

**A STUDY ON THE FACTORS AFFECTING JOB SATISFACTION
AMONGST EMPLOYEES OF FAST FOOD RESTAURANTS**

A thesis submitted to the College of Business in partial fulfillment of the
requirements for the degree of
Masters of Human Resource Management,
Universiti Utara Malaysia

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ABSTRACT

The purpose of this study was to investigate the factors affecting job satisfaction at fast food restaurants. In this study the population targeted employees of fast food restaurants. The restaurants include Alor Setar and Penang's KFC, McDonalds, and MYFC. The data was collected and administered by means of a structured questionnaire based on the Minnesota job satisfaction questionnaire (MSQ).

The study showed that organizational factors such as work conditions, pay, fairness, and promotion significantly influenced employee job satisfaction in fast food restaurants. However, individual factors such as age and gender did not significantly influence employee job satisfaction in fast food restaurants.

The research provided a better understanding regarding the factors affecting job satisfaction in fast food restaurants. Thus, it emphasizes that there is still a need to conduct additional research to filling the gaps that have not been solved in the current study. In the final chapter, some recommendations were provided for future use to any researcher in this academic field.

ACKNOWLEDGEMENTS

“Seek knowledge from the cradle to the grave.”

- Prophet Muhammad

First and foremost I thank the Almighty Allah SWT, for granting me the strength, health and courage to complete this arduous task.

A special thank you to my supervisor, Assoc. Prof. Dr. Husna Bt Johari, for her guidance, insight and encouragement in the writing and compilation of this thesis. Your invaluable support and patience throughout this journey has been unreal and is appreciated from the bottom of my heart.

I also wish to thank Assoc. Prof. Dr. Mohd. Sobri bin Minai for providing knowledge during the Research Methodology lectures. My sincere gratitude also extends to all lecturers who were involved in my Master degree's programme, and have imparted to me much useful knowledge and information.

To my classmates and friends (especially Yusuf, Muhammad, Abdul Aziz), without whose interest and co-operation I could not have produced this study. I wish to thank them for supporting this initiative and affording me their time and sharing their experiences.

Finally I thank my mother Aytuhan and father Obul Mohammad, for instilling in me unquestionable values and morals, thank you for your love, guidance and for always believing in me throughout the years.

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CHAPTER 1

BACKGROUND OF THE STUDY

1.1 Introduction

Job satisfaction has been a matter of concern and attention in any field of business nowadays. Organizations realize that employee job satisfaction is the essential element to increase customer satisfaction and keep their business running, as competition is getting more intense. Employee dissatisfaction will usually spread their problem to their workmates and word of mouth can do a lot of harm to an organization. The dissatisfied employee complaints can be a useful source of information for the organization to develop their business strategies and formulate their tactical decisions.

The rapid development and expansion of the fast food industry has also generated a lot of internal management problems in fast food restaurants; a low level of employee job satisfaction has brought difficulties to increasing service quality (Yi, 1993). The factors affecting employee's satisfaction in current fast food restaurants include: long working hours, work pressure, the low level of treatment, bad working environment, less promotion opportunities, work unfairness, low salary level, etc.(Liu, 2004), and these problems have always been trouble for employees.

In Malaysia, the food service industry is one of the major industries that plays an important role in the everyday life of the staff (Wang 2004). Job satisfaction played a key role in the fast food restaurant business (Dalton, 2003). Because all fast food restaurant services depend on employees to achieve their business goal(Yi, 1993),

whereby the satisfied employee can provide good service for customers and customers can become more loyal to the company. The customer is one of the most important keys to organizational performance in fast food restaurants (Luthans, 1999). The fast food restaurant offers its service to anyone. The fast food restaurant work hour environment, work conditions and salary, have a situation different than 'regular' restaurants. So there are different factors affecting employee job satisfaction in fast food restaurants. The entire fast food restaurant business depends on the employees to achieve their goals; hence an employee is one of the key elements in fast food restaurants (Wang, 2004). The manager must consider employee job satisfaction because employee job satisfaction is related to employee service quality and employee work performance.

Therefore, satisfaction can be categorized as a "person's feelings of pleasure or disappointment resulting from comparing a product's perceived performance (or outcome) in relation to his or her expectations" (Kotler, 2003).

Fast food restaurants must attract, develop, motivate and retain these "internal employees" in order to attract external employees; this requires managers' deeper understanding regarding the employee needs, aspirations, attitudes and concerns, and that demand is the driving force of individual acts (Werner 2004), employee demands affect employee job attitudes. Therefore, to study the levels of employee job satisfaction, we must understand the needs of the fast food restaurant and that which influences employee job satisfaction.

1.2 Problem Statement

In recent years, economic development in the world triggered the rapid development of the Malaysian fast food industry (Zahri Taha 2006) . However, this rapid expansion has also generated a lot of internal management problems in fast food restaurants. One special issue is the low level of employee job satisfaction that brought difficulties in increasing service quality (Yi, 1993). Some of the problem exist in current fast food restaurant are: long working hours, work pressure, low level of treatment, bad working environment, less promotion opportunities, work unfairness, low salary level, etc (Liu, 2004) .

Employee's job satisfaction affects the quality of fast food restaurant service, has affect the degree of customer satisfaction. Thereby great efforts to improve employee's job satisfaction, creates the satisfied customer with satisfied employees (ling Qin, 2004). There are a lot of human resource problems exist in Malaysian fast food restaurant example, high rates of absenteeism and turnover among employees. These problems are all relevant with fast food restaurant employee's job satisfaction. Therefore, under the situation of employee's quality remains to be improved in fast food at present, we ought to study employee's job satisfaction and solve these problems. This study analyze the factors influencing fast food restaurant employee's job satisfaction, employ the satisfied employee to create the satisfied customer, resolve the actual problem in the management of fast food restaurant, create good environment for fast food restaurant employees (ling Qin, 2004).

With a limited number of minority counselors, it is essential to determine the factors that contribute to their job satisfaction. This information may be useful in evaluating why currently employed fast food restaurants remain in this occupation. Job satisfaction is a major factor that influences whether an individual will enter and continue in an occupation. Furthermore, Finley-Hervey (2003) stated that organizations must know how to manage a diverse group of workers because this will aid in the recruitment and retention of talent employees in fast food restaurant, because fast food restaurant workers report lower levels of job satisfaction.

1.3 Research Objectives

1.3.1 To determine the influence of work conditions on employee job satisfaction in fast food restaurants.

1.3.2 To identify the influence of pay on employee job satisfaction in fast food restaurants.

1.3.3 To examine the influence of fairness on employee job satisfaction in fast food restaurants.

1.3.4 To investigate the influence of promotion on employee job satisfaction in fast food restaurants.

1.3.5 To determine the influence of age on employee job satisfaction in fast food restaurants.

1.3.6 To determine the influence of gender on employee job satisfaction in fast food restaurants.

1.4 Research Questions

The research questions will be:

1.4.1 To what extent is the influence of work conditions on employee job satisfaction in fast food restaurants?

1.4.2 To what extent is the influence of pay on employee job satisfaction in fast food restaurants?

1.4.3 To what extent is the influence of fairness on employee job satisfaction in fast food restaurants?

1.4.4. To what extent is the influence of promotion on employee job satisfaction in fast food restaurants?

1.4.5. To what extent is the influence of age on employee job satisfaction in fast food restaurants?

1.4.6 To what extent is the influence of gender on employee job satisfaction in fast food restaurants?

1.5 Significance of Study

Although there are many studies on employee job satisfaction, they are related to all aspects of employee job satisfaction. The employee satisfaction theory (Vroom, 1964) and (Herzberg, 1966) employee satisfaction measurement tools and measurement indicators (Zhao Jing-ling, 2001), as well as the impact of employee satisfaction factors (Staw & Rose, 1985; Specter 'Connell, 1994), but in Malaysia there are very limited studies on employee job satisfaction in fast food restaurants, specifically with respect to factors affecting job satisfaction. In this paper, through combining theoretical and empirical research, trying to find out factors affecting employees job satisfaction, Thereby laying the theoretical foundation for the practice, provide for future research on investigate factors affecting job satisfaction in fast food restaurant.

The people are primary resource for enterprise (Kristensen, 1992). Employee job satisfaction directly related to level of fast food restaurant service quality. Hence employee job satisfaction significantly affective employees work behavior and work performance. According to Bolton (1998) the employee's job satisfaction affected on fast food restaurant future and destiny. The high rate of employees turnover and absenteeism is common fast food restaurant problem, through the investigate factors affecting employee job satisfaction, this can be help fast food restaurant owner effectively understand employees demands and requires, thereby use to some specific solution to prevent employees turnover and absenteeism.

A Harvard University study showed that an increase of 3% of employee satisfaction

tended to increase customer satisfaction by 5%, while the survival and development of enterprises depend on customer satisfaction and the quality of service in highlighting the fast food restaurants (Haccoun, 1998). In this context "Only satisfied employees can create satisfied customers" (Dawis, 2002).

Fast food restaurant managers have to find effective ways to carry out employee satisfaction management and to maintain the core competitiveness of the fast food restaurant, in order to achieve a competitive advantage. By studying the factors affecting job satisfaction in fast food restaurants, we can effectively help the enterprise to understand the factors affecting employee job satisfaction; by understanding employee demands and requirements, one can also help the enterprise effectively manage employees and increase the management efficiency, increase the employee's loyalty and achieve a higher customer satisfaction (Dawis, 2002).

1.6 Research Hypotheses

H₁. Work condition significantly influences employee job satisfaction in fast food restaurants.

H₂. Pay significantly influences employee job satisfaction in fast food restaurants.

H₃. Fairness significantly influences employee job satisfaction in fast food restaurants.

H₄. Promotion significantly influences employee job satisfaction in fast food restaurants.

H₅. Age significantly influences employee job satisfaction in fast food restaurants.

H₆. Gender significantly influences employee job satisfaction in fast food restaurants.

