfaction level in RMPF personnel working in KLIA district. Going forward it is important for the researcher to determine the factor and the relationship that exists between the factor and Job Satisfaction. There is four independent variable (Salary, Promotion Opportunities, Superior Supervision & Job Design) and one dependent variable (Job Satisfaction) in this research. There is many researches done on job satisfaction level on various profession but there is very limited study on police force or armed force where the culture and system of job and need is totally different.

Looking into what is job Satisfaction again, it is referring to attitude or perception of the employee which is either negative or positive and will have an impact on the employees job performance (Boundless, 2017). Mental emotion that is felt by the employee is involved over the job that is being practised. An employee efficiency and productivity is directly impacted by the level of job satisfaction of the particular employee (Aziri, 2011). In a big organization such as the RMPF, having a productive and efficient personnel is very important as the requirement of being alert and responsive is very important to face new and upcoming

challenges. Therefore, target respondent for this research was done with all level of personnel from the lowest rank to the highest rank in KLIA District.

5.1.1 SALARY

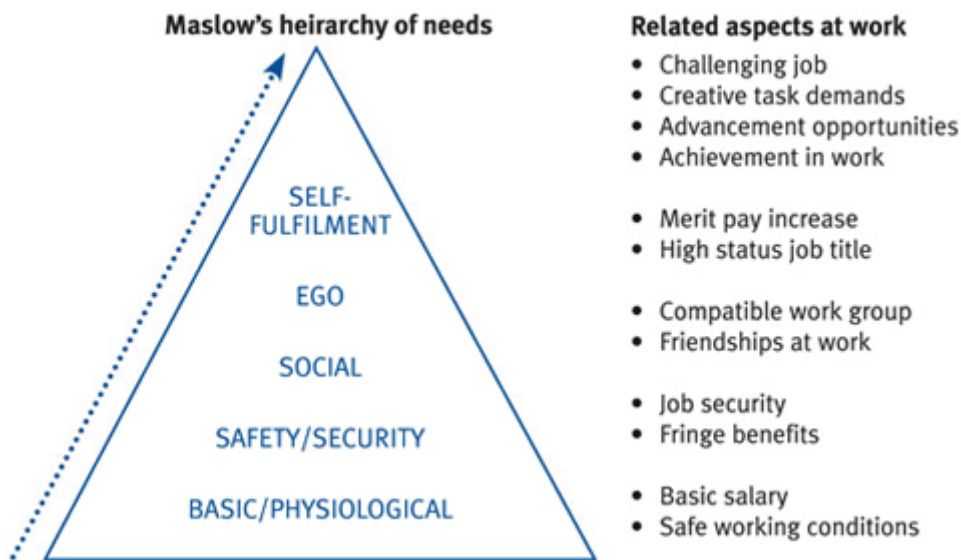
Salary is defined as the compensation that is received regularly by the employee for its contribution towards the organization or firm (Susan, 2017). Salary which is received in money, is considered as the most basic need for the employee to sustain their live hood which involves daily basic expenses and towards enrichment of life. Having a bigger salary or pay check will definitely be a main factor that keeps and employee committed towards the job (Acharyya, 2017). In Malaysia, the income group is divide into few categories which is Top 20%, Middle 40% and Bottom 40%. Table 5.1 shows detail of the categories that is used by the Malaysian government.

Table 5.1 Categories of Income Table in Malaysia

Categories	No	House Income	Hold
Top 20%	T20	>RM 13148	
Middle 40%	M40	Min Rm6275	
Below 40%	B40	Below 3000	RM

Looking in the total respondent in this research, 62.9% of the them is in the B40 group and with an assumption that the respondent is the only one with income in the family and even with the partner having an income, chances to hit the M40 is difficult, nevertheless hitting T40. Looking into this research, Salary has a significant relationship with the job satisfaction level of RMPF personnel working in KLIA district. The P value for salary factor is less than 0.05 and proofs that the hypothesis tested in this research is correct and is significant towards job satisfaction level.

Figure 5.1 Maslow's Hierarchy of Needs



Based on the above figure by Maslow hierarchy theory of needs, Salary is the most basic condition that must be met by the organizations and other needs goes lesser important. The basic or physiological factor that would play an important role in employee job satisfaction would be the salary and any organization who doesn't comply with this and tries to have other needs satisfied would not be able get full commitment from their employee. This theory backs up the result for this research as the only hypothesis that was correct was salary.

