

**PULL FACTORS MOTIVATING THE
RECRUITMENT OF FOREIGN WORKERS IN THE
FOOD SERVICE INDUSTRY:
SATE KAJANG HJ. SAMURI AND TEALIVE
MALAYSIA**

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COMMERCE DEPARTMENT

NOVEMBER 2020

**POLITEKNIK SULTAN SALAHUDDIN
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A project report submitted in partial fulfilment of the requirements for the award of Diploma in International Business.

COMMERCE DEPARTMENT

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ABSTRACT

In the recent decades, the process of globalization has increased the mobility of labour and spurred rapid international migration across borders. Also, the foodservice industry in Malaysia grew positively as growing sophistication and affluence amongst consumer contributed to the rise in Malaysia's foodservice sales. This trend has contributed to the booming of the food serving industry businesses and has created mass vacancies for employment. Growth of foodservice consumer is likely to be tied closely to the growth of the Malaysian economy as consumers are expected to spend more on consumer foodservice as their disposable incomes increase over the forecast period (Euromonitor, 2010). The migration of foreign workers is a common phenomenon that happens in Malaysia and clearly, most of owner restaurants seen this as an advantage in reducing the labour costs. Many employers took this as a privilege, but different company may have different reasons in hiring foreign workers. Though much research has been conducted to study the employment effects of migrant workers towards the local labour economy, this research aims to examine the factors which lead to the recruitment of foreign workers in the food service industry in Malaysia, specifically at Sate Kajang Hj. Samuri and Tealive Malaysia. Five main factors are being studied in this research, namely the lower wages, acceptability of workers towards working conditions, flexibility of foreign workers at work, the availability of foreign workers and level of education among foreign labours. Hence, this study aims to determine the significance of contributing factors towards the recruitment of foreign workers at Sate Kajang Haji Samuri and Tealive Malaysia.

TABLE OF CONTENTS

CHAPTER ITEM	PAGE
DECLARATION OF AUTHENTICATION AND OWNERSHIP	II
ACKNOWLEDGEMENT	III
ABSTRACT	IV
TABLE OF CONTENTS	V
LIST OF TABLES	VIII
LIST OF FIGURES	IX
LIST OF ABBREVIATIONS	X
1 INTRODUCTION	1
1.1 Introduction	1
1.2 Research Background	2
1.3 Problem Statement	3
1.4 Research Objectives	4
1.5 Research Questions	4
1.6 Scope Of Research	5
1.7 Significance Of Study	5
1.8 Operational Definition	6
1.9 Situation Analysis	6
Swot Analysis For Sate Kajang Hj. Samuri	6
Swot Analysis For Tealive Malaysia	7
2 LITERATURE REVIEW	10
2.1 Introduction	10
2.2 Review Of Relevant Theoretical Models	10
2.2.1 Push And Pull Factors Of Migration	10
2.2.2 Psychology Motivation Theory	11
2.2.3 Migration Theory	12
2.3 Literature Review	15
2.3.1 Dependent Variable	17
2.3.2 Independent Variables	17
2.4 Proposed Theoretical / Conceptual Framework	20
2.5 Hypothesis Development	22
2.6 Summary	22
3 METHODOLOGY	23
3.1 Introduction	23
3.2 Research Design	23

	3.3 Data Collection Methods	24
	3.3.1 Primary Data	24
	3.3.2 Secondary Data	24
	3.4 Sampling Design	25
	3.4.1 Target Population	25
	3.4.2 Sampling Frame	25
	3.4.3 Sampling Elements	26
	3.4.4 Sampling Technique	26
	3.4.5 Sampling Size	27
	3.5 Research Instruments	27
	3.5.1 Questionnaire	27
	3.5.2 Questionnaire Design	27
	3.6 Construct Measurement	29
	3.6.1 Nominal Scale	30
	3.6.2 Interval Scale	30
	3.7 Data Processing	30
	3.8 Data Analysis Technique	31
	3.8.1 Descriptive Analysis	31
	3.8.2 Scale Measurement	31
	3.8.3 Inferential Analysis	31
	3.9 Summary	32
4	FINDINGS	34
	4.1 Introduction	34
	4.2 Descriptive Analysis	34
	4.2.1 Respondent's Demographic Profile	34
	4.2.2 Frequency Table Of General Information	36
	4.2.3 Central Tendencies Measurement Of Constructs	37
	4.3scale Measurement	39
	4.3.1 Reliability Test	39
	4.4 Inferential Analysis	39
	4.4.1 Pearson Correlation Coefficient	40
	4.4.2 Multiple Regression Analysis	42
	Test Of Significant	44
	4.3 Conclusion	46
5	DISCUSSION, CONCLUSION, AND IMPLICATIONS	47
	5.1 Introduction	47
	5.2 Summary Of Statistical Analysis	47
	5.2.1 Summary Of Scale Measurement	47
	5.2.2 Summary Of Inferential Analysis	47
	5.3 Discussion Major Findings	47
	5.3.1 Relationship Between Availability And Recruitment Of Foreign Workers At Satay Kajang Haji Samuri And Tealive Malaysia	48

5.3.2 Relationship Between Lower Wages And Recruitment Of Foreign Workers At Satay Kajang Haji Samuri And Tealive Malaysia	49
5.3.3 Relationship Between Acceptability And Recruitment Of Foreign Workers At Satay Kajang Haji Samuri And Tealive Malaysia	49
5.3.4 Relationship Between Education And Recruitment Of Foreign Workers At Satay Kajang Haji Samuri And Tealive Malaysia	50
5.3.5 Relationship Between Flexibility And Recruitment Of Foreign Workers At Satay Kajang Haji Samuri And Tealive Malaysia	50
5.4 Implication Of Study	51
5.5 Limitation Of Study	51
5.6 Recommendations For Future Research	52
5.7 Conclusions	52
REFERENCES	54
APPENDICES	58

LIST OF TABLES

TABLE NO.	TITLE	PAGE
3.1	Pilot Test	26
3.2	Rules of Thumb about Correlation Coefficient	29
4.1	Descriptive Statistics for Demographic Variables	31
4.2	Descriptive Statistics for Employers' Characteristics	32
4.3	Statistical Summary	33
4.4	Result of Reliability Test	35
4.5	Pearson Correlation	36
4.6	Model Summary	37
4.7	Anova	38
4.8	Coefficient	38
5.1	Summary of Statistical Analysis	43

LIST OF FIGURES

FIG NO.	TITLE	PAGE
2.1	Number of Foreign Workers from 2011 to 2017	13
2.2	Number of Foreign Workers by Country of Origin (2018)	13
2.3	Main Destination of Regular Foreign Workers (Number of Foreign Workers, 2018)	14
2.4	Sectoral Distribution of Foreign Workers (2018)	14
2.5	The Pull Factors Motivating the Recruitment of Foreign Workers in Food Service Industry: Sate Kajang Hj. Samuri and Tealive Malaysia.	18