1.7 Definition of Variables

1.7.1 Job satisfaction

There are a plethora of definitions of job satisfaction, some of which are contradictory in nature. Spector (1997) refers to job satisfaction in terms of how people feel about their jobs and different aspects of their jobs. Ellickson and Logsdon (2002) support this view by defining job satisfaction as the extent to which employees like their work. Schermerhorn (1993) defines job satisfaction as an affective or emotional response towards various aspects of an employee's work.

1.7.2 Working Conditions

According to Frame (2004) work conditions are defined as an employee's work place, work instruments, the work itself, organization policy, and organizational rules.

Arnold and Feldman (1996), promoted factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources as part of working conditions.

1.7.3 Pay

Noon (2001) define remuneration as “payment for work, which can assume a number of different forms, including a basic wage or salary, supplementary cash payments, such as shift pay and overtime pay, and benefits in kind.” According to Schenk (2001), remuneration is defined as “the financial and non financial extrinsic rewards provided by an employer for the time, skills and effort made available by the employee for fulfilling job requirements aimed at achieving organizational objectives.” Concepts such as pay, wage or salary are occasionally used as more or less having the same meaning as remuneration (Erasmus et al., 2001).

1.7.4 Fairness

According to James Brown (2007), he defines fairness as equal treatment, receiving the same services and benefits as other people. Fairness means different things to different people, and our view of whether or not something is fair often depends on the circumstances (Klesh, J. 1979).

1.7.5 Promotions

Noon (2001) define promotion as “the act of moving an employee up the organization hierarchy, usually leading to an increase in responsibility and status and a better remuneration package.” Grobler et al. (2002) define promotion as “the reassigning of an employee to a higher-level job.” Graham (1986) defines promotion as “a move of an employee to a job within the company which has greater importance and, usually higher pay.”

1.8 Organization of Study

This study is structured into five chapters; Chapter One consists of the introduction, problem statement, objectives of the study, research questions, the significance of this study, hypotheses and definition of variables. Chapter Two covers the literature review that comprises theoretical perspectives, past study reviews, research framework, and conclusion. Chapter Three describes the research design, population and sample, instrumentation, data analysis, and conclusions. Chapter Four contains findings from the survey responses, sample characteristics and descriptive statistics, hypotheses testing, and conclusions. The discussions on the findings follow in Chapter Five, as well as the limitations, recommendations and conclusions for the study.

1.9 Conclusion

The aim of this study is to determine the factors affecting job satisfaction in fast food restaurants. The organizational factors include work conditions, pay, fairness and

promotion; individual factors include age and gender, they are the independent variables; job satisfaction is the dependent variable.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

In this chapter the relevant literature will be reviewed to gain a better understanding of the importance of factors affecting job satisfaction. For this reason, it has become the task of every fast food restaurant manager to express their concern for job satisfaction for two main reasons.

Firstly, many of these managers may feel morally responsible for sustaining a high level of job satisfaction in their fast food restaurant. Whether these employees find their jobs satisfying, frustrating, challenging, boring, significant or meaningless becomes a serious concern for these managers.

Secondly, managers are concerned about the effect that job satisfaction has on performance. Many of the fast food restaurant heads believe that job dissatisfaction can lead to poor productivity, high absenteeism and turnover, and an increase in union activities.

The next sub-section will examine the theories of job satisfaction, which will aid in determining whether overall employees will feel satisfied or dissatisfied in their jobs.

It is now important to understand what has led the employee to feel satisfied or dissatisfied; therefore the causes or sources of job satisfaction will be discussed.

2.2 Understanding job satisfaction

Many researchers claim that job satisfaction can be formally defined “as the degree to

which individuals feel positively and/or negatively about their jobs” (Steyn & Van Wyk 1999). This is so true, that if employees’ desired expectations are met, then he or she will experience a feeling of accomplishment that will therefore determine the degree of satisfaction.

According to Rue and Byers (1994), job satisfaction is made up of five (5) components:

- Attitude towards colleagues
- General working conditions
- Financial benefits
- Attitudes towards supervision

Job satisfaction occurs when a job meets the expectations, values and standards of an individual and will influence their commitment and performance (Gordon 1999). The greater the degree of the expectations being met the higher will the level of job satisfaction be. According to Bateman and Snell (1999), staff will be satisfied if they are justifiably treated by the outcomes they receive or the processes that are implemented. However, they also warn that a satisfied worker may not necessarily be a productive worker. Job satisfaction can also be portrayed as a feeling of pleasure that stems from an employee’s impression of his or her job.

According to Gibson Donnely and Ivancevich (2000) job satisfaction is an individual expression of personal well-being associated with doing the job required. The concept of job satisfaction according to Robbins (2001) can be described as a general attitude towards one’s job; the difference between the rewards received and what they actually

believe they should receive.

There are different facets to job satisfaction and the challenge to understand job satisfaction and its effects in an organization is easier said than done. This was asserted by Mullins (2002), that job satisfaction is a complex and multi-dimensional notion, which can mean different things to different people.

Furthermore, Weis (2002) asserts that although job satisfaction is an attitude, researchers should be warned to clearly identify the objectives of cognitive evaluation, which are affected by emotions, beliefs and behaviors. In addition, Mullins (2002) agrees that job satisfaction is an attitude and an internal state that can be associated with personal feelings of achievement, either quantitative or qualitative.

At the same time, Baron and Greenberg (2003) concur that job satisfaction is an attitude towards ones' job and the cognitive, affective and evaluative reactions towards their job. For some people they may feel consistently satisfied with their jobs whilst others may be feeling quite dissatisfied. McShane and Von Glinow (2005) also claims that job satisfaction is a multi-faceted concept, made up of past and present oriented pleasurable feeling that results when one evaluates his or her work role.

The definitions of job satisfaction can therefore be summed up as a collection of attitudes, feelings, beliefs and behavior one has towards his or her job. For the purpose of this study it can also be concluded that job satisfaction is a work-related attitude that symbolizes an emotional feeling of accomplishment that can be either quantitative or qualitative (Newstrom & Davis 1997).

Included in this literature, research theorists have based their works around the

underlying processes that account for people's feelings of job satisfaction. In order to gain a more meaningful insight into frequently asked questions such as to what makes people more satisfied with their jobs than others and what the underlying processes account for people's feelings of job satisfaction, various theories on job satisfaction will be discussed. For the purpose of this research, three popular theories (Hertzberg's Two Factor Theory, The Job Characteristic Model and Locke's Value theory) that are based on job satisfaction that are pertinent to this study, have been identified and will be discussed.

2.2.1 Overall Satisfaction

Overall satisfaction focuses on the general internal state of satisfaction or dissatisfaction within the individual. Positive experiences in terms of friendly colleagues, good remuneration, compassionate supervisors and attractive jobs create a positive internal state. Negative experiences emanating from low pay, less than stimulating jobs and criticism create a negative internal state. Therefore, the feeling of overall satisfaction or dissatisfaction is a holistic feeling that is dependent on the intensity and frequency of positive and negative experiences (Cherrington, 1994).

2.3 Theories of job satisfaction

Having discussed the various definitions of satisfaction, it is necessary to explore the different attitudes and responses workers will reflect towards their jobs. And that actually determines the level of job satisfaction an individual has towards his or her

job (Baron & Greenberg 2003). For this reason scholars and researchers have produced comprehensive theories based on job satisfaction. Their aim was to provide a framework for understanding, not just the factors influencing such attitudes, but also why it results in such effects (Baron & Greenberg 2003).

Researchers have also assumed a more empirical approach, identifying the variables responsible for positive or negative responses towards work.

2.3.1 Hertzberg's Two Factor Theory

The research conducted by Hertzberg determined what people actually want from their jobs. They had to describe work situations in which they felt good or bad in their jobs. The feedback received were then categorized into satisfaction or dissatisfaction. The characteristics related to job satisfaction included advancement, recognition, the work itself, achievement, growth and responsibilities. Hertzberg referred to these characteristics as 'motivators'. The characteristics related to dissatisfaction, which included working conditions, supervision, interpersonal relationships, company policy and administration were referred to as 'hygiene' factors (Robbins, 2001).

According to Mullins (2002), Hertzberg's two factor theory is effectively a theory of job satisfaction. Furthermore, Baron and Greenberg (2003) state that Hertzberg's Two Factor Theory, also known as the Motivator –Hygiene theory, focuses on factors that are responsible for job satisfaction and job dissatisfaction. There are some factors that would encourage job satisfaction if they were present, but feelings of dissatisfaction when they are absent. According to Herzberg's Two-Factor theory, job satisfaction

and dissatisfaction actually originates from divergent sources (Baron and Greenberg, 2003). These factors or characteristics were referred to as hygiene factors or maintenance factors. They do not actually contribute to work satisfaction and therefore have a negligible motivational value (Van der Westhuizen 1991).

Although Herzberg's model has contributed very positively towards research, critics have been unable to empirically prove the model with any reliability. Furthermore, critics have indicated that the model does not specify how motivators and hygiene factors can be measured (Daft & Noe 2001).

However, according to Schermerhorn (1993), Herzberg's two-factor theory is an important frame of reference for managers who want to gain an understanding of job satisfaction and related job performance issues. Schermerhorn asserts that Herzberg's two-factor theory is a useful reminder that there are two important aspects of all jobs: what people do in terms of job tasks (job content), and the work setting in which they do it (job context). Schermerhorn suggests that managers should attempt to always eliminate poor hygiene sources of job dissatisfaction in the workplace and ensure building satisfier factors into job content to maximise opportunities for job satisfaction.

2.3.2The Job Characteristic Model

According to Robbins (2001), Richard Hackman and Greg Oldham developed the Job Characteristics Model (JCM). Their research was based on work redesign, which is defined as altering jobs to increase both the quality of employees' work experience

and their productivity.

The model creates a dominant framework for defining task characteristics and determining their relationship to worker motivation, performance and satisfaction. As stated by Gordon (1999), goals are set jointly with management and workers, and workers are liable for attaining these goals. Furthermore, this would add enhancement and fortification to their jobs. According to Robbins (2001), the JCM can be depicted in terms of five core dimensions, which will be distinguished as follows:

Skills Variety

This is the degree to which the job involves a range of activities and talent.