5.1.2 PROMOTION OPPORTUNITIES

Promotion opportunities is considered as an very important factor in an employee time frame where it is a recognition by the organization for the dedication and contribution of the employee where the employee will have a higher position and responsibility (Louie, 2014). Getting promoted will give the employee higher authorization and more freedom in decision making in their daily job. In the RMPF, command & control is the most basic way of working and it is the rule of thumb and the higher ranked police officer will have authority lower ranked officers (Morgan, 2017). The importance of command & control in the police force is an unquestionable as failure in this will lead to discipline issues, low productivity and lower efficiency (Morgan,2017). Promotion opportunities will act as drive and motivator to employee as promotion brings extra salary and bonuses and path to higher position as well in the future.

In this research, promotion opportunities is included as one of the factors that influence the job satisfaction level and unfortunately the hypothesis that is tested failed the test. The P value obtained for this test is above 0.05, therefore failing the test and can't be accepted. Analysing on why this hypothesis is rejected, the nature in the RMPF is that getting a promotion is not an easy route. The only promotion which will happen automatically with subject to proper discipline during the period is from Constable to Lans Corporal and Probation Inspector to Inspector. Another reason is because in the RMPF, to get promoted every personnel would need to attend the interview and the position available for the post is very limited. This could be the reason that this factor failed as having a high expectation on promotion will lower the police personnel morale and attitude towards the job.

5.1.3 SUPERIOR SUPERVISION

The third individual variable that is being tested is the superior supervision in this research and according to Earl (2016), any employee who perform a task, duty or job under a higher ranked or position person who can give orders. The employee who is under supervision will have lesser control or freedom on decision making while working which has chances to lead to dissatisfaction. In a previous research, the relationship between superior supervision and job satisfaction have been a positive (Kula, 2016). In the RMPF, the higher the ranking the more power and command over the lower ranking and there is possibility for the subordinates to perform their duty accordingly. In any organization, having a good superior supervision will help to the organization to perform and grow as it will create a good environment and atmosphere for the employee and this goes the same for the RMPF.

In this research, the hypothesis tested for superior supervision, the P value obtain is above 0.05 at 0.249 and failing the test. Looking back, superior supervision is an important factor based on previous literature review and the reason for correspondents data showed failed for this hypothesis could be the reason of fear on reporting on superior. The RMPF culture or way of work is superior is everything to them and all performance marks, leave approval and personal care is under their superior. The fear, any negative report would be showed to their superior could have played the part in the hypothesis to fail. Another factor is that,

in the RMPF, the training structure is done in a way where the supervisor is or person in charge is everything and action could not be done without their approval or concern. This is an important culture as the enforcement agency could not be successful if there is no command and control.

5.1.4 JOB DESIGN

Job Design can be defined as main responsibility or duties by the employee to perform in an organization or firm (Abid,2014). RMPF being the oldest enforcement agency in Malaysia has many department within it entrusted to take care the safety and sovereignty of the country. Therefore, there is many type of responsibility and each has a unique job design and scope to it. The most elite squad would be the special tactical force to the air unit. The most primary duty of RMPF would be in the crime department which consist of crime, commercial crime and narcotic crime. Still there is other department such as the administration, crime prevention and logistic where their job is different from crime department and in the RMPF all personnel should be prepared to work any department at any point of time. Saying that, this job will have different level of job satisfaction level among the personnel and also pervious researcher has stated that there is positive relationship between job design and job satisfaction (Onimole, 2015). Every personnel who join the RMPF would have a dream to do certain particular job as crime buster but be ended in general duty or something new which is never heard off. In this research, Job Design is the fourth variable that is tested and the hypothesis to prove the relationship between them failed. The P value obtain for this is also above 0.05 at 0.081.

Looking into why this hypothesis could failed, this is due to system of administration of RMPF itself. The process of requesting transfer to a job where the personnel would like to work is a tedious process. There is many layer the personnel would need to go through before having a successful transfer to the respective department. This creates a situation where, the police personnel would have to learn and cope with the current job. Another issue is also the limited post available within the RMPF and makes transferring people a hard process where the administration would need to find the same rank for transfer. In RMPF, the place where the personnel works also have very much important and that factor is more important to most personnel due

to family and lifestyle. Another factor also when the higher management does decide to transfer usually due to promotion or rectification, the order will need to be followed and the post will be filled according to the latest rank and not following the job experience.