LIST OF ABBREVIATIONS

3D	Dirty, Dangerous, Difficult
H	Hypothesis
A	Availability
LW	Lower Wages
AC	Acceptability
E	Education
F	Flexibility
R	Recruitment

CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

This research is to examine the pull factors motivating to the recruitment of foreign workers at Satay Kajang Haji Samuri and Tealive Malaysia. Based on employment in the food service industry are less attractive to local workers. Due to this problem, the provision of foreign workers used to curb the shortage of workers and recruitment of foreign workers is becoming increasingly important to meet the needs of workers in the food service sector. This research is more likely to service the needs of the foreign workers' issue. In this research, the cause of foreign workers as well as ways to reduce the use of foreign workers in the food service sector discussed in more depth. Questionnaire survey was used to obtain the information needed to meet the requirements of this inquiry. The questionnaire will be distributed to 76 managers of each branches of Sate Kajang Haji Samuri and Tealive Malaysia as respondents to the survey. The distribution of questionnaire is involving managers from various branches located in Selangor, Kuala Lumpur and Negeri Sembilan. This analysis will identify the pull factors of recruitment of foreign workers compared to local workers. In conclusion, Foreign labour can bring easily in food service industry where they just accept even the offer with low wages and willing to work for long hours make employer easier in to fully the demand of food service industry. Furthermore, Low wages was offered by employer in food service field, certain few local willing to working in food service industry.

1.2 RESEARCH BACKGROUND

Based on Wikipedia the food industry is a complex, global collective of diverse businesses that supplies most of the food consumed by the world's population. The term food industries cover a series of industrial activities directed at the processing, conversion, preparation, preservation, and packaging of foodstuffs. Satay is a Southeast Asian dish of seasoned, skewered, and grilled meat, served with a sauce. Satay may consist of diced or sliced chicken, goat, mutton, beef, pork, fish, other meats. They are grilled or barbecued over a wood or charcoal fire, then served with various spicy seasonings.

These days, we usually see in food industry who hiring foreign workers being the one who serves the food, handling the order and doing the kitchen work at restaurant and cafe. Foreign workers are available anywhere and willing to do any jobs at any time. Nowadays, our country, Malaysia are facing the issue shortage of local workers who willing tp take a job rather than foreign workers who are not too picky. They also did not satisfy with the total wages given always demand for more compared to foreign workers. Contract workers who dominate 97% of the foreign workforce in Malaysia are being employed mainly in the manufacturing, construction, plantation, agriculture, and service sector. They are employed as a temporary measure to overcome the labor market imbalances in specific industries, food and beverage industry is one of them. To remain competitive, many food service operators have opted to employ foreign workers in their daily operations to lower the cost of businesses.

Based on Wikipedia, Sate Kajang Haji Samuri is a Sate Kajang fast-food restaurant chain in Malaysia. Kajang has been famous for its satay since the 1960s, with Sate Kajang Haji Samuri said to be one of the best. The main headquarters is in Medan Sate, Kajang, Selangor. It has 18 branches in total. It has been around since 1992, received 203 votes, beating nine other satay nominees to win the award via public nomination. In a day, Sate Kajang Haji Samuri can sell between 9,000 and 15,000 sticks of satay every day. Meanwhile, Tealive was introduced on February 17, 2017, by Bryan Loo, who was the Loob's Chief Executive Officer by introducing Tealive as his brand to take tea to a higher level. Chief Executive Officer, Bryan Loo launched the brand at the Pavilion KL store near the exact spot where he introduced the brewed tea six years ago before opening 165 branches by the end of 2016. Tealive is now features with four signature drinks namely Signature brown sugar pearl milk tea, Roasted milk tea with handmade pearls (sweet potato), Signature passion fruit green tea and lastly, Grapefruit chia tea booster.

While foreign workers are people who travel to another country looking for work. They are people who employed in a country to which the person is not a citizen. These workers are hired to work in the host country. The recruitment of foreign workers is influenced by a few pull factors. Pull factors is something concerning the country to which a person migrates. It is generally a benefit that attracts people to a certain place. Push and pull factors are usually considered as north and south poles on a magnet.

In this study, the recruitment of foreign workers was focused on Sate Kajang Hj. Samuri and Tealive Malaysia by applying the pull factors such as lower wages, education, acceptability, flexibility, and availability.

1.3 PROBLEM STATEMENT

Most foreign workers are usually seen in the construction, manufacturing, agriculture or plantations and some service occupations because they are known as workers who are able to perform jobs that are consider as 3-D (dirty, difficult and dangerous). Some of them find jobs in the food service industry but the percentage was low compared to sectors like construction and manufacturing.

Existing studies on the recruitment of foreign workers are related to the employers dependency of foreign workers in food service industry (Fadilah, 2011), the employment of foreign workers: issues and implications towards organization performance (Syezreen, 2017), the recruitment of migrant worker in the food service industry: Old Town White Coffee and Pappa Rich (Yeo sing Yee, 2017), migrant workers contribution towards Malaysian economic transformation (P.Iruthayaraj 2014), and the economic impact of foreign workers in Malaysia (Tan Theng, 2018). And some of studies before only focus on the impacts and issues of hiring foreign workers (Syezreen Dalina, 2017).

There is still deficiency of studies conducted to look on pull factors towards recruitment of foreign workers. Among the past research are related to dynamics of push and pull factors of migrant workers in developing countries: the case of Indonesian workers (Farra, 2012), and analysis of push and pull factors motivating expatriate migrants to contemplate Malaysia as their second home (Ramaya, 2018). There is still lack of information on pull factors motivating the recruitment of foreign workers in the food service industry because most of the study focus on manufacturing and construction sector.

There are several issues regarding this research and one of them is a contract worker who dominate 97% of the migrant workforce in Malaysia are being employed mainly in the

manufacturing, construction, plantation, agriculture, and service sectors. They are employed as a temporary measure to overcome the labour market imbalances in specific industries, food and beverage industry is one of them. To remain competitive, many food service operators have opted to employ migrant workers in their daily operations to lower the cost of businesses.

These days, we usually see foreign workers being the one who serves the food, handling the order and doing the kitchen work at restaurants and café. Many may not know that taking foreign workers is not as easy as it looks. The employer must comply with many procedures and satisfy the labour office requirements when they come for checks at premises. Additionally, employers can only take foreigners after having proven that the jobs were declined by locals. Today, to have zero foreign workers at eateries now is unreasonable. (Jawahar Ali, 2020)

Despite the long process that need to be faced by employers in hiring foreign workers, they are still willing to employ foreign workers because most local workers are not keen on working in food service industry like restaurants unless they are being offered with attractive salaries and benefits. This case acknowledges the factors influencing employers' decision to recruit foreign workers in the food service industry.