Task Variety

This is the degree to which a worker completes a particular job from the beginning to the end.

Task Significance

This relates to the extent to which the job has an impact on people concerned

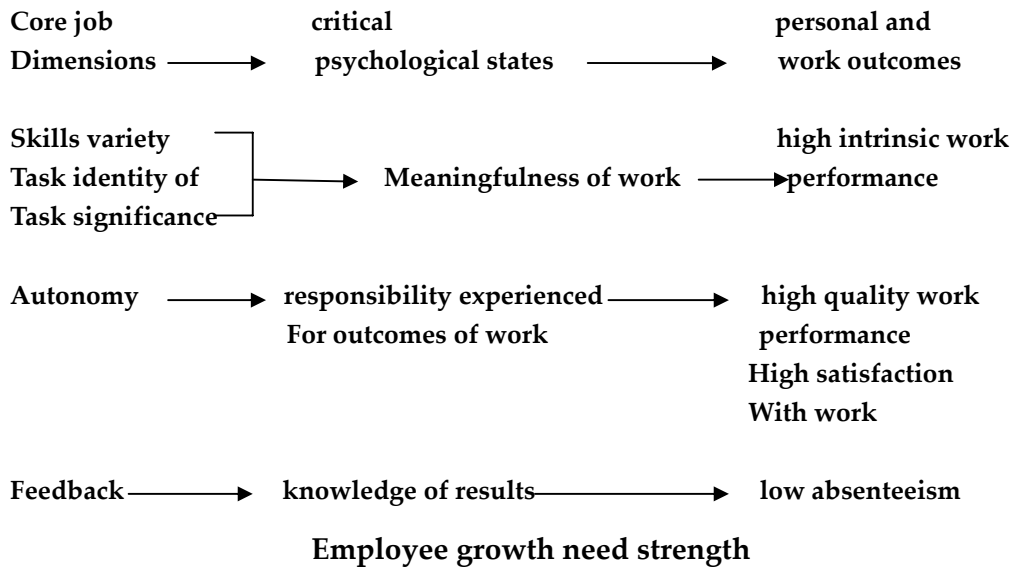
Autonomy

This is the degree to which the job provides freedom, independence and discretion to the worker in the planning and execution of tasks.

Feedback

This is the extent to which clear and direct information is provided to the worker in an evaluation of his or her performance (Gordon, 1999)

Figure1: Presents the model of the JCM.



It's observed how the first three dimensions, i.e., skill variety, task identity and task significance are unified to ensure that the job is more meaningful. If these characteristics are evident in a job, then the incumbent will interpret the job as more valuable and worthwhile.

Many employees may complain that their jobs lack variety and creativity, therefore rendering the job boring and dull. Robbins (2001) adds that if the first three dimensions were included in a job, this would make the job more interesting, worthwhile and valuable to the incumbent. This will therefore have a favorable effect on job satisfaction.

The jobs that include autonomy will equip workers with a sense of personal responsibility and self fulfillment. If a job possesses feedback, incumbents will become more wary about their performance and effectiveness (Robbins, 2001).

2.3.3 Locke's Value theory

According to this theory (Baron and Greenberg 2003), the impact of the various factors of job satisfaction can be determined. In this aspect, if we know the value placed on each factor, the greater the shift in satisfaction changes that will be produced.

This theory also advocates that if too much value is placed on a particular factor, stronger feelings of dissatisfaction will occur. Locke's theory is therefore multifaceted and greatly specific for each individual.

This can be illustrated in the following example: Two employees that perform the same task at the same place of work may experience the same level of satisfaction but in totally different ways. The one employee may be strongly influenced by the physical aspects of the job whilst the other employee may be influenced by the challenge and variation inherent in the job (Locke, 1976). In contrast, Baron and Greenberg (2003) argue that although Locke's Theory has not been extensively researched, a great amount of emphasis placed on values alludes that job satisfaction may rise from factors. Further, whilst some staff may feel strongly positive about their jobs, others may feel very negative. Therefore it is essential to determine the factors that contribute towards the varying degrees of job satisfaction or job dissatisfaction.

2.4 Factors Affecting Job Satisfaction

Finding out exactly what makes people feel satisfied about their work can become a multi-faceted issue. According to Arnold and Feldman (1996), there are a variety of

factors that make people feel positive or negative about their job. Moreover, some employees may be satisfied with few aspects of their work but dissatisfied with all other aspects, (Mullins, 2002). In the fast food scenario many staff members have reported that they are satisfied with the working hours and holidays but there are other factors such as supervision and the work itself that lead to their job dissatisfaction (Schenk, 2001).

2.4.1 Working Conditions

The worker would rather desire working conditions that will result in greater physical comfort and convenience. The absence of such working conditions, amongst other things, can impact poorly on the worker's mental and physical well-being (Baron and Greenberg, 2003). Robbins (2001) advocates that working conditions will influence job satisfaction, as employees are concerned with a comfortable physical work environment. In turn this will render a more positive level of job satisfaction. Arnold and Feldman (1996) shows that factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources are all part of working conditions. Employees may feel that poor working conditions will only provoke negative performance, since their jobs are mentally and physically demanding.

However, Arnold and Feldman (1996) warned that if working conditions are too favorable or the extreme, this could be taken for granted or ignored by most employees. In such a case the employee does not really appreciate his good working conditions, or if it is the contrary, this may not bother or affect him. Moreover, the

employee may use poor working conditions as an excuse to get back at management because they may feel that management does not appreciate or acknowledge their efforts or work done, Arnold and Feldman (1996) have identified why, it is necessary to examine how these work condition factors influence an individual's behavior. This can be an essential aspect for the employees, as the variations in job satisfaction levels can impact negatively or positively on their jobs.

In the ever-changing marketplace, fast food restaurants may need to update their concepts if they want to continue competing successfully. The importance of a comfortable atmosphere increases with time (Dulen, 1998). According to Belman (1996), "Today, the most important thing is design and concept. Employees still want to provide the service.

2.4.2 Pay

Research appears to be equivocal regarding the influence of pay on job satisfaction. According to Bassett (1994), a lack of empirical evidence exists to indicate that pay alone improves worker satisfaction or reduces dissatisfaction. The author is of the opinion that highly paid employees may still be dissatisfied if they do not like the nature of their job and feel they cannot enter a more satisfying job. In a study conducted by Oshagbemi (2000) amongst United Kingdom academics, a statistically significant relationship between pay and rank of employees and their level of job satisfaction was established.

However, a study conducted by Young, Worchel and Woehr (1998) in the public

sector failed to find any significant relationship between pay and satisfaction. Similarly, results from a survey conducted by Brainard (2005) amongst postdoctoral scientific researchers found pay and benefits to be weakly associated with job satisfaction.

The existence of both financial reward and recognition has been found to have a significant influence on knowledge workers (Arnolds & Boshoff, 2004). Individuals view their remuneration as an indication of their value to the organization. They compare their inputs to received outputs relevant to that of others (Nel et al., 2004).

This view is supported by Sweeney and McFarlin (2005) who concur that comparisons with similar others are important predictors of pay satisfaction. Their study, which was based on the social comparison theory, highlighted the fact that comparisons to similar others impacts on pay satisfaction. According to Boggie (2005), inequity in terms of lack of recognition and poor pay often contribute to a problem with employee retention.

There is no doubt that monetary rewards may play a very influential role in determining job satisfaction. As indicated by Arnold and Feldman (1996), pay can have a powerful effect in determining job satisfaction. Man has multiple needs and money provides the means to satisfy these needs, (Arnold and Feldman 1996).

Furthermore a desire for money stems from people trying to satisfy their physical and security needs, whilst “go-getters” view pay as a status and recognition symbol (Locke, 1976). Therefore the concept of pay or money may have different meanings

to different individuals.

Chung (1977) also remarks that if salaries are not market related, this can lead to dissatisfaction and discontent. Educators may be grieved by the fact that their experience and qualifications are not consistent with the salaries that they earn. Nel, Van Dyk, Haasbroek, Schultz, Sono, and Werner (2004) concur that staff members will compare themselves with other employees in terms of salary and what they put into their job and may leave an organization if they are not satisfied.

2.4.3 Fairness

Competent employees are essential to the success of any organization. An important factor driving satisfaction in the service environment is service quality. One school of thought refers to service quality as a global assessment about a service category or a particular organization (PZB, 1988). Recently, it has been argued that satisfaction is generally viewed as a broader concept and service quality is a component of satisfaction (Zeithaml & Bitner, 2003). This is because satisfaction derives from various sources, such as service encounter satisfaction and overall satisfaction. In other words, a little satisfaction from each service encounter leads to overall satisfaction with the service.

Highly qualified employees are especially critical to service organizations where the product is a performance and employees are the cast-members (Grove, Fisk, and Bitner 1992). Therefore the fast food restaurant operator must understand from how

and to what extent it affects the fast food restaurant business.

2.4.4 Promotions

A number of researchers are of the opinion that job satisfaction is strongly related to opportunities for promotion (Pergamit & Veum, 1999; Peterson et al., 2003; Sclafane, 1999).

This view is supported in a study conducted by Ellickson and Logsdon (2002) with municipal government workers where satisfaction with promotional opportunities was found to be positively and significantly related to job satisfaction. Kreitner and Kinicki (2001), however, state that the positive relationship between promotion and job satisfaction is dependent on perceived equity by employees.

The level of promotion has a stronger impact on job satisfaction as compared to recognition and achievement. The promotion to the next level will result in positive changes such as pay, autonomy and supervision, (Arnold and Feldman 1996).

However, Hoy and Miskel (1991) warned that those top achievers promoted too quickly can result in dissatisfaction amongst loyal intelligent but less creative senior workers. The human resources department, at most times, is constantly asked the question “does the job position entail opportunity for advancement (promotion).”

Locke (1976) advocates that the wish to be promoted stems from the desire for psychological growth, the desire for justice and the desire for social status.