5.2 LIMITATION OF RESEARCH

This part of the section will discuss about the limitation and constrain faced by the researcher while doing the research.

5.2.1 LIMITATION ON SAMPLE SIZE

In this research, the target respondent was the police personnel working in the district of KLIA, Selangor. The total personnel working in KLIA is only 1200 personnel and also being a new district a lot of young and new personnel was deployed here. Having a small sample size and also with very few higher ranking officer in KLIA, where there is only total of 30 higher ranking officer in KLIA, which meant the data was more focused and biased towards the rank and file personnel.

5.2.2 LIMITATION ON DATA COLLECTION

The data collected for this research was done by distributing manually and collected immediately. This could have caused some uneasiness towards the respondent as the researcher was an officer and when survey done by rank and file personnel could have a fear that the data shared would be viewed by the immediate superior. This could cause the respondent not to answer properly or honestly and also the questionnaire was done in English and this could have caused a language barrier issues.

5.2.3 COST & TIME LIMITATION

This project was started in September 2018 and needs to be completed in 3 months. This a very short duration and the sample size for this research was 124 and was quite rushing and hectic for the researcher. Time to meet the respondent was also hard as meeting the personnel while working is not advisable and had

to be done when the job is over. Looking into the cost limitation, the researcher had to travel to various department which is situated in KLIA and incurring transportation cost.

5.3 RECOMMENDATION

In this section, the researcher will provide a few recommendation based on the research study for being used or as aid for future research. This is align with the objective of this research where the recommendations will assist the top management of RMPF and also future research.

From the research, it is proven that salary has the strongest relationship and the hypothesis is also supported from the data, therefore it is recommended that the top management to review the salary of Police personnel. The current pay scale and grade of RMPF is still behind compared to other government departments such the Government Administrative, Health and Army. Police personnel with higher salary will be a big motivation to them and reduce corruption in the process. The RMPF can study other developed nation such as Singapore to have a better salary range.

The salary increase for police personnel who get promoted is just a mere RM 10-RM 30 monthly. This amount is very saddening as getting promoted is a very tough process and the increment in the monthly salary is very low. Therefore the salary grade and range needs to be reviewed.

The second recommendation that the researcher would like to recommend is to have a monetary fund or reward for the well performing police personnel. This would act as a morale booster for the personnel working in the ground. Incorporating the KPI, discipline and performance should the key indicator and this monetary gift should be given monthly. Clearly money is proven as important factor in this research for job satisfaction, thus this recommendation will boost the morale of the police personnel and also curb corruption and increase productivity and efficiency.

The third recommendation is to introduce an increase in salary for any personnel who have is in the same position for more than 10 years to give the personnel a boost and continue to perform. This increment was previously implemented but was removed with reason to save money for the government. This has

created a big group of personnel with low salary even after 10 to 15 years of working. Having a certain amount from RM 300 to Rm 500 for personnel who had worked for more than 10 years will be a big boost for police personnel (Green, 2016).

The fourth recommendation would be extend the time length for this research. Extended time would allow the researcher to have more time to collect data with a bigger sample size and the researcher could choose the Main Police Headquarters in Bukit Aman to conduct the research. More time will also allow researcher to conduct further analysis on the data.

The final recommendation by the researcher would be that a mix mode of research is conducted for the RMPF for future study. Mix mode would be a combination of qualitative & quantitative method where an interview can be arranged after the respondent have answered the questionnaire. By having this approach, the relationship between job satisfaction and the factors could be better understood and can generate better result and clearer understanding on the factors and provide clearer vision for RMPF top management.

5.4 ACADEMIC CONTRIBUTION

The research on job satisfaction among employees is done extensively and widely by many researchers but research on RMPF is very limited to none. This study is considered sensitive as it involves about the country leading enforcement agency and as findings may be some time sensitive the research regarding job satisfaction level among police personnel is taboo. With changing times, the RMPF is also evolving and following the technology and culture change and there is an importance to understand what are the factors that affect job satisfaction level among RMPF personnel. This research can be the basic model and future researcher could create a better model to improve the current research model.

5.5 INDUSTRY CONTRIBUTION

Factors influencing job satisfaction level among the RMPF personnel are very vital and by determining the factors, it will help the RMPF as well as other enforcement agency to have motivated and engaged personnel when performing duty. The performance and efficiency of police personnel is very

important because the safety and sovereignty of the country and people lies with them. The police is the first line of defence is expected to know everything and do everything. Having a better understanding can also reduce the early retirement by many officer as declared by the current IGP recently (Tan Sri Fuzi,2018).