1.4 RESEARCH OBJECTIVES

- i.** To examine the pull factors that motivating the recruitment of foreign workers in food service industry at Sate Kajang Hj. Samuri and Tealive Malaysia.
- ii.** To examine the relationship between pull factors and recruitment of foreign workers.
- iii.** To suggest appropriate recommendations for Sate Kajang Hj. Samuri and Tealive Malaysia employer in formulating policies to reduce the overreliance foreign workers in their restaurant.

1.5 RESEARCH QUESTIONS

- i.** What are the pull factors motivating the recruitment of foreign workers?
- ii.** What are the factors that lead to the recruitment of foreign workers at Sate Kajang Hj. Samuri and Tealive Malaysia?
- iii.** How each factor affects company decision in recruiting foreign workers?

1.6 SCOPE OF RESEARCH

The study focuses on the recruitment of foreign workers in the food service industry which is at Sate Kajang Hj. Samuri and Tealive Malaysia. Sate Kajang Hj. Samuri has 17 outlets in Selangor, Kuala Lumpur and Negeri Sembilan and all outlets will be part of this study since Sate Kajang Hj. Samuri has only 17 outlets overall located in Malaysia. Meanwhile, Tealive Malaysia has 300 outlets across Malaysia but only 59 outlets will be selected which is outlets located in Klang Valley. The reason for choosing all outlets at Sate Kajang Hj. Samuri is because to determine whether Sate Kajang Hj. Samuri will recruit foreign workers or they will recruit only local workers since all managers at all outlets Sate Kajang Hj. Samuri are from local people. A different case with Tealive, the reason to choose only Tealive outlets at Klang Valley is because Tealive outlets in Klang Valley has more than 60 outlets. Therefore, only 59 outlets are needed to be part of this study. Also, at some Tealive outlets, foreign workers are pointed to be the outlet's leader and not local workers. Sate Kajang Hj. Samuri and Tealive Malaysia has different approach in hiring workers so this study is to identify which outlets will recruit foreign workers and why.

1.7 SIGNIFICANCE OF STUDY

Most of the foreign workers in Malaysia are mainly low-skilled, as the expatriates found in Malaysia only dominate 3% of the total foreign workforce in Malaysia (Ministry of Finance Malaysia, 2013). Contract workers who dominate 97% of the migrant workforce in Malaysia are being employed mainly in the manufacturing, construction, plantation, agriculture, and service sectors. They are employed as a temporary measure to overcome the labour market imbalances in specific industries, food and beverage industry is one of them.

To remain competitive, many food service operators have opted to employ migrant workers in their daily operations to lower the cost of businesses. Many studies have done related to this issue; however, no study has been conducted to identify the reasons for employing migrant workers in Malaysia. Hence, this research aims to determine the factors that influence the decision to employ migrant workers in the café segment of food service industry in Malaysia. Focus will be placed on the Sate Kajang Hj. Samuri and Tealive, as both brands are expanding rapidly, thus, they can represent the cafe segment in the food service industry.

1.8 OPERATIONAL DEFINITION

- ❖ Employer is a person or organization that employs and hire people. Basically, employer help in reduce unemployment by creating job opportunities to people. Employers will offer wages or a salary to the workers in exchange for the worker's work or service.
- ❖ Foreign worker or guest workers are people who work in a country other than one of which they are a citizen. Some foreign workers use a guest worker program in a country with more preferred job prospects than in their home country.
- ❖ Recruitment refers to the overall process of identifying, attracting, screening, shortlisting, and interviewing, suitable candidates for jobs (either permanent or temporary) within an organization. Recruitment can also refer to processes involved in choosing individuals for unpaid roles.
- ❖ Pull factors are the positive aspects of a different country that encourages people to emigrate in search of a better life.
- ❖ Food service industry is a business, institutions, and companies responsible for any meal prepared outside the home. This industry includes restaurants, school and hospital cafeterias, catering operations, and many other formats.

1.9 SITUATION ANALYSIS

Situation analysis refers to a collection of methods that managers use to analyse an organization's internal and external environment to understand the organization's capabilities, customers, and business environment. The situation analysis is SWOT Analysis.

SWOT ANALYSIS FOR SATE KAJANG HJ. SAMURI

Strength

One of the strengths found in Sate Kajang Hj. Samuri is through the products and services provided for their customers. The company takes great care of the quality of their products which is where they also practice the principle of FIFO which is first in first out. This is to prevent the product to be produced in poor quality condition. Apart from that, the service provided by Sate Kajang Hj. Samuri is a self-service where customers will pick up their own food to avoid customers waiting too long as there are a lot of customers at one time especially during dinner time. In addition, the strength of the company is that Sate Kajang Hj. Samuri is managed by Haji Samuri and his family, so this makes it easier

for them to deal and communicate in managing their company and it is also the key to success in their business. In addition, the raw materials obtained by the suppliers have been set according to the size approved by the management and this can help to save time and money, as they do not need to hire workers to prepare the raw materials. Next, Sate Kajang Hj. Samuri has a good storage place for raw materials where the raw materials will be stored in a suitable place and this can prevent the raw material from being damaged, and according to their manager, the raw material can be kept for a year.

Weakness

One of the weakness at Sate Kajang Hj. Samuri is that it is difficult for them to maintain the quality of raw materials from being sour. Then, the product produced is also not fixed in terms of taste. Apart from that, the obvious weakness that can be seen at Sate Kajang Hj. Samuri is that most of their employees are foreign workers, namely Indonesian workers and it requires the company to send them to attend courses and this requires a relatively high cost.

Opportunity

The opportunity for Sate Kajang Hj. Samuri is that they are trying to enter the international market where they have exported their satay to Hong Kong, China, Taiwan, and several other countries. This opportunity allows them to expand the market for their business.

Threat

The threat found at Sate Kajang Hj. Samuri is when there are more competitors who produce the same product so from this, it will provide more choices for customer to choose. For example, Satay Station, Satay Warisan, Willy Satay and many more.

SWOT ANALYSIS FOR TEALIVE MALAYSIA

Strength

Tealive Malaysia has a strong brand recognition in Malaysia. Most of Malaysian know about Tealive and used to buy it in their lifestyle. Tealive Malaysia has large distribution network which it has a wide range of outlets (150). Tealive Malaysia have many branches

around Malaysia and people are easy to get it whenever they crave for it. Not only that but, Tealive Malaysia also has a wide range choice of drink. They sell varieties of flavour (70) which adapted Malaysian taste such as Durian drink that attracted customers from all around Malaysia. Next, Tealive Malaysia drink is a Muslim friendly where it registered and got Halal certified and open for all races and religion. Muslim people will not hesitate to drink it. Moreover, the drink serve is also made in a short period of time and fresh. This is because the drink is made after the order received to keep customers satisfaction on the freshness. Tealive Malaysia also provide their customers with a member card. This way can gain customer loyalty through giving them points for every purchase and free drinks if they keep buying Tealive. The environment in the outlets also has attractive ambience which suitable for chilling and discussions or else to relax after shopping around mall.