Management should therefore bear in mind, that promotion can serve as a very

positive motivating tool in ensuring that the employee attains goals at a higher level.

2.4.5 Gender

Several studies conducted with regard to the relationship between gender and job satisfaction have yielded contradictory results (Chiu, 1998). A study conducted by Murray and Atkinson (1981), investigating gender differences in determinants of job satisfaction, reflected that females attach more importance to social factors, while males place greater value on pay, advancement and other extrinsic aspects. In support, Tang and Talpade (1999) maintain that there is a significant difference between males and females in terms of job dimensions impacting on job satisfaction. Their study found that men tend to have higher satisfaction with remuneration in relation to females, while females tended to have higher satisfaction with co-workers than males. Findings of a survey looking at issues affecting women in the South African workforce indicated similar findings with regard to females. The majority of respondents revealed that they were satisfied with their jobs. The factors that contributed the most to their job satisfaction were the company of co-workers, the opportunity to learn new things and factors inherent in the job itself (Robbins et al. 2003). Oshagbemi (2000) however, failed to find that gender affects job satisfaction. Similarly, Donohue and Heywood (2004) could not prove gender satisfaction differences in a study conducted amongst young American and British employees. Contrary to the above, Robbins et al. (2003) argue that no evidence exists suggesting that gender impacts on an employee's job satisfaction. The authors are of the opinion

that gender differences can have an effect on the relationship between job dimensions and job satisfaction, but that it does not have a direct impact on job satisfaction.

2.4.6 Age

Mixed evidence exists regarding the relationship between age and job satisfaction (Robbins et al. 2003). According to Greenberg and Baron (1995), older employees are generally happier with their jobs than younger employees, while people who are more experienced in their jobs are more highly satisfied than those who are less experienced. This view is supported by Drafke and Kossen (2002). The researchers state that job satisfaction typically increases with age as older workers have more work experience and generally have a more realistic view of work and life in comparison to their younger counterparts. They are of the opinion that younger workers have less experience to draw on and have an idealistic view of what work should be like.

Research conducted by Okpara (2004) amongst managers within an IT environment found a significant relationship between job satisfaction and age. Similarly, earlier research supported this finding. Rhodes (1982), cited in Oshagbemi (2003) supports the findings that the relationship between job satisfaction and age is significant. The author reached this conclusion after a review of the findings of seven other separate studies conducted on the relationship between age and job satisfaction.

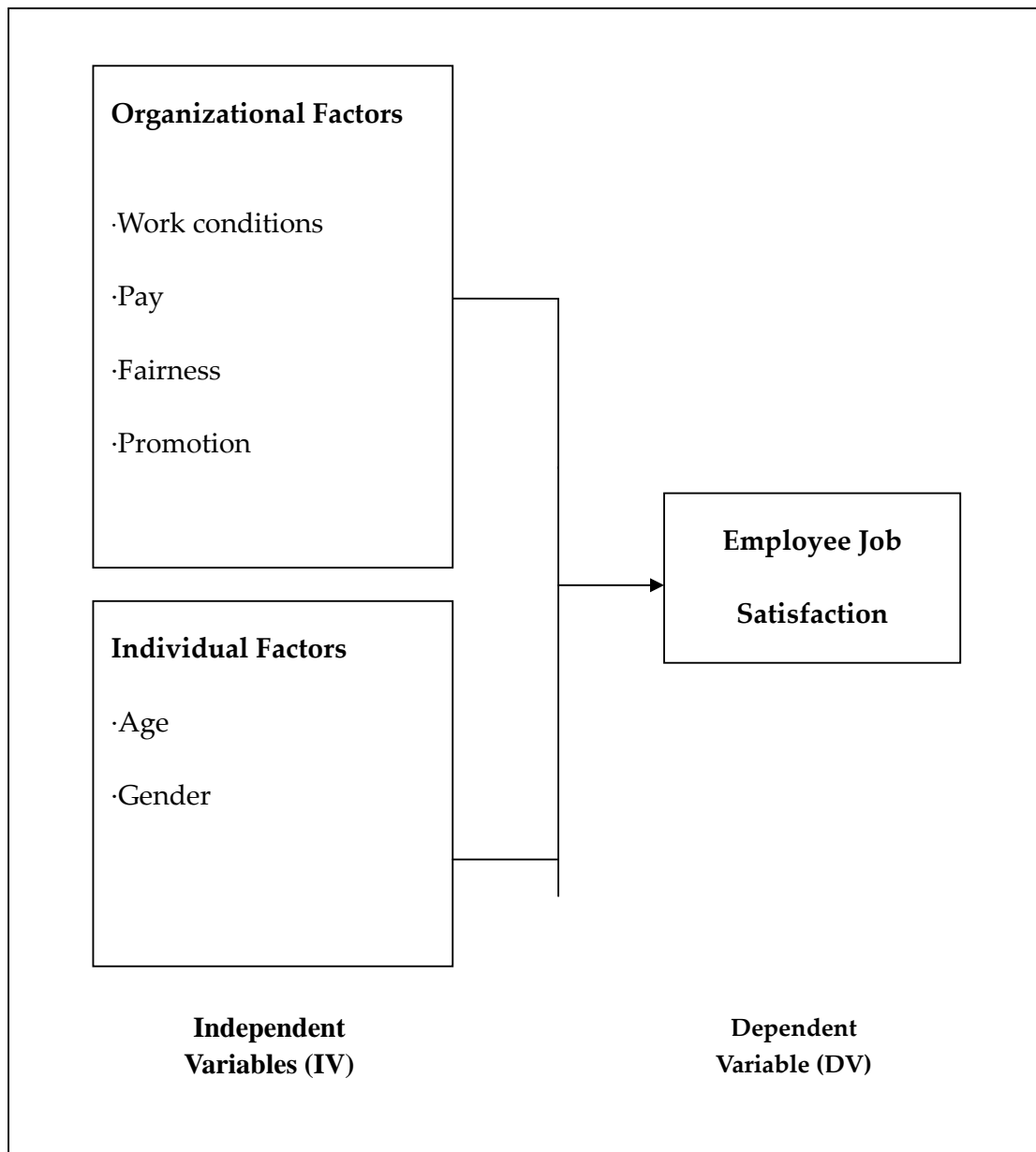
Robbins et al. (2003) reported that although most studies indicate a positive

relationship between age and job satisfaction, other studies reflect a decrease in satisfaction as employees move towards middle age, at least up to the age of sixty. Satisfaction increases again from around 40 years and on. The authors refer to this phenomenon as the U-shaped relationship. Mottaz (1987), in Oshagbemi (2003), cited several reasons for the variance in job satisfaction between older and younger workers. Mottaz's view is that younger workers are generally more dissatisfied than older employees because they demand more than their jobs can provide. The author postulates that older workers possess more seniority and work experience enabling them to move easily into more rewarding and satisfying jobs. Older workers place less emphasis on autonomy or promotion, thus they demand less from their jobs, making them more satisfied than their younger counterparts. Workers tend to adjust to work values and the work environment the longer they are employed, adding to greater job satisfaction.

2.5 Theoretical Framework

The aim of this study is to determine the factors affecting job satisfaction in fast food restaurants. Given the fact that certain individual factors may affect employee job satisfaction in fast food restaurants, personal variables such as age and gender are taken into consideration. Figure 3.1 shows the theoretical framework for this study.

Figure 2: Theoretical Framework



2.6 Summary

This chapter has highlighted the importance of job satisfaction in the workplace. It has reflected why job satisfaction has such an important impact on an institute. This was

explained more clearly, by discussing the various definitions by different researchers and theorists. The review also highlighted theories of job satisfaction (The Job Characteristic Model, Herzberg's Two-Factor Theory and Locke's Value Theory) as this is relevant to this study. This review also included studies conducted by other researchers that were pertinent to fast food restaurants.

It was also important to understand what aspects of a fast food restaurant's job led to satisfaction or dissatisfaction. For these reasons the factors affecting job satisfaction were emphasized. Management should not be ignorant of these factors as it may have negative ramifications on the fast food restaurant. Such consequences of job satisfaction have to be included so that management can address potential problems that may arise.

CHAPTER 3

RESEARCH METHODOLOGY

3.0 Introduction

As we know, the literature for this study was examined and the information was collected by using the quantitative questionnaires. Firstly, the research process has been identified and the research problems have been formulated. Then, there were also a discussion about the instruments to be used and the decisions that should be made for achieving the purpose of the research. After that, the research design was created to answer the research objectives or hypotheses.

3.1 Research Design

In the preliminary stage, the literature of this subject was examined. As a quantitative study, conclusions are based on the questionnaires distributed to respondents. This quantitative study used statistical data as a medium to obtain the needed information. This study aims to determine the relations between the independent variables and the dependent variable. The findings and the conclusion of the study will solely depend on the full utilization of the statistical data collected.

3.2.1 Population and Samples

In this study the population targeted employees of fast food restaurants (The restaurants include KFC for Alor Setar and Penang, McDonald's, and MYFC). The population of this study consisted of a sample of employees in fast food restaurants,

who also served as the sample since the population is small and manageable from every organization.

A simple random sampling procedure was used in this study to select the individual respondents from the population. 140 questionnaires were distributed to 15 different fast food restaurant employees and managers. Only 108 questionnaires were returned by the respondents.

3.3 Research Instruments

The appropriateness of using questionnaires as an instrument is due to the fact it will display the results required and is suitable for the population that is being surveyed. Furthermore, Kent (1993) stated that the advantages of using questionnaires are that the order and the applicability of questions can be monitored by the interviewer. The interviewer can check the eligibility of the respondent prior to the interviewing process. It lists all the questions a researcher wishes to address to each respondent, and it provides space or some mechanism for recording the responses.

As stated by Spector (1995), there are various methods for measuring job satisfaction. The job descriptive index (JDI), created by Smith, Kendall, & Hulin (1989), is a specific questionnaire of job satisfaction that has been widely used. It measures one's satisfaction in five dimensions such as: pay, promotion and promotion opportunities, relationship with coworkers, supervision, and the work itself.