5.6 FUTURE RESEARCH SUGGESTION

Based on chapter 4 finding, the R Square for this research was only 24.95% which means only this percentage of factor tested is related and there is a remaining of 75.5% of factors that is not tested. Factors such as job design, promotion opportunities, superior supervision and salary has contributed 24.95% and the other remaining factors needs to be determined for future research.

5.7 CONCLUSION

Overall, job satisfaction plays a very crucial role and it is a big concern for enforcement agency like the RMPF because the relationship that exists between performance and job satisfaction is very strong. An personnel having a very high job satisfaction level will have better performance and efficiency and can give more to the RMPF especially where the work hours and requirement always demanding. RMPF is the front liner for the country and having personnel who is eager and enthusiastic to perform duty will be a great boost to the country image.

The independent variable that was proposed in this research was promotion opportunities, superior supervision, job design and salary. Out of the four, three is rejected and only salary is accepted as the factor that is influencing job satisfaction level in KLIA district. The salary is accepted because salary is the main drive why any people work and the money receive is vital to continue livelihood. From this research, it is proven that salary has direct and the most significant relationship with job satisfaction. Meanwhile the other factors tested have given negative outcome for the relationship between job satisfactions in district of KLIA.

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Appendix A:**TITLE****Job Satisfaction among Royal Malaysian Police Force in KLIA District****PROBLEM STATEMENT**

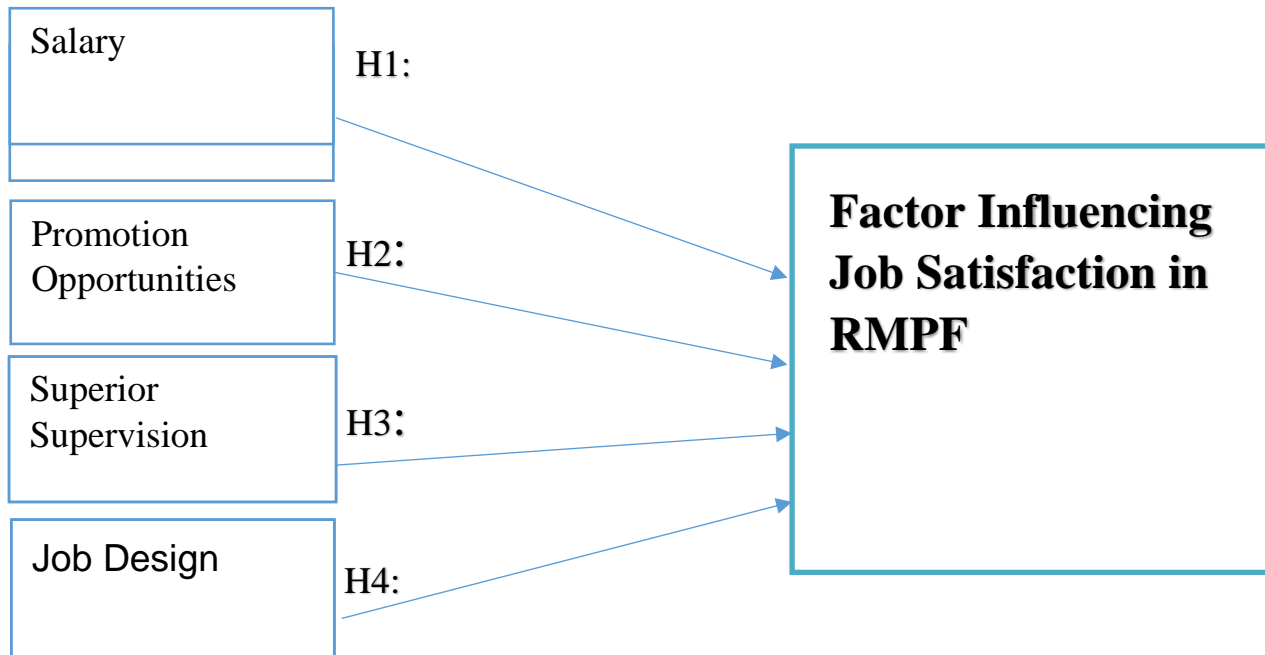
- In any organization, the employee is the key for it to be successful and be sustainable and every employee in the organization would need accomplish all task and job given accordingly to achieve certain goals (Coughlan, Moolman & Haarhoff, 2014). In the RMPF, it is the same situation, where the entire enforcement agency goal and target is depended on the police personnel performance and the success of top level leadership.
- Crime index and police performance is directly connected by the public and clearly the performance of police organization is judged from this and currently it shows the RMPF is performing badly.
- After The 2014 General Election, there is a change of government after 60 years and there are many procedure and management changes between the government and police department. Due to this, the job satisfaction and job performance of the RMPF has been influenced and to what extend needed to be studied.