Weakness

Even the best brand also has a weakness and one of Tealive Malaysia weakness is their drinks is a bit expensive. For a new people, they might think twice before trying it, and that is not included with the additional payment for extra topping or larger cups yet. Some of Tealive Malaysia's outlets is placed at a nonstrategic place which has no crowded people with demand on Tealive drinks. Plus, the quality of the drinks is not the same at every outlet. Some of the drinks are at the best quality and some of it at another outlet is disappointed.

Opportunity

The market for bubble tea in Malaysia among teenagers and adult community is large. Teenagers and adult nowadays are familiar with these types of drinks and regularly bought it to fulfil their craving. Even if they do not crave for it, they will buy it for taking pictures every time they hang out. Moreover, Tealive Malaysia can expand their distribution area by registering their brand with Food Panda. So, Tealive Malaysia can deliver their drinks to customer who do not have time to walk into their outlets.

Threat

Tealive Malaysia has many competitor selling similar drinks as they do such as ChatTime and CoolBlog. It will cause their sales decrease if customers more preferred to buy drinks from other brand outlets. Other than that, the threats are also happen when the rate of

spending among Malaysian market is low. Especially when unemployment rate has increased, and people do not have any income. People also get bored easily if Tealive Malaysia do not comes out with new flavour. Malaysian customer's always eager to try something new.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

Malaysia has become a magnet for foreign workers from neighbouring lower-income countries, owing to fast and steady economic progress and a higher old-age dependency ratio. According to the Labour Force Surveys by the Department of Statistics Malaysia (DOSM), the foreign workforce has been hovering around 15 percent of the total labor force in recent years. Up to today, Malaysia has become the largest importer of labour in Asia, taking in more than a million workers from Indonesia, Bangladesh, Philippines, and Pakistan (P Iruthayaraj, 2014). Foreign workers contribute to the Malaysian economy by providing either skilled or unskilled labor. Labor is much required in the manufacturing industry of Malaysia to ensure its continuity and growth. The contributions of foreign workers also drive Malaysia's economic growth. Through the contributions of these foreigners, particularly in the manufacturing and agricultural sectors as well as other sectors that do not necessarily require skilled labor, the country is able to produce much as well as export its products to other markets. As a result, the country's economy can continue growing. Therefore, foreign workers are of great importance, not only to their employers but also towards the economic growth of the entire nation.

2.2 REVIEW OF RELEVANT THEORETICAL MODELS

2.2.1 PUSH AND PULL FACTORS OF MIGRATION

Migration is broadly understood as a permanent or semi-permanent change of residence. In other words, migration may be defined as a form of relocation diffusion (the spread of people, ideas, innovations, behaviours, from one place to another), involving permanent moves to new locations. Lee (1966) with his migration theory stated that migration happened due to the rational choices regarding benefit factors at the destination country compare to the origin place of migrants, particularly on demography and economy aspects. The reasons that people migrate are determined by push and pull factors, which are forces that either induce people to move to a new location or oblige them to leave old residences. These could be economic, political, cultural, and environmental.

Pull factors are exactly the opposite of push factors. Push factors are conditions that can force people to leave their homes and are related to the country from which a person migrates. Meanwhile, pull factors attract people to a certain location. Typical examples of pull factors of a place are more job opportunities and better living conditions; easy availability of land for settling and agriculture, political and/or religious freedom, superior education and welfare systems, better transportation and communication facilities, better healthcare system and stress-free environment attractive, and security.

According to Osaki (2003) in Safrida (2008) migration occurs because of the need to intrinsic labour demand to modern industrial society. Through dual labour market theory, the migration is analysed due to the reason and willingness of people to migrate. This theory emphasised that the requirement of developed countries to labour market has indicated as the major pull factor of labour migration. Therefore, labour migration created is not only because of push factors at the origin countries but also because of the pull factors at destination countries. Further regarding push and pull factors of migration, Abella (2008) added that there are significance demography alterations in the developing and developed countries which lead to migration. In developed countries the aging population are increasing and the birth rate degrading to negative. Therefore, the developed countries attract the population in developing countries to fulfil the available job spaces to maintain their productivity. Despitefully, in term of the rapid growth of aging society the needed to caregiver and nurses also increasing which urged the pull factors for female migrant workers to work at overseas.

Djafar and Hisyam (2012) stated in their study about pull and push factors of Indonesia migrant workers to work in Malaysia. Their study explained that the lower salary and the high unemployment rate become the most push factors for Indonesia migrant workers to work in Malaysia while the pull factors are higher salary offered, numerous job demand due to the lower interest of Malaysia population to do low skilled worker. Other factor is the policy of both countries to easier the migration process, where Indonesia and Malaysia have signed the MOU for manage the labour migration from Indonesia to Malaysia.

2.2.2 PSYCHOLOGY MOTIVATION THEORY

Motive or motivation is crucial theory in psychology that able to overcome the reason of someone to act in their daily life. Abraham Maslow, a famous psychologist, he defines motivation as the process of satisfying certain needs that are required for long-

term development. Maslow's theory is based on a simple premise: human beings have needs that are hierarchically ranked. Maslow organized human needs into a pyramid that includes (from lowest level to highest-level) physiological, safety, love/belonging, esteem, and self-actualization needs. According to Maslow, one must satisfy lower-level needs before addressing needs that occur higher in the pyramid. The most basic of Maslow's needs are *physiological needs*, such as the need for air, food, and water. When you are very hungry, for example, all your behaviour may be motivated by the need to find food. Once you eat, the search for food ceases, and the need for food no longer motivates you.

In case the basic needs like food and sense of security are failure to be satisfied, the accomplishments to those needs will dominate the action of someone and the higher motive will be less significant. Human being will spend time and energy to focus to their passion on aesthetic and intellectual when the basic need has been accomplished easily. Masterpiece and erudition will not arise when the society is hardly to fulfil their need of food, protection, and sense of security.

According to Koontz (1990) individual motivation depend on inner state that force, activate, actuate, direct, and canalized the behaviour to gain ends. Motivation is a drive in someone and in their mind to do and to reach the objective. Motivation is also explained as a desire to gain success and avoid failure in life. In psychology, motivation segmented to intrinsic motivation (internal) and extrinsic motivation (external). Intrinsic motivation occurs when the activities motivate someone to act and create contentedness in doing the activities without other intervention such as status or money. In other words, intrinsic motivation occurs when someone doing their hobby or passion. Extrinsic motivation occurs when the external element related to the jobs become the force major that motivate someone to act, such as status or compensation.