The General Job Index is an overall measurement of job satisfaction. It was an improvement on the job descriptive index because the JDI focused too much on work

satisfaction.

The Minnesota satisfaction questionnaire (MSQ) measures job satisfaction in 20 facets and has a long form with 100 questions (5 items from each facet) and a short form with 20 questions (1 items each facet). The MSQ and JDI are the measuring instruments that will be employed to determine job satisfaction in this study. The reason for using these instruments is that it extracts a detailed picture of the workers' specific satisfactions and dissatisfactions.

The questionnaire is one of the main tools for collecting data from the respondents. The types and designs of questionnaires that are used depend on the studies that have been carried out. In this study, the questionnaire consists of three parts. The first part is related to the personal factors in fast food restaurants. The second part is related to the employee job satisfaction in fast food restaurants. Lastly the third part is related to factors affecting employee job satisfaction in fast food restaurants. The entire instrument which was selected was tested in terms of reliability and validity.

3.4 Questionnaire Preparation

While a wide range of instruments are used for measuring job satisfaction, section A will consist of questions related to the biographical information of the employees. Section B is related to overall job satisfaction, section C is related to factors affecting job satisfaction.

Section B required respondents to rate items based on a 5-point Likert response format that is related to general factors affecting employee job satisfaction in fast food restaurants. For example: 1 = Very unhappy, 2 = Somewhat unhappy, 3 = Neither happy or unhappy, 4 = Somewhat happy, 5 = Very happy

Section C is related to the key factors that affects the employee job satisfaction. Means and standard deviations were calculated for all four important ratings. Multiple range tests were performed to compare the importance ratings of all four attributes.

Work condition, pay back, fairness, promotion

A rating scale from 1 (strongly disagree) to 5 (strongly agree) was used.

1 = strongly disagree

2 = disagree

3 = neutral

4 = agree

5 = strongly agree

All the 46 items were stated in the English language. The full questionnaire for the study is shown in Appendix A.

Table 3.1 shows the 46 items distributed into six (6) sub-dimensions namely: Details, Job Satisfaction, Work Conditions, Pay Back, Fairness, and Promotion.

As shown in Table 3.1, item numbers 01D1, 02D2, 03D3, 04D4, 05D5, 06D6, 07D7,

08D8 and 09D9 represent the sub-dimension **Details**; item numbers 10JS1, 11JS2, 12JS3, 13JS4, 14JS5 and 15JS6 reflect the sub-dimension **Job Satisfaction**; item numbers 16WC1, 17 WC2, 18 WC3, 19 WC4, 20 WC5, 21WC6, 22WC7 23WC8, 24WC9 and 25WC10 measure the sub-dimension **Work Conditions**; item numbers 26PB1 and 27PB2 measure the sub-dimension **Pay Back**; item numbers 28F1, 29F2, 30F3, 31F4, 32F5, 33F6, 34F7, 35F8 and 36F9 measure the sub-dimension **Fairness**; item numbers 37P1, 38P2, 39P3, 40P4, 41P5, 42P6, 43P7, 44P8, 45P9 and 46P10 measure the sub-dimension **Promotion**.

Table 3.1: Distribution of Items According to Sub-dimensions of Job Satisfaction in Fast Food Restaurants

Sub-Dimensions	Item Number
Details	01D1, 02D2, 03D3, 04D4, 05D5, 06D6, 07D7, 08D8, 09D9
Job Satisfaction	10JS1, 11JS2, 12JS3, 13JS4, 14JS5, 15JS6
Work Condition	16WC1, 17WC2, 18WC3, 19WC4, 20WC5, 21WC6, 22WC7 23WC8, 24WC9, 25WC10
Pay back	26PB1, 27PBF2
Fairness	28F1, 29F2, 30F3, 31F4, 32F5, 33F6, 34F7, 35F8, 36F9
Promotion	37P1, 38P2, 39P3, 40P4, 41P5, 42P6, 43P7, 44P8, 45P9, 46P10

3.5 Reliability Testing

According to Sekaran (2000), the reliability of a measure indicates the extent to which the measure is without bias (error-free) and hence offers consistent measurement across time and across the various items in the instrument. Besides, the reliability of a

measure indicates the stability and consistency with which the instrument measures the concept and helps to assess the 'goodness' of a measure. Sekaran (2000) also clearly mentioned that a reliability factor less than 0.6 was considered poor, in the range of 0.6 to 0.8 acceptable and 0.8 and above was considered good. Reliability testing will test the appropriateness of questionnaire use in this study. In this study, reliability test will use of Cranach's Alpha testing as it is the most frequently used reliability test tool by social researches.

As shown in Table 3.2 (look appendix2) the overall Cronbach Alpha reliability coefficient for 46 items was 0.889. Generally, the Cronbach Alpha for the 46 items was highly satisfactory and acceptable. According to Maslach and Jackson (1986), the reliability analysis scale can be accepted if the Cronbach Alpha coefficient is between 0.6 and 1.0. Sekaran (2000) stated that the closer the reliability coefficient gets to 1.0, the better.

3.6 Statically Method and Data Analysis Technique

Various statistical methods were be used to analyze the data that we will collect from the respondents. In this study, the researcher used 'The Statistical Package for the Social Sciences' (SPSS, version 12.0) for the statistical analysis. All the items and variables were coded before giving the questionnaire to the employee. In this study, the responses and information collected from the survey were tested using statistical techniques such as frequency distribution and regression analysis.

3.6.1 Data Analysis

In order to achieve acceptable levels of measurement reliability and validity, a pre-test was carried out, following the guidelines. This information was used to refine the original survey instrument. The resulting data was analyzed and used to further modify the questionnaire items for the full study. The validity of this questionnaire had been provided in previous studies. The information respondents can provide if the respondents could understand the questions. After checking reliability, the questionnaires then were sent to the sample of this study. The researcher then used this questionnaire to collect data used to support the hypotheses.

3.6.2 Descriptive Analysis

Descriptive statistics such as means, standard deviation and variance and percentage values for interval-scaled independent and dependent variables were obtained. Frequency distributions were obtained for all the personal data or classification variables. The frequencies were computed to analyze the respondent profile in terms of age and gender.

3.6.3 Inferential Statistics

The researcher used various statistical analyses to prove the hypotheses. Among the statistical analyses used were various correlation analyses to determine the correlation between the independent and dependent variables, and t-test was used to measure the differences between gender and the sub-dimensions of job satisfaction of fast food

restaurants in terms of their perception. ANOVA was used to measure the significant difference among the age of the respondents and T-test was used to measure the significant difference among the gender of respondents on an interval scale. Pearson correlation coefficient was also computed in this study to determine the strength of the relationship between all variables.

3.6.4 Correlation Analyses

In this study, the correlation identified and analyzes the nature, direction and signification of the relations between the variables that being measured on interval and ratio data. The hypotheses of research will analysis with person correlation analysis.

3.7 Summary

Chapter 3 focused on the methodology for this study in terms of research design, research instrument, preparation and administration of questionnaire, pilot test and reliability test results and also the statistical method that was used for this study. Chapter four will focus on the findings and results that were derived from the employees' responses on the questionnaires that had been distributed.

CHAPTER 4

FINDINGS

4.1 Introduction

This chapter will try to highlight and discuss the results and the findings based on the analysis done on the data collected from respondents. This research focuses on the factors affecting employee job satisfaction in fast food restaurants. The discussion then will try to accomplish all the objectives outlined in Chapter 1 and also will attempt to answer the research questions as well as proving the research hypotheses presented in Chapter 3. In this instance, for simplicity of analysis and findings, this chapter will be divided into four parts: profile of the respondents surveyed, levels of employee job satisfaction in fast food restaurants, hypothesis analysis, and discussion. Fast food restaurant survey responses are the frequencies that simply refer to the number of times various subcategories of certain factors occur (in this study, the demographic factors) from which the percentage and the cumulative percentage of their occurrence can be easily calculated. The descriptive statistics will present the feel of the data that gives preliminary ideas how good the scales are, how well the coding and entering of data has been done, and the central tendency of the research variables. Finally, testing of the hypotheses will determine whether or not the hypotheses can be substantiated and accepted.

4.2 Survey Response

Questionnaires were distributed to 15 different fast food restaurants (the restaurants

include KFC, McDonald's, and MYFC in Alor Setar and Penang). A total of 140 sets of questionnaires were distributed to the respondents. From these sets, only 108 were returned back to the researcher, or a response rate of 77.14%. Hence, the findings and discussion will focus on the response of the 108 respondents. Finally, the results of the theoretical model with the hypotheses were examined.

4.3 Profile of the Respondents

This segment analyses the profile of the respondents surveyed. Descriptive statistics involve transformation of raw data into a form that would provide information to describe a set of factors in a situation. This is done through ordering and manipulation of the raw data collected. (Sekaran, 2000) Descriptive statistics is used in this segment to derive frequencies, percentages and to determine the mean.

Table 4.1 Respondents total Profile

Demographic	Categories	Percentage (%)
Gender	Male	42.7
	Female	52.8
Age	19-29	62
	30-39	25
	40-49	13
	50-60	0
Marital status	single	61.4
	married	38.6
Education level	middle school	32.3
	high school	68.4
	college	9.3
Work department	kitchen	15.7
	finance	24.2
	service	44.8
	manager	15.3

Work position	general staff	47.3
	group leader	11.3
	manager	15.3
	cooker	15.7
	cleaner	20.1
Your Experience	Less than one year	23.2
	1 year	15.7
	1-2 years	24.4
	More than 2 years	36.7

Table 4.1 shows that out of the 108 questionnaires collected, 52.8% (57) were female and 47.2% (51) were male out of the 108 respondents. Table 4.1 presents the distribution of respondents according to age. From the output shown below, we know that there are 67 respondents aged from 19-29 out of the total respondent. There are 27 respondents aged between 30 and 39. The respondents from this group are mainly made up of managers. The respondents aged from 40-49 are made up of 14 persons. The findings implied that females were the core employees in fast food restaurants

4.4 Employees Job Satisfaction in Fast Food Restaurant

This part discusses the respondents' overall perception of employee job satisfaction in fast food restaurant and sub-dimensions such as work conditions, pay back, fairness and promotion. The findings are presented in frequencies and percentages. One-Sample Test was used in the analyses of employee job satisfaction.