RESEARCH OBJECTIVES (ROs) AND RESEARCH QUESTIONS (RQs)

The main purpose of research objective is to collect data through the quantitative approach in order to provide results to the researcher in generating findings to explain the factors that influence the job satisfaction level among the RMPF personnel in KLIA district. This research is classified as descriptive research with the quantitative correlations designs (Kumar, 2014).

NO	RO	RQ
1	To determine the relationship between job salary and police personnel job satisfaction working in the District of KLIA	What is the relationship between job salary and police personnel job satisfaction working in the District of KLIA?
2	To determine the relationship between opportunity of promotion and police personnel job Satisfaction working in the District of KLIA	What is the relationship between opportunity of promotion and police personnel job satisfaction working in the District of KLIA?
3	To determine the relationship between supervision of superior and police personnel job satisfaction working in the District of KLIA	What is the relationship between supervision of supervisor and police personnel job satisfaction working in the District of KLIA?
4	To determine the relationship between job design and police personnel job satisfaction working in the District of KLIA	What is the relationship between job design and police personnel job satisfaction working in the District of KLIA?

FRAMEWORK AND HYPOTHESES

Independent Variable (IV)**Dependent Variable (DV)****Figure 1.0: Conceptual Framework****QUESTIONNAIRE TABLE**

Sections	Items	No. of Questions	Source
A	Demographic Profile	5	Krbová & Pavelek (2015); Sekaran & Bougie (2016)
B (Independent Variables)	Superior Supervision	3	Shaari (2014); Onditi & Wechuli (2017); Abdulla & Hamza (2017); Ashish & Faizan (2016)
	Job Design	3	Pena et al. (2013); Anwowie et al., (2015)
	Salary	3	Ahn, Lee & Kim (2011); Bharwana et al. (2013)
	Promotion Oppurtunities	3	Mansori & Vaz (2013); Nathan & Saghier (2013)
C (Dependent Variables)	RMPF Personnel Job Satisfaction	5	Kiran, Sah & Tandon (2017); Chen (2015); Momen & Sultana (2017); Arambewela & Hall (2013); Ismail et al. (2016)

RESEARCH METHODOLOGY

Areas	Details	Citations
Purpose of study	Descriptive research	Tabachnick and Fidell (2015)
Type of Investigation	Correlations	Babin et al. (2012)
Extent of researcher interference	Minimal	Saunders et al. (2012)
Study Setting	Non-contrived	Saunders et al. (2012)
Time Horizon	Cross-sectional	Wallace, et al., (2014)
Target Population	1100	RMP(2018)
Sample size	300	Krejcie and Morgan (1970)
Sampling Procedure	Convenience sampling	Collis and Hussey (2014)
Data collection	Manual Questionnaire	Iii (2014)

DATA ANALYSIS TECHNIQUES AND TOOLS

Tests	Function	Rule of Thumb	Citations
Factor analysis (Pilot & Preliminary test)	<ul style="list-style-type: none"> • To identify a reduced number of factors from a larger number of measured variables (Bryman & Bell, 2015). <p>(a) KMO Inter-correlations among variables to determine the factor used is an adequate sample (Quinlan & Zikmund, 2015).</p> <p>(b) Factor loadings To show how strong is the relationships between item and component (Zikmund et al., 2013).</p> <p>(c) Eigenvalue/latent root To decide factors to be extracted in contributing explanation of variances in the IVs (Hair et al., 2017).</p>	<ul style="list-style-type: none"> • Loadings >0.6 (Bryman and Bell, 2015). • <0.6 - remove factors, continue to construct test to ensure overall KMO > 0.6 (Zikmund et al., 2013). • Principle component analysis i.e. >0.6 for significant (Bryman and Bell, 2015). • > 1 valid factor, <1 re-run correlation matrix (Hair et al., 2017). 	<ul style="list-style-type: none"> • Bryman & Bell (2015), Hair et al. (2017), Quinlan & Zikmund (2015), Zikmund et al. (2013).
Reliability & Preliminary test	<ul style="list-style-type: none"> • To evaluate the internal consistency reliability and stability of the measurement (Creswell, 2014). 	<ul style="list-style-type: none"> • Cronbach alpha between 0.7 - 0.9 (Sekaran & Bougie, 2016). 	Creswell (2014), Sekaran & Bougie (2016).
Correlation matrix (pilot)	<ul style="list-style-type: none"> • To measure whether a construct correlates positively with other measures (indicators) of the same construct (Hair et al., 2017). • To use Spearman test as the equality of means no need to be assumed (Groebner et al., 2017). 	<ul style="list-style-type: none"> • Separate test for IVs & DV: IV should not correlate with each other whereas DV each item must correlate with each other (Groebner et al., 2014). 	Hair et al. (2017), Groebner et al. (2014).