2.2.3 MIGRATION THEORY

Migration is a global phenomenon in borderless world. International migration is such a diverse and complex phenomenon that no single theory has been able to provide a satisfactory all-encompassing explanation. The causes of international migration are better understood by incorporating a variety of perspectives and factors. There are eight main theories developed by experts to explain the main drivers behind the decision to migrate. Firstly, neoclassical. This theory assumes that labour markets and economies

move towards equilibrium in the long run through trade and migration. It considers migrants as purely rational actors. Migrants move from societies where labour is abundant and wages are low, to societies where labour is scarce, and wages are high. Decisions to migrate are taken at the individual level and consider that higher earnings in the long run compensate for the cost and risk of relocating. Next is new economics. A variation of the Neoclassical, this theory incorporates the societal dimension in the decision to migrate. The migration decision is often taken collectively, especially within households. Migration of selected family members may be used to mitigate risks and diversify income resources for the entire family. If things go well for the ones who migrate, they will provide support for their families in the country of origin, and vice versa.

Thirdly, migration system and networks which focuses on the nexus between people at origin and destination. Migratory movements are often connected to prior long-standing links between sending and receiving countries, like commercial or cultural relationships. These give birth to migration systems, i.e. two or more countries exchanging migrants, and migration networks, such as circular and diaspora-based migrations. People move where they can rely on someone they know. The processes are cumulative and do not necessarily tend to an equilibrium: the more the diaspora expands the more it will attract new migrants. The fourth one is institutional. According to this theory, organizations that developed alongside international migration started to play a role in nurturing and encouraging further migration. The imbalance between the scarcity of visas or other legal channels to enter destination countries and the amount of people who wish to migrate helped to create a migration economy and a specific market whose actors range from immigration attorneys, travel and recruitment agencies, to smugglers.

Afterwards, dual, or segmented labour market is one of the factors. The need for cheap workers in modern societies is the main factor explaining migration, according to this theory. The demand for labour in developed economies pulls migrants independently from the labour or wage conditions at the origin societies. At the receiving economy, the labour market is segmented: the native-born have access to careers, good pays and safe working conditions; migrants are channelled to labour-intensive secondary or tertiary sectors that provide precarious jobs, low pays and hazardous working conditions. Then, is world system. This theory emphasizes migration from peripheral developing countries to core capitalist ones. Migrants flow from the periphery to the core while capital,

machinery, and goods flow from the core to the periphery. This often creates a loop: capital and machinery, for instance, may increase agricultural productivity, forcing people to move internally to cities and cause high youth unemployment in urban areas. These youths may end up migrating to more advanced economies.

Sequent, mobility transitions the focus here is on the transition of countries through a series of demographic and societal stages. In the early stages featuring strong demographic growth there is mostly rural-to-urban mobility followed by high net migration towards developed countries. As countries become advanced economies, rural-to-urban mobility shrinks, demographic growth slows down, while urban-to-urban mobility and circular migration increase significantly. Advanced economies often become net importers of low-skilled labour from less developed countries. Lastly is policy. In addition to the 'classic' theories outlined above, experts have progressively stressed the role played by immigration policies. Especially after World War II, international migration has been taking place within an increasingly complex set of national and international policies aimed at regulating and controlling immigration, admissions, and flows.

2.3 LITERATURE REVIEW

According to a report Malaysia: Estimating the Number of Foreign Workers (Wei San Loh, Kenneth Simler, Kershia Tan Wei, and Soonhwa, 2019). Figure 1 shows the number of foreign workers from 2011 to 2017. The number of foreign workers increased slightly from 2011 to 2012 before further increasing at 2.25 million in 2013. The number of foreign workers has been declining, hovering around 1.8 million during 2016-2017. The jump in 2013 is largely attributable to the legalization of irregular foreign workers through the “6P” regularization program. Although lower than the 2013 peak, the number of foreign workers in 2017 was approximately 30% higher than the total in 2011.

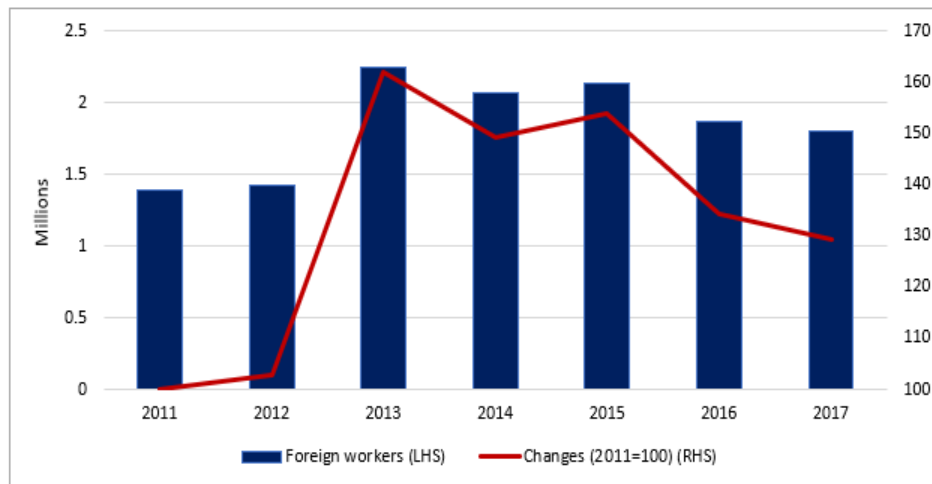


Figure 2.1: Number of foreign workers from 2011 to 2017

Source: Report on Malaysia: Estimating the Number of Foreign Workers

Note: Number of foreign workers (LHS); Changes in the number of foreign workers (RHS)

Figure 2 depicts the number of foreign workers by country of origin. The highest number of foreign workers in 2018 are from Indonesia (700 000). Indonesians make up 40% of Malaysia’s total foreign worker population, followed by Nepalese (22%) and Bangladeshis (14%).

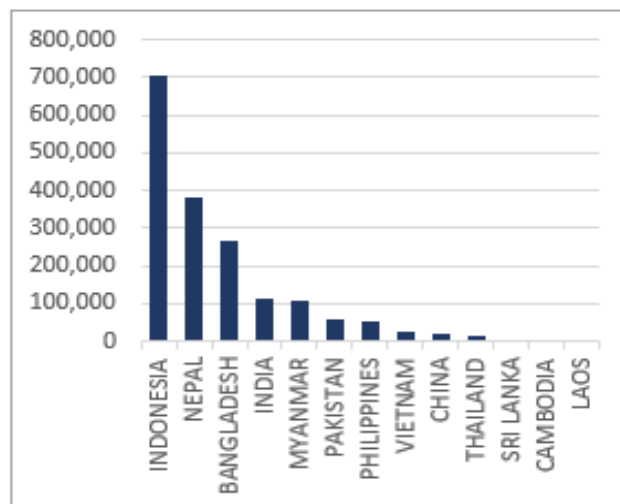


Figure 2.2: Number of foreign workers by country of origin (2018)
 Source: Report on Malaysia: Estimating the Number of Foreign Workers

Figure 3 shows the data from MOHR that more than half of the registered foreign workers reside in the three states of Selangor (30%), Johor (18%) and W.P. Kuala Lumpur (15%).