4.4.1 Employee Satisfaction in Fast food Restaurants

Table 4.2-4.3 shows the overall level of employee job satisfaction in fast food

restaurants.

Table 4.2: Overall level of employee satisfaction in Fast food restaurants

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very unhappy	6	5.6	5.6	5.6
Somewhat unhappy	15	13.9	13.9	19.4
Neither happy or unhappy	51	47.2	47.2	66.7
Somewhat happy	34	31.5	31.5	98.1
Very happy	2	1.9	1.9	100.0
Total	108	100.0	100.0	

Table 4.3: Descriptive statistics of employee satisfaction in Fast food restaurants

	N	Minimum	Maximum	Mean	Std. Deviation
Level	108	1.00	5.00	3.1019	.86402
Valid N (listwise)	108				

In terms of overall level of employee satisfaction in fast food restaurants, the study found that almost half (51) the respondents perceived employee satisfaction to be “neither happy or unhappy”. Almost one-fourth (34) of the respondents perceived the employee job satisfaction to be “somewhat happy”, while 15 respondents perceived employee satisfaction as “somewhat unhappy”. A few (8) of the respondents rated the employee job satisfaction as “very happy” (2) or “very unhappy” (6).

Finally, the mean score is 3.10, so the overall level of employee job satisfaction is “neither happy or unhappy”.

4.5 Descriptive Statics

4.5.1 Level on work conditions.

Table 4.4-4.5 shows level on work conditions.

Table 4.4: Level on work conditions

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid very unhappy	4	3.7	3.7	3.7
somewhat unhappy	25	23.1	23.1	26.9
Neither happy or unhappy	47	43.5	43.5	70.4
somewhat happy	30	27.8	27.8	98.1
Very happy	2	1.9	1.9	100.0
Total	108	100.0	100.0	

Table 4.5: Descriptive statistics on work conditions

	N	Minimum	Maximum	Mean	Std. Deviation
Work condition	108	1.00	5.00	3.0093	.85920
Valid N (listwise)	108				

In terms of level on work conditions in fast food restaurants, the study found that almost half (47) the respondent's perceived atmosphere to be "neither happy or unhappy". About one-fourth (30) of the respondents perceived the work conditions to be "somewhat happy", while 25 respondents perceived work conditions as "somewhat

unhappy” .A few (6) of the respondents rated the work conditions as “very unhappy” (4) or “very happy” (2).

At last, the mean score is 3.01, so the work conditions are “neither happy or unhappy”. Looking at the mean score of 3.01, we can see that work conditions influence job satisfaction in fast food restaurants.

4.5.2 Level on Pay

Tables 4.6-4.7 show level on pay back.

Table 4.6: Level on pay

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid very unhappy	8	7.4	7.4	7.4
somewhat unhappy	25	23.1	23.1	30.6
Neither happy or unhappy	46	42.6	42.6	73.1
somewhat happy	25	23.1	23.1	96.3
Very happy	4	3.7	3.7	100.0
Total	108	100.0	100.0	

Table 4.7: Descriptive Statistics on pay

	N	Minimum	Maximum	Mean	Std. Deviation
Pay	108	1.00	5.00	2.9259	.95412
Valid N (listwise)	108				

In terms of level on pay back in fast food restaurants, the study found that almost half (46) the respondents perceived pay to be “neither happy or unhappy”. About one-fifth (25) of the respondents perceived the pay back to be “somewhat happy “or

“somewhat unhappy”. Only a few (10%) (12) of the respondents rated the pay as “very unhappy” (8) or “very happy” (4).

At last, the mean score is 2.93, so the pay back is “somewhat unhappy”.

According to a mean score of 2.93, we can see that pay influences job satisfaction in fast food restaurants.

4.5.3 Level on Fairness

Table 4.8-4.9 shows the level on fairness.

Table 4.8: Level on fairness

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid very unhappy	4	3.7	3.7	3.7
somewhat unhappy	16	14.8	14.8	18.5
Neither happy or unhappy	62	57.4	57.4	75.9
somewhat happy	22	20.4	20.4	96.3
Very happy	4	3.7	3.7	100.0
Total	108	100.0	100.0	

Table 4.9: Descriptive statistics about Fairness

	N	Minimum	Maximum	Mean	Std. Deviation
Fairness	108	1.00	5.00	3.0556	.80690
Valid N	108				

(listwise)					
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In terms of level about fairness in fast food restaurants, the study found that more than half (62) the respondents perceived fairness to be “neither happy or unhappy”. About one-fifth (22) of the respondents perceived the fairness to be “somewhat happy”, while 16 respondents perceived fairness as “somewhat unhappy”. A few (8) respondents rated the fairness as “very unhappy” (4) or “very happy” (4).

Finally, the mean score is 3.06, so the fairness is “neither happy or unhappy”. According to the mean score of 3.06, we can see that fairness influences job satisfaction in fast food restaurants.

4.5.4 Level on Promotion

Table 4.10-4.11 shows the level on promotion in fast food restaurants.

Table 4.10: Level on promotion in fast food restaurants

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very unhappy	10	9.3	9.3	9.3
Somewhat unhappy	14	13.0	13.0	22.2
Neither happy or unhappy	53	49.1	49.1	71.3
Somewhat happy	25	23.1	23.1	94.4
Very happy	6	5.6	5.6	100.0
Total	108	100.0	100.0	

Table 4.11: Descriptive statistics on promotion in fast food restaurants

	N	Minimum	Maximum	Mean	Std. Deviation
Promotion	108	1.00	5.00	3.0278	.98073
Valid N (listwise)	108				

In terms of level on promotion in fast food restaurants, the study found that almost half (53) the respondents perceived promotion in fast food restaurants to be “neither happy or unhappy”. About one-fifth (25) of the respondents perceived promotions in fast food restaurants to be “somewhat happy”, while 14 respondents perceived promotion in fast food restaurants as “somewhat unhappy”. And more than one-sixth (16) of the respondents rated promotion as “very unhappy” (10) or “very happy” (6).

Finally, the mean score is 3.03, so promotion in fast food restaurants is “neither happy or unhappy”. According to the mean score of 3.03, we can see that promotion influences job satisfaction in fast food restaurants.

4.9 Descriptive statistics of the dependent and independent variables

Table 4.12: Descriptive Statistics

	Mean	Std. Deviation	N
Job satisfaction	3.04	.714	108
Work conditions	3.01	.859	108

Pay	3.10	.875	108
Fairness	3.06	.807	108
Promotion	3.03	.981	108
Age	3.06	.75152	108
Gender	3.06	.73406	108

Based on Table 4.12, the mean for satisfaction is 3.04, the mean for work conditions is 3.01, the mean for pay is 3.01, the mean for fairness is 3.06, and the mean for promotion is 3.03. As we can see they are almost the same, the results are towards natured.

4.7 Hypotheses Testing

Looking at the correlation results, Table 4.16 shows the strength of the correlation results.

Table 4.13: Pearson's: Indices of Correlation

Pearson r	Indication
Between 0.80 and 1.00	High Correlation
Between 0.60 and 0.79	Moderately High Correlation
Between 0.40 and 0.59	Moderate Correlation
Between 0.20 and 0.39	Low Correlation
Between 0.00 and 0.19	Negligible

Table 4.13 shows that the results are all more than 0.60, and some results are higher than 0.80, so they are “Moderately High Correlation” or “High Correlation”.

Based on the table below for the correlations, we see that work conditions (sig = .045), pay (sig= .784), and fairness (sig= .840), promotion (sig=.832) for fast food restaurant (sig=.039) are the variables that make a significant unique contribution towards prediction of the dependent variable.

Table 4.14: Correlations

		Satisfaction	Work conditions	Pay	Promotion	Fairness
Pearson Correlation	Job satisfaction	1.000	.845	.748	.840	.832
	Work conditions	.845	1.000	.673	.643	.620
	Pay	.748	.673	1.000	.636	.588
	Fairness	.840	.643	.636	1.000	.705
	Promotion	.832	.620	.588	.705	1.000
Sig. (1-tailed)	Job satisfaction	.	.952	.356	.572	.869
	Work conditions	.042	.	.000	.000	.000
	Pay	.356	.000	.	.000	.000
	Fairness	.039	.000	.000	.	.000
	Promotion	.869	.000	.000	.000	.
N	Job satisfaction	108	108	108	108	108
	Work conditions	108	108	108	108	108
	Pay	108	108	108	108	108
	Fairness	108	108	108	108	108
	Promotion	108	108	108	108	108

This part discusses the findings in the perception of respondents of factors affecting employee job satisfaction in fast food restaurants. For the work conditions, pay, promotion fairness, a Pearson correlation statistical analysis was used.

T-test and ANOVA were used in the analyses of statistically significant age and

gender

4.7.1 Hypothesis1: Work conditions significantly influence employee job satisfaction in fast food restaurants.

In order to further test the hypotheses, a Pearson correlation statistics analysis was used. Hypothesis1 tested whether there was a significant relationship between job satisfaction and work conditions. This hypotheses was analyzed through the Pearson correlation coefficient, and then by testing the significance between job satisfaction and work conditions. Table 4.14 shows that work conditions were significant with job satisfaction, since the significant level of this was less than 0.05. Therefore, work conditions are a significant predictor of job satisfaction.

4.7.2 Hypothesis2: Pay significantly influences employee job satisfaction in fast food restaurants.

Hypothesis 2 examined the relationship between pay and job satisfaction, and all items for the pay variable were found to be highly significant with the overall measure of job satisfaction at $p < 0.05$, which shows the pay variable has a positive relationship with job satisfaction. Table 4.14 gives more details about this relationship. Therefore, the pay variable is a significant predictor for job satisfaction.