<p>Hypotheses testing (Multiple Regression)</p> <p>Note: Check the goodness of fit means Discrepancy between observed values and the values expected under the model in question (Hair et al. 2017).</p>	<ul style="list-style-type: none"> • Check whether there is association, difference or relationship between two or more variables (Saunders et al. 2016). <p><u>Multiple regression</u> To investigate simultaneously the influence of IVs on DV (Zikmund et al., 2013)</p> <p><u>Check the goodness of fit by R^2</u> Measures how close the observed Y values are to the predicted (fitted) values from the model (Groebner, 2014).</p>	<ul style="list-style-type: none"> • R^2 near to 1= DV can be explained by the regression model (Hair et al., 2017). • To comply with the 6 assumptions for regression analysis (Groebner, 2014). • 0.75, 0.50, or 0.25 means substantial, moderate or weak respectively (Hair et al., 2017). 	<p>Groebner (2014), Hair et al. (2017), Zikmund et al. (2013).</p>
<p>One way ANOVA</p> <p>Tukey Test</p>	<ul style="list-style-type: none"> • To determine whether there are statistically significant differences between the means of 2 or more independent groups (Groebner, 2014). • A post-hoc test based on homogeneity of variance and equality of means which avoid the outliers (Zikmund et al., 2013). 	<ul style="list-style-type: none"> • Significance: $P < 0.05$ (Groebner, 2014). • Strength and direction/correlation value: “r” ranging from +1 to -1 (Sekaran & Bougie, 2016). • The mean difference is significant at 0.05 level (Zikmund et al., 2013). 	<p>Groubner et al.(2014), Sekaran & Bougie (2016) Zikmund et al, (2013).</p>
<p>Beta coefficient</p>	<ul style="list-style-type: none"> • To compare amongst the independent variables to find out which IV influence the DV the most (Hair et al., 2017). 	<ul style="list-style-type: none"> • The nearer to 1, the higher is the influence of phenomenon understudy (Sekaran & Bougie, 2016). 	<p>Hair et al. (2017), Sekaran & Bougie (2016).</p>

Factors Influencing Employee's Job Satisfaction RMPF in Police District of KLIA, Malaysia

Dear Participant:

This questionnaire is designed to study the factors that influence job satisfaction among police officers in Police District of KLIA, Malaysia. The researcher hopes that you can answer the question honestly, frankly, and thoroughly to help him in complete the study.

On the other hand, your privacy will be take care and no information that given shall be disclosed in any manner that reveal your identity. The information that obtained will be strictly kept in confidential way. The data that collected will only be analyzed as a group for statistical method.

Kindly refer to the specific instruction that given at the beginning of the questionnaires. Kindly complete the questionnaire by answer all the question in each section.

This questionnaire should take approximately 15 minutes of your time.
Thank you for your participation

Part A: Personal Information

Instruction: Please answer the following question.

1) Gender:

2) Age

18-30 years old

30-50 years old

50-60 years old

3) Race

Malay

Chinese

Indian

Others

4) What is your rank in police force?

- Police Constable
- Lance Corporal
- Corporal
- Sergeant
- Sergeant Major
- Sub Inspector
- Probationary Inspector
- Inspector
- Assistance Superintendent Police
- Deputy Superintendent Police
- Superintendent Police Assistance
- Commissioner Police

5) What is your salary range?