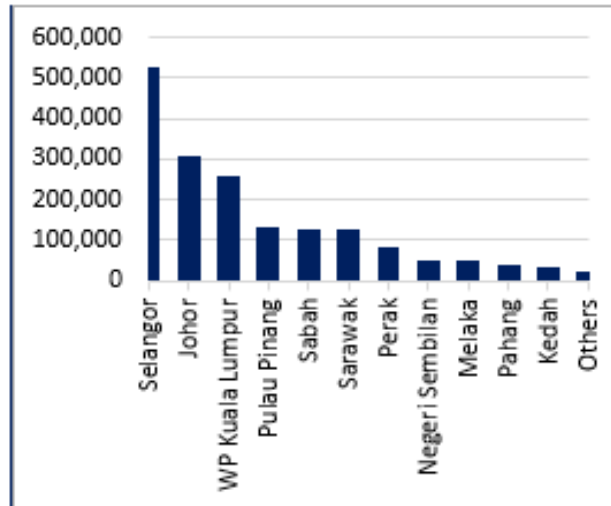


Figure 2.3: Main destinations of regular foreign workers (number of foreign workers, 2018)
 Source: Report on Malaysia: Estimating the Number of Foreign Workers

Figure 4 illustrates that 70 percent of foreign workers employed are engage in three sectors/sub-sectors: manufacturing, construction, and plantation meanwhile for foreign domestic helpers account for only 7% of the total foreign worker population.

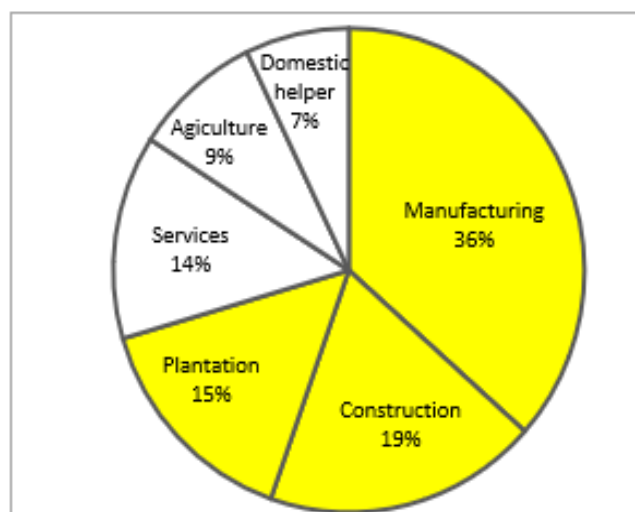


Figure 2.4: Sectoral distribution of foreign workers (2018)
 Source: Report on Malaysia: Estimating the Number of Foreign Workers

2.3.1 DEPENDENT VARIABLE

2.3.1 A) RECRUITMENT

In any kind of organization, recruitment and selection processes are considered beneficial, because they can help in finding the most suitable candidates for the jobs in an organization. Other than that, recruitment and selection process of employees are important operations in human resource management which is designed to make best use of employees' strengths in order to achieve goals and objectives of the employers and organization as a whole. Theoretically, recruitment refers to the process of identifying, attracting, interviewing, selecting, hiring, and onboarding employees. In other words, it involves everything from the identification of a staffing need to filling it. In short, recruitment is the process of selecting the right person, for the right person in the right time. In addition, the recruitment of workers cannot simply be done but there are few considerations that need to be taken before recruiting workers like their educational qualifications, experience, abilities, and skills of the individuals. Recruitment is called a positive process with its approach of attracting as many candidates as possible for the vacant positions. It is the process of identifying and making potential candidates to apply for the jobs. In contrast, selection is called a negative process with the elimination of many candidates as possible (Dr Radhika, 2018).

2.3.2 INDEPENDENT VARIABLES

To enhance the competitiveness of businesses, many employers resort to the use of migrant workforce instead of local workforce. There are several factors which lead to the preference of employers towards migrant workers, namely: lower wages, level of education, acceptability of workers towards employment conditions, flexibility at workplace and the availability.

2.3.2 A) LOWER WAGES

Employers in labour-intensive industries often prefer to keep their labour costs low as they fear of decreased profitability and competitiveness. For example, construction, food processing, social care, agriculture, and hospitality industries are heavily reliant on low-cost employment. In detail, immigrants typically have lower reservation wage, the minimum salary that motivates an individual to work as compared to equivalent locals. The Learning and Skills Council (2006) finds that employers who hire migrant workers in United Kingdom (UK) perceive them dispassionately as a cost-effective commodity. According to Devadason (2012), enterprises prefer immigrants to local citizens, thus displacing the local workforce.

This is because hiring contract foreign labours could help firms to maintain their labour costs. However, the access to a ready pool of low-cost unskilled migrant workers will impede the adoption of new, skilled complementary technology (Durbin, 2004). For instance, construction sector would rather rely on immigrants as investing in labour-saving technology would impose more cost for the employers in the short run. In the absence of immigrants, the operation cost of businesses will increase as employers need to raise the wage levels to attract local workforce or to upgrade into labour-saving technology.

2.3.2 B) THE LEVEL OF EDUCATION

Besides that, education level is also one of the factors in employing foreign workers in this manufacturing sector. Generally, manufacturing sector is demanding for unskilled workforce as their operators because that position requires less education. However, most of citizens of Malaysia are too selective in making job decision in which they are looking for a job that suitable to their academic qualification (Mohd Arif et al., 2012). Thus, that attitude has formed more job openings to the foreign worker to accept in any unskilled job position such as in manufacturing and construction industries. With the status of developing country that rapidly growth in industries such as manufacturing, and construction has created job opportunities that require workforce with less education level (Suresh and Lai, 2014). It will increase the demand of low skilled foreign workers since Malaysia now have a lot of highly educated citizen that choose to work at a position that is suitable to their academic qualifications. Thus, the decision of employing foreign workers is preferable since most of them that come to Malaysia were unskilled workers.

2.3.2 C) ACCEPTABILITY OF WORKERS TOWARDS WORKING CONDITIONS

Next, the factor that encourage local employer to hire foreign workers is because of their attitudes in accepting the working condition. As we know, the advantage of foreign worker employment is their willingness to work in any condition such as work in 3D (dirty, dangerous, difficult) image (Abdul Rahman et al., 2012). It means, immigrants do not bother with the poor working condition as long as they can earn money. Besides that, recent research about the impacts of immigrants in manufacturing sector found that immigrants also can work in high risk and

uncomfortable working condition (Zaleha et al., 2011). As in manufacturing sector, some certain companies also require their workforce to work in poor condition such as in hot area which not all local workers willing to do. The hot working condition exposed workforce to dangerous condition which supposed to be covered by health insurance. Furthermore, some companies do not concern with employee's welfare as they do not provide them with appropriate benefits such as health insurance. Study conducted in Chicago found that only 25% of immigrants in their country are covered with health insurance as it is not provided by their employer (Mehta, Theodore, Mora and Wade, 2002). It shows that, although most of local employer did not offer them with health insurance, immigrants still willing to work as it is not their main reason to work in foreign country. The unsafe working conditions not stopping them from continuing their services to Malaysia companies. Thus, the attitudes of accepting poor working conditions have derived most local employer to employ foreign worker more than local.