4.7.3 Hypothesis3: Fairness significantly influences employee job satisfaction in fast food restaurants.

In order to further test the hypothesis, a Pearson correlation analysis was used.

Hypothesis 3 tested the relationship between job satisfaction and fairness. This hypothesis was analyzed through the Pearson correlation coefficient, and then by testing the significance between job satisfaction and fairness. The results from Table 4.14 show that fairness was significant with job satisfaction. Since the significant level of this variable was less than 0.05, fairness is a significant predictor of job satisfaction.

4.7.4 Hypothesis4: Promotion significantly influences employee job satisfaction in fast food restaurants.

In order to further test the hypothesis, the Pearson correlation was used. Hypothesis 4 tested the relationship between job satisfaction and promotion. This hypothesis was analyzed using the Pearson correlation coefficient, and then by testing the significance between job satisfaction and promotion. The results from Table 4.14 showed that promotion was significant with job satisfaction. Since the significance level of this variable is less than 0.05, promotion is a significant predictor for job satisfaction.

4.7.5 Hypothesis5: Age significantly influences employee job satisfaction in fast food restaurants.

There were no statistically significant differences in the overall perception among the respondents grouped according to age ($F=0.171$, $p=0.843$). Hence the null hypothesis that there are no statistically significant differences in perception of factors affecting job satisfaction in fast food restaurants when grouped by age was accepted. Table 4.20

shows the results.

Table 4.15: Descriptive Statistics

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min	Max
					Lower Bound	Upper Bound		
18-29	67	3.0647	.75152	.09181	2.8814	3.2480	1.67	5.00
30-39	27	2.9691	.64886	.12487	2.7125	3.2258	1.33	4.00
40-49	14	3.0476	.68384	.18277	2.6528	3.4425	1.83	4.00
Total	108	3.0386	.71354	.06866	2.9025	3.1747	1.33	5.00

From this table we can see the different age of employee job satisfaction almost same

Since the mean for all variables is quite similar, age is not a significant factor to affect employee job satisfaction.

Table 4.16: ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.177	2	.088	.171	.843
Within Groups	54.301	105	.517		
Total	54.478	107			

Not significant at the 0.05 level

4.7.6 Hypothesis 6: Gender significantly influences employee job satisfaction in fast food restaurants.

This part shows what difference gender makes in influencing employee job satisfaction.

Table 4.17: Group Statistics

	gender	N	Mean	Std. Deviation	Std. Error Mean
Satisfaction	female	57	3.0526	.73406	.09723
	male	51	3.0229	.69683	.09758

Table 4.18: Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
satisfaction	Equal variances assumed	2.128	.148	.215	106	.830	.02976	.13815	-.24414	.30365
	Equal variances not assumed			.216	105.616	.829	.02976	.13775	-.24336	.30287

There were no statistically significant differences in the overall perception between the respondents grouped according to gender (female, mean=3.05; male, mean=3.02; almost the same). Hence gender is not statistically significant in the perception of factors affecting employee job satisfaction in fast food restaurants. Table 4.20 and 4.21 show the results.

4.8 A Summary of the Results of the Hypotheses

Hypotheses	Description	Outcomes
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H₁. Work conditions significantly influence employee job satisfaction in fast food Restaurants.	Accepted
H₂. Pay significantly influences employee job satisfaction in fast food restaurants.	Accepted
H₃. Fairness significantly influences employee job satisfaction in fast food restaurants.	Accepted
H₄. Promotion significantly influences employee job satisfaction in fast food restaurants.	Accepted
H₅. Age significantly influences employee job satisfaction in fast food restaurants.	Rejected
H₆. Gender significantly influences employee job satisfaction in fast food restaurants.	Rejected

4.9 Conclusion

This chapter presents the results of the statistical analysis of the hypotheses. Correlation analysis was used to test the relationship among the variables of interest provided in the study. This study revealed that:

1. Work conditions significantly influences employee job satisfaction in fast food restaurants.
2. Pay significantly influences employee job satisfaction in fast food restaurants.

- 3.** Fairness significantly influences employee job satisfaction in fast food restaurants.
- 4.** Promotion significantly influences employee job satisfaction in fast food restaurants.
- 5.** Age does not significantly influence employee job satisfaction in fast food restaurants.
- 6.** Gender does not significantly influence employee job satisfaction in fast food restaurants.

CHAPTER 5

DISCUSSIONS, RECOMMENDATIONS AND CONCLUSIONS

5.1 Introduction

This chapter will try to discuss, highlight the results, as well as conclude and give some recommendations for any future research. For the purpose of discussion, this chapter will be divided into three parts - discussion, recommendations for future research and conclusions.

5.2 Discussion of the Research Findings

This study focuses on the factors affecting job satisfaction amongst employees of fast food restaurants. Employee job satisfaction can improve service quality and increase customer satisfaction. This study tested factors affecting job satisfaction for fast food restaurants. The results suggest that the factors had satisfactorily explained job satisfaction and that the fast food restaurant operators should focus on the factors that affect fast food restaurant, if they want to enhance their businesses. Based on the results for the standardized values, we are able to see that work conditions, fairness, promotion, and pay, are key factors affecting fast food restaurant employees' job satisfaction.

5.2.1 Research Question One

Based on Table 4.14, the results showed that work condition has a significant correlation with job satisfaction; at first glance; it shows that work conditions is the most important factor in satisfying the employees. The factor of work conditions is

also proven to have significant influence over the fast food restaurant. The physical design of the place does have certain impacts on job satisfaction. Because the work conditions in fast food restaurants include the employee relationships and work environment, all these factors relate to customer satisfaction. A good work environment and good work conditions can increase employee job satisfaction and the employees will try to offer good services for the fast food restaurant, which can increase the employee work performance. The importance and the need is there for describing or defining the physical environment by identifying those elements or dimensions that make up the physical environment. Therefore, in the questionnaires several elements have been defined such as cleanliness, lighting, noise, and furniture arrangements. These elements are the determinant of whether it affects employee's satisfaction.

Arnold and Feldman (1996) promoted factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources from all types of working conditions. Employees may feel that poor working conditions will only provoke negative performance, since their jobs are mentally and physically demanding. According to Locke's Value theory (Baron and Greenberg 2003), it advocates that if too much value is placed on a particular factor; stronger feelings of dissatisfaction will occur. Locke's theory is therefore multifaceted and greatly specific for each individual. According to these discussions and my findings we can see that work conditions have a significant relationship with job satisfaction. The fast food restaurant owner will depend on improved work conditions to increase employee job

satisfaction and loyalty, and the satisfied employees can help increase organizational performance.

5.2.2 Research Question Two

Based on Table 4.14 the results showed that pay back has a significant correlation with job satisfaction. Table 4.7 showed that pay back is also one of the key significant factors of employee job satisfaction. Money is a good motivator in fast food restaurants;, actually all employees work for the Fast food restaurant for money, employees need the money, a good salary and good compensations are key factors in satisfying the employee. We can increase the employee salary and compensation to motivate the employee, the good pay back can be one of the key factors affecting job satisfaction, also in this way one can increase the service quality and organizational performance.

According to Mullins (2002), Herzberg's two-factor theory is effectively a theory of job satisfaction. In this theory, he mentioned that pay can have a powerful effect in determining job satisfaction. Man has multiple needs and money provides the means to satisfy these needs (Arnold and Feldman 1996). So, according to Herzberg's two-factor theory and from this statement, salary is considered a key factor affecting job satisfaction. The fast food restaurant owner will depend on the best benefit package and compensation system to increase employee job satisfaction and loyalty.

5.2.3 Research Question Three

Based on Table 4.14, the results showed that fairness has a significant correlation with job satisfaction. Table 4.9 showed that fairness is also one of the key significant factors of employee job satisfaction. In fast food restaurants the employees hope they all receive equal treatment with respect to pay or promotion. If fast food restaurants create a fair competitive environment, like fair treatment, fair compensation, fair work hours, these will improve employee job attitudes; fairness can also motivate employees to be hard working. After this consideration, we can see that fairness can increase employee job satisfaction; satisfied employees offer good services for a restaurant. This can increase organizational performance, so fairness is a key factor affecting job satisfaction in fast food restaurants.

According to Mullins (2002), Herzberg's two factor theory, competent employees are essential to the success of any organization. An important factor driving satisfaction in the service environment is service quality. Fairness is also one of the most important factors affecting job satisfaction, according to my findings, and from this theory we can conclude that fairness is also one of the key factors affecting job satisfaction in fast food restaurants. The fast food restaurant owner will depend on a fair treatment policy to increase employee job satisfaction and loyalty; the satisfied employees can increase organizational performance.

5.2.4 Research Question Four

Based on Table 4.14, the results showed that promotion has a significant correlation with job satisfaction. Table 4.11 showed that promotion is also one of the key

significant factors for employee job satisfaction. Promotion is also a key factor affecting employee job satisfaction in fast food restaurants, because some employees naturally require promotion; the talented employees or experienced workers have to be promoted,, this can motivate the employees to be hard working. In fast food restaurants some employees want to get promoted; promotion becomes the employees goal, so if fast food restaurants give internal promotion opportunities to employees, this can motivate employees to be hard-working, as hard-working employees can increase fast food restaurant work performance. So promotion is also one of the key factors affecting job satisfaction in fast food restaurants.

Hertzberg advocated this in his Two-Factor theory, that job satisfaction and dissatisfaction actually originate from divergent sources (Baron and Greenberg, 2003). The level of promotion has a stronger impact on job satisfaction as compared to recognition and achievement. The promotion to the next level will result in positive changes such as pay, autonomy and supervision, (Arnold and Feldman 1996). However, Hoy and Miskel (1991), warned that those top achievers promoted too quickly can result in dissatisfaction amongst loyal, intelligent, but less creative senior workers.

According to the above discussion and my findings we can see that promotion can quickly increase employee job satisfaction; we can also conclude that promotion is a key factor in affecting job satisfaction; the fast food restaurant owner will depend on an improved promotion policy to increase employee job satisfaction and loyalty, and the satisfied employees can help increase organizational performance.