- Rm1000-RM2000
- Rm2000-RM4000
- Rm4000-RM6000
- Rm6000-RM8000
- Rm8000-RM10000

6) How many years have you served for Royal Malaysia Police Force? Less

- than 5 years
- 5-10 years
- 10-20 years
- 20 years and above

7) Which department are you working now?

- Management Department
- Special Branch (SB)
- Criminal Investigation Department (CID) Internal
- Security and Public Order Department

- Commercial Crime Investigation Department (CCID)
- Narcotic Criminal Investigation Department (NCID)
- Strategic Resources and Technology Department Integrity
- and Standards Compliance Department Crime Prevention
- and Community Safety Department Traffic Enforcement
- and Investigation Department

Instruction: Please answer Section B, C, D, E and F using the scale that provided.

1	2	3	4	5	6
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly agree

B) Salary

This column is survey about your salary and job satisfaction. Please one answer for each option.

Q8	I am satisfied with my current salary.	
Q9	I am being paid equally for my working hours.	
Q10	My salary is my motivation to come to work every day.	
Q11	I am satisfied with the annual salary increment.	

C) Promotion Opportunities

This column is survey about promotion opportunities and job satisfaction. Please choose one answer for each option.

Q12	I am satisfied with my current job ranking.	
Q13	I am satisfied with the career development promotion Opportunities that available.	
Q14	I agree that, promotion based on my job performance.	
Q15	I agree that, promotion opportunities are fairly evaluated.	

D) Superior Supervision

Instruction: This column is survey about Superior Supervision and job satisfaction. Please choose one answer for each option.

Q16	My supervisor is helpful and provides guidance.	
Q17	My supervisor treats everyone fair and equal.	
Q18	My supervisor motivates me in pursuing my career.	
Q19	I felt depressed when my Supervisor supervises my work.	

E) Job Design

Instruction: This column is survey about Job Design and job satisfaction. Please choose one answer for each option.

Q20	I am happy with my current job position and responsibility.	
Q21	I need to change my job position to have better motivation towards the job.	
Q22	It is not easy for me to change my job position in my career.	
Q23	I agree that, job position is related to employee job Satisfaction	

Meeting 1

Date of Meeting	21 st September 2018
Progress Made	Discussed about the topic Dissertation
Agreed Action	Make changes from previous proposal plan and submit
Student Signature	
Supervisor Signature	

Meeting 2

Date of Meeting	5 th October 2018
Progress Made	Changes made in literature review and methodology and submit for review
Agreed Action	Proceed with submitting Chapter 1,2,3 and prepare for first defence
Student Signature	
Supervisor Signature	

Meeting 3

Date of Meeting	11 th November 2018
Progress Made	Presented first Defence
Agreed Action	Make changes according to second supervisor and distribute questionnaire
Student Signature	
Supervisor Signature	

Meeting 4

Date of Meeting	12 th November 2018
Progress Made	Questionnaire Distributed
Agreed Action	Questionnaire Collected by 18 th November 2018
Student Signature	
Supervisor Signature	

Meeting 5

Date of Meeting	18 th November 2018
Progress Made	Questionnaire Collected
Agreed Action	Proceed with data analysis and submit chapter 4 & 5
Student Signature	
Supervisor Signature	

Meeting 6

Date of Meeting	30 th November 2018
Progress Made	Submit Chapter 4&5 and presentation in front of panel
Agreed Action	Changes made accordingly by panel review and proceed with submission
Student Signature	
Supervisor Signature	