2.3.2 D) FLEXIBILITY AT WORKPLACE

Another underlying motive behind the preference use of migrant workers for low-skilled jobs is that they are more flexible at work as compared to the locals. Atkinson (1984) proposes that employers seek four main types of flexibility in potential employees, namely: wage flexibility, functional flexibility, internal numerical flexibility, and external numerical flexibility. In the context of this research, functional flexibility and internal numerical flexibility will be further discussed as the two components are emphasized, particularly in lower-skilled job roles (Atfield et al., 2011). In detail, functional flexibility refers to the extent workers can handle different tasks and play different roles within the business (Green et al., 2013). Such movement in job roles is commonly viewed as unacceptable among the local employees due to the attributes of the jobs. In this case, migrant workers are functionally more flexible, as they are willing to switch roles at workplace. For instance, receptionists in food service sector may be asked to become kitchen porters when the need arises. On the other hand, internal numerical flexibility involves the adjustments to the employees' inputs at work. Employers typically prefer to recruit employees who can work flexible hours. However, a majority of local workforce is reluctant to work anti-social hours. Institution of Employment Studies (2006) report that employers in the hotels and catering sector face difficulty in recruiting domestic

workers who are willing to work flexible or anti-social hours. Therefore, employers must resort to immigrants to fill the demand for irregular working hours.

2.3.2 E) THE AVAILABILITY

Availability is one of factors that encourage local employers to employ immigrants. This means, large numbers of immigrants that comes to Malaysia will help employer to overcome labor shortage and to have sufficient workforce. There are estimated 2.1 million of registered foreign workers in Malaysia which enable an employer to get their services easily (New Straits Times, 2016). In addition, lenient recruitment policy has triggered huge arrival of immigrants up to 1600 people a day in this country (Abdul Rahim et al., 2013). This means, it will increase the number of available of unskilled workforce that can work at any time that simply employ by local employers. Moreover, the existence of widespread of well-resourced agencies is one core element of successful immigrant retention as they always have available foreign workforce to the local employers (Derwing, Krahn, Foot, & Diepenbroek, (2005). Zaleha, Noraini, Rusmawati, & Suhaila, (2011) stated that, foreign workers can work for a long period even though they are offered with low salary compare to local which always searching for new job opportunities that that will give them better offered. On top of that, the availability of foreign workers not only refers to their readiness but also describe their willingness to work during peak time. They were less concern about working overtime during public holidays and did not take any additional leave during any festive seasons (Suresh and Lai, 2014). The recent researcher found that the foreign workers employment was not even cost advantage but their flexibility and availability of time in working has influenced local employer to employ them as their workforce.

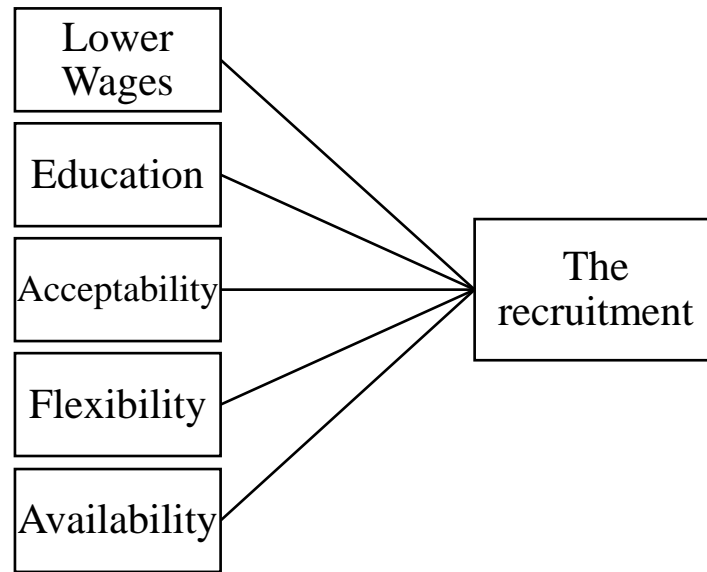
2.4 PROPOSED THEORETICAL / CONCEPTUAL FRAMEWORK

Based on the review of previous research, the following model was generated.

Figure 2.5: The Pull Factors Motivating the Recruitment of Foreign Workers in Food Service Industry: Satay Kajang Hj. Samuri and Tealive Malaysia.

Independent Variable

Dependent Variable



This conceptual framework is adopted from the framework of Learning and Skills Council (2006). The model above illustrates the proposed theoretical framework that serves as the basis for this study. It is used to focus on the relationship among the five independent variables which consist of lower wages, the level of education, acceptability of workers towards working conditions, flexibility at workplace and the availability of foreign workers. Each of the factors will be tested and measured to determine if it leads to the preference of employers towards the recruitment of foreign workers in the food service industry in Selangor, Kuala Lumpur and Negeri Sembilan.

2.5 HYPOTHESIS DEVELOPMENT

From the objectives of the study, the following hypothesis are developed.

H1: There is a relationship between lower wages and the recruitment of foreign workers.

H2: There is a relationship between acceptability of foreign workers towards working conditions and the recruitment of foreign workers.

H3: There is a relationship between the availability and the recruitment of foreign workers.

H4: There is a relationship between flexibility at workplace and the recruitment of foreign workers.

H5: There is a relationship between level of education and the recruitment of foreign workers.

2.6 SUMMARY

Some studies have identified many factors that motivating the employer from companies in recruiting foreign workers. These factors include lower wages, acceptability towards working conditions, flexibility at workplace and better work ethics (Yeo & Joyce, 2014), education level, the availability and working conditions (Ain, Syezreen & Siti, 2017). In this study and related research, foreign workers are referring to foreign individuals who lawfully entered Malaysia for a low-skilled job under the Visit Pass (Temporary Employment, VP(TE)) system. (Wei, Kenneth, Kershia & Soonhwa, 2019). The studied benefits stated that foreign workers also drive Malaysia's economic growth. Ultimately, migrant workers contribute to rapid expansion of small and medium-sized industries in the food, furniture, and metal fabrication enterprises. These industries have created an increased demand for skilled and semi-skilled industrial workers. Migrant workers make up for the 'shortages' in these industries (P Iruthayaraj, 2014).