5.2.5 Research Question Five

Based on Table 4.17 and Table 4.15, the results showed that gender and age are not significant factors affecting job satisfaction. The individual factors do not have a significant affect employee job satisfaction in fast food restaurants. These factors include gender, age, education level, work experience, and marital status, these factors have little effect on job satisfaction. In fast food restaurants the employee's profile and the employee information are very different, and the employees include male and female, different ages, different education levels, and different work experience, but these issues do not significantly affect employee job satisfaction.

5.3 Limitation of the Study

This study suffered several limitations as follows:

The data obtained from this research is only applicable for fast food restaurants and cafeterias, and did not include hotels, motels, and inns. Thus, the recommendations and suggestions may not be applicable to other country's fast food restaurants.

5.4 Recommendation

Opportunities for future study have emerged as a result of this study. In addition to overcoming the limitations of data gathering, additional research is needed to observe the relationships between job satisfaction and work conditions, pay back, fairness, and promotion. The limitations have contributed to the lack of arriving at many strongly statistically proven findings and conclusions.

For future research the following suggestions should be considered:

- 1) It is suggested that for future research a proportionate stratified random sample be used to compare several public sector institutions using a larger sample.
- 2) The research is needed to further investigate the potential relationships and effects these variables and other extraneous variables, such as role ambiguity, job level, contingent rewards and co-work have on job satisfaction.
- 3) Qualitative investigators must conduct research regarding the job satisfaction of fast food restaurants. This research method will provide a different perspective of employees, job satisfaction and contribute a more in-depth understanding of how employees view their job.

Based on this study, and analysis of factors affecting fast food restaurant employee's job satisfaction, this paper makes the following recommendations to fast food restaurant managers:

- 1) Create favorable work conditions for the company. Guide the staff to communicate effectively, build a good interpersonal environment within the company, create good work conditions.
- 2) To improve the pay treatment of fast food restaurant employees. Fast food restaurants should improve the overall wage level of employees; on the other hand, two shifts or three shifts is a way to reduce the workload of staff.
- 3) To improve fairness in fast food restaurants: create a scientific performance appraisal system in the organization. Utilize the other developed countries' scientific

performance systems, and use these systems to evaluate employee work performance and evaluate employee service quality.

4) Concern about the employees education and training. Fast food restaurant employees generally have low levels of education; organizations have to provide the employees with effective education and train them in science and cultural knowledge, and let the employees acquire practical knowledge.

5.4 Conclusion

This study focused on the factors that affected job satisfaction in fast food restaurants; the central objective of this study was to establish the impact of the chosen variables, work conditions pay back, fairness and promotion and relationships on employee job satisfaction in fast food restaurants. A literature survey was made to form the theoretical premises for the study.

The rationale for the study was simply an observation that some employees seem better adjusted and happier at work and are able to cope well with the demands of the working environment while others are not. Another observation is that management seems not to be aware of what motivates their subordinates and to strategically utilize those motivational tools to maintain high levels of job satisfaction, high productivity and morale.

Through the analysis of fast food restaurant employee job satisfaction we can conclude the following: Fast food restaurant employees are younger, mostly single,

with a low level of education, and short years of work experience; there are 9 general factors affecting employee job satisfaction in fast food restaurant, which are: work conditions, fairness, promotion, pay, education level, marriage, age and gender, and work experience. There are 4 key factors affecting employee's job satisfaction in fast food restaurant: they are: work condition, pay, fairness, and promotion. These four factors are most important in employee job satisfaction. Other individual factors do not have a significant effect on fast food restaurants. These factors include gender, age, education level, work experience, and marital status. These factors have a small effect on job satisfaction in fast food restaurants.

The study recommends strategies of how management can utilize achievement, recognition and work conditions as a tool to keep employees motivated and satisfied in their jobs. It also recommends ways by which management can eliminate low motivation and job dissatisfaction amongst employees by improving management skills, knowledge and competencies of managers, building relations between managers and subordinates and also improving the quality of internal communication with employees, especially on policy and administrative matters.

This study also recommends to other fast food restaurant owners: Create a favorable work environment for the company. Create good working conditions and good communications in fast food restaurants, this can be increase employee job satisfaction. Improve the pay treatment of fast food restaurant employees. Increase the level of employee salaries and compensation. These are key factors in increasing

employee job satisfaction. Improve the fairness in the fast food restaurant. This can motivate the employees to work hard and perform well. Concern about the employees' education and training; the training and education of the employee can increase the employees' knowledge; knowledgeable employees can increase service quality.

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Appendix 1

A SURVEY ON THE FACTORS AFFECTING JOB SATISFACTION AMONGST EMPLOYEES OF ALOR SETAR'S FAST FOOD RESTAURANT

Please take a few moments to complete this questionnaire. The survey focuses on job satisfaction of fast food restaurant employees; the actual situation, the detection of problems, trying to improve the management quality of the restaurant, rather than the individual employees have any adverse effects. Depending on your individual circumstances, honestly answer every issue, and mark off "✓", there is only one answer to each question. The success of the survey will depend on your cooperation. All returned questionnaires will be kept strictly confidential, please fill out and return. Thank you for your cooperation and participation.

SECTION A

Individual information: Please mark on "✓" the your answer:

1. Gender

☐ Male ☐ Female

2. Age

☐ 19-29 ☐ 30-39 ☐ 40-49 ☐ 50-60

3. Marital status

☐ single ☐ married

4. Education level

☐ middle school ☐ high school ☐ college

5. Your work department

☐ kitchen ☐ finance ☐ service ☐ manager

6. Your work position

☐ general staff ☐ group leader ☐ manager
☐ cooker ☐ cleaner ☐ other _____

7. Your Work experience

☐ half year ☐ 1 year ☐ 1-2 ☐ More than 2 years

8. Your salary

☐ 600 - 799 ☐ 800 - 999 ☐ 1000 - 1199 ☐ 1200 - 1499
☐ 1500 - 1999 ☐ 2000 ☐ More than 2000

9. Your every day work hour

☐ 6hours ☐ 8hours ☐ 10hours ☐ More than 10 hours

SECTION B

Are you happy with the fast food restaurant?

How happy are you with the fast food restaurant? Please mark on “√” the answer based on the following scale

1 = very unhappy 2 = somewhat unhappy 3 = neither happy nor unhappy 4 = somewhat happy 5 = very happy

10. How happy are you with the restaurant as overall?

1 2 3 4 5

11. How happy are you with restaurant basic salary?

1 2 3 4 5

12. How happy are you with work fairness in restaurant?

1 2 3 4 5

13. How happy are you with the promotion in restaurant?

1 2 3 4 5

14 How happy are you with the work environment of the restaurant?

1 2 3 4 5

15 How happy are you with the policy of the restaurant?

1 2 3 4 5

SECTION C

Employee job satisfaction in fast food restaurants: Please mark “√” the answer based on the following scale

1 = strongly disagree 2 = disagree 3 = natural 4 = agree 5 = strongly agree

Work condition at fast food restaurant

No	Statement	s-dis agre	disa gree	natu ral	agre e	s-agr ee
16	Restaurant supervisor respect the subordinates	1	2	3	4	5
17	The restaurant is good quality of work environment	1	2	3	4	5
18	The restaurant have good work condition	1	2	3	4	5
19	The atmosphere in the restaurant is cheerful	1	2	3	4	5
20	Decorations are bright and cheerful	1	2	3	4	5
21	The restaurant is best quality of management	1	2	3	4	5
22	The restaurant employees under good relations	1	2	3	4	5
23	The restaurant manger always help employee	1	2	3	4	5

24	The restaurant provide good safe work condition	1	2	3	4	5
25	The restaurant provide good work equipment	1	2	3	4	5

Pay and compensation in fast food restaurant

No	Statement	s-dis agre	disa gree	natu ral	agre e	s-agr ee
26	Restaurant basic salary is reasonable	1	2	3	4	5
27	Restaurant benefit system is perfect	1	2	3	4	5

Fairness in fast food restaurant

No	Statement	s-dis agre	disa gree	natu ral	agre e	s-agr ee
28	Every employee is treated equally in the restaurant	1	2	3	4	5
29	I get respect from other employees	1	2	3	4	5
30	Restaurant have fair evaluation system	1	2	3	4	5
31	Restaurant manager fair to communicate with employee	1	2	3	4	5
32	Same level of employees received the same salary in restaurant	1	2	3	4	5
33	Restaurant exist different work hour for different employee	1	2	3	4	5
34	Promotion is fair in restaurant	1	2	3	4	5
35	Restaurant provide equal benefits for every employee	1	2	3	4	5
36	Restaurant emphasize fair competition in work place	1	2	3	4	5

Promotion in fast food restaurant

No	Statement	s-dis agre	disa gree	natu ral	agre e	s-agr ee
37	promotion rules very clear in restaurant	1	2	3	4	5
38	promotion depend on employees work performance	1	2	3	4	5
39	promotion depends just manager decision	1	2	3	4	5

40	every employee have opportunity to get promotion in restaurant	1	2	3	4	5
41	Restaurant have perfect evaluation system	1	2	3	4	5
42	promotion depend on employee relations with	1	2	3	4	5
43	Job performance evaluation done by my supervisor is fair and based on clear performance standard.	1	2	3	4	5
44	senior employee get advantages in promotion	1	2	3	4	5
45	I am satisfied with the restaurant promotion policy		2	3	4	5
46	Promotion can be improve my work attitude	1	2	3	4	5

Appendix 2:

Reliability Testing

Table 3.2: Case Processing Summary

		N	%
Cases	Valid	108	100.0
	Excluded(a)	0	.0
	Total	108	100.0

Table 3.3: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.888	.889	46

Table 3.5: Item-Total Statistics

	Scale Mean if Item Deleted	Cronbach's Alpha if Item Deleted
TOTAL SAS	13.02	.889
Work Conditions	12.90	.882
Pay Back	12.76	.894
Fairness	12.97	.879
Promotion	12.84	.898
Age	12.43	.881

Gender	12.78	891
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Overall Cronbach Alpha for 46 items = 0.889