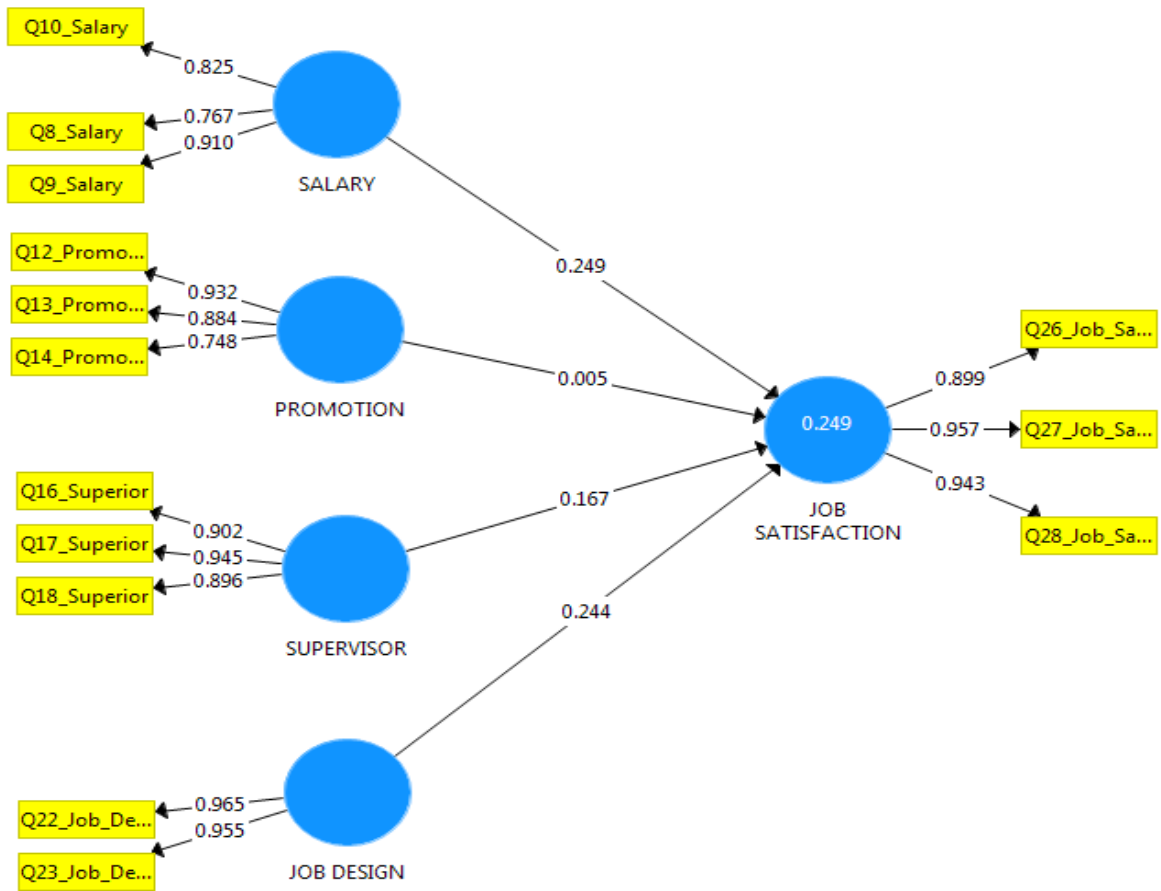
Meeting 7

Date of Meeting	10 th December 2018
Progress Made	Final review of complete Dissertation
Agreed Action	Proceed for final submission on the 14 th December 2018
Student Signature	
Supervisor Signature	

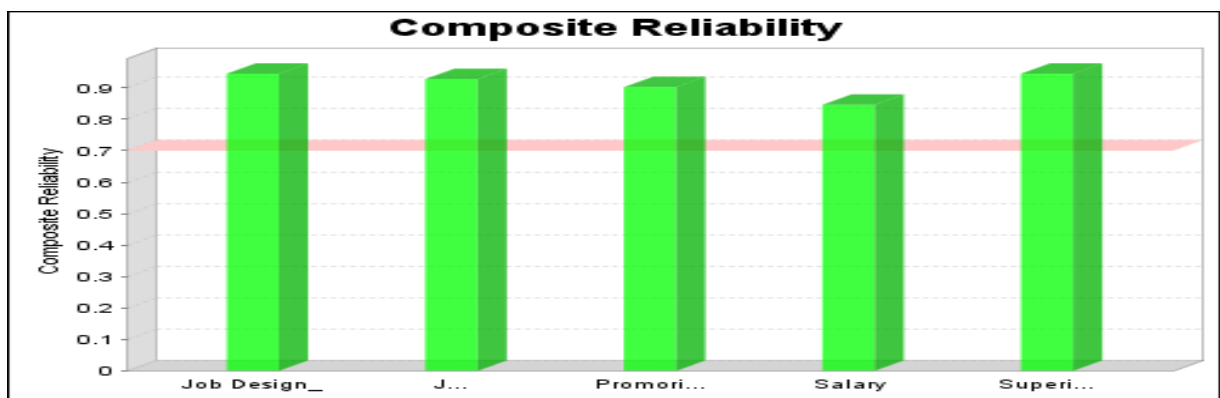
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MBA PROJECT		
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SMART PLS MODEL



Composite Reliability



Average Variance Extracted