CHAPTER 3

METHODOLOGY

3.1 INTRODUCTION

This chapter describes the methodology designed to investigate the pull factors motivating the recruitment of foreign workers in the food service industry Sate Kajang Hj. Samuri and Tealive Malaysia. The process of selecting research design, data collection method, research instruments, sampling techniques and data analysis method are also described in this chapter.

3.2 RESEARCH DESIGN

Research design is an arrangement of the methods and procedures for collecting and analysing the data. The project paper is conducted through research design. By referring to research design the details of each move in the research plan can be observed (Md.Inaam Akhtar, 2016). As for data collection and data analysis, a framework of this research is use as a guide.

The most suitable proposed research design to achieve the objectives of this research would be explorative research and descriptive research. The initiated research explores the pull factors motivating the recruitment of foreign workers in the food service industry.

Since in this research we are using explorative and descriptive research, the data collection method will be qualitative, quantitative, and mixed method. Explorative research is served to explore a problem to provide insights into and comprehension for more precise investigation. In this research, we will go on with interview and survey as an explorative research.

Next, descriptive research aims at obtaining complete and accurate information for the research, the method adopted must be carefully planned. Descriptive study will have two phases of research design. The first phase will be directed towards content analysis which mainly involves journal research while, the second phase will involve the use of questionnaire.

3.3 DATA COLLECTION METHODS

Data usually can be gathered through one or more methods. Carefully select the method of gathering the data is a must by considering few perspectives like the outcome and result get from this method so that the research only can be carry out in valid and recognized. Generally, there have two types of data which is primary data and secondary data. Primary data consists of information gathered for some specific purposes and primary data is also collects through surveys and research. Secondary data consists of information that already exists somewhere having been collected for some purposes. In order ensure that the valid and trusted of research, it normally will use both primary and secondary data.

3.3.1 PRIMARY DATA

Primary data refers to data observed or collected directly from first-hand experience. Primary data has collected for this research. Used the questionnaire to collect data from respondents to make research study on the pull factors that motivating the recruitment of foreign workers in food service industry. The questionnaires will be distributed to 76 target respondents which is 17 respondents are from 17 outlet of Sate Kajang Hj Samuri and 59 outlet of Tealive in Selangor, Kuala Lumpur and Negeri Sembilan. Respondents are required to answer all the questions stated in questionnaires. Initially, it used about 5 days to conduct the survey, 8 hours daily from Saturday to Wednesday. The survey was conducted daily from 1.00 p.m to 9. 00 p.m. The surveys were carried out from 10th October 2020 until 14th October 2020.

3.3.2 SECONDARY DATA

Secondary data analysis can be literally defined as —second-handle analysis. It refers as the information analysis that was either gathered by someone else (e.g., researcher and institutions) or for some other purpose, or often a combination of the two (Cnossen & Christine, 1997). Secondary data can be classified into two sources, which is electronic based sources and paper-based sources. In this research, it concentrated more on electronic based sources to search secondary data which is internet or online database. These sources are used to search for electronic relevant articles and journals. By using secondary data, several advantages will obtain by researchers. Secondary data is efficient because gathering new data can take a good deal of time and energy (Sorenson, H.T., Sabroe, S., & Olsen, 1996).

3.4 SAMPLING DESIGN

Sampling is defined as the process of selecting a smaller group of people who basically have the same characteristics and preferences as the total group from which it is drawn is called sampling (Wrenn, Stevens, & Loudon, 2006). Sample is subset from population. A researcher need not select every item in a population because the results of a good sample should have the same characteristic as population (William G. Zikmund, 2009). It is very important for researcher to design their sampling framework because it helps them to collect data in way of cost effective and work efficiency. Besides that, select the most appropriate sample from the population may provide more accurate answer while answering the questionnaire.

3.4.1 TARGET POPULATION

The first step in sampling process involves target population. Target population can be defined as the collection of elements or objects that process the information sought by the researcher and about which inferences are to be made (Malhotra, 1996).

The target population in this research is employers from Sate Kajang Hj Samuri and Tealive. The reason behind of target on this population is because this food service industry is located at suburban area's whereas there are high population of foreign workers. As we know most of the Sate Kajang Hj Samuri and Tealive outlet recruit foreign workers. Thus, the researchers can collect suitable data for this research from them.

3.4.2 SAMPLING FRAME

The second step in sampling process is sampling frame and sampling location. The sampling frame is a listing of the members of the target population that can be used to create and/or draw the sample (E.Stevens, 2006). Sampling location is a place or area being selected for collects the data. Since target population for this research is upper-level management Sate Kajang Hj Samuri and Tealive, the researchers will be focusing on the respondents who are the employers in both outlets. The researchers will distribute the questionnaire directly for respondent, interact through face-to-face and through online by distributing Google form. The method that we use for sampling is cluster sampling technique, which is probability sampling. Therefore, there is sampling frame for the research. The sampling location for this research is allocated in Selangor, Kuala Lumpur, and Negeri Sembilan Malaysia.

3.4.3 SAMPLING ELEMENTS

The third step of the sampling process is sampling elements. Sampling elements is that segment of the population chosen by the sampling process, it may sample unit may contain one or more population elements. (Smith & Albaum, 2005). Sampling element for this research is the employers that recruit foreign workers in food service industry: Sate Kajang Hj Samuri and Tealive. The main reason of choosing the employers sampling element is because intend to understand whether the availability, lower wages, acceptability, education, and flexibility affect the recruitment of foreign workers.

3.4.4 SAMPLING TECHNIQUE

The fourth step in sampling process is sampling technique. Sampling technique has been divided into two categories which is probability and non-probability (Churchill & Iacobucci, 2009). Probability sample is a subset of a population that ensures a representative cross section by giving every element in the population a known nonzero chance of being selected. A non-probability sample is a subset of a population in which little or attempt is made to ensure a representative cross section (McDaniel & Gates, 1998). Types of probability sample include simple random samples, stratified samples, and cluster samples. For type 's nonprobability, it includes convenience sample and quota sample (Boone & Kurtz).

Area sampling technique is a method of sampling used when no complete frame of reference is available. The total area under investigation is divided into small sub-areas which are sampled at random or according to a restricted process. Means, the population is divided into groups of elements with some groups randomly selected for the study. Hence, this area is used to select the sample, in which the employers at Sate Kajang Hj. Samuri and Tealive Malaysia come from different state. So, researchers can minimize the bias in giving their answer.

All the targeted respondents will ask to read the questionnaires and they will be given 10 to 15 minutes to complete it. Any problems regarding the questionnaires will be recorded for further improvement.

3.4.5 SAMPLING SIZE

Sample size refers to the number of elements to be included in the study (Malhotra, 1996). For this research, sample size of 76 respondents to participate in this survey. There are 76 sets of questionnaires to be distributed to respondents as actual test. Pilot test is the best way to see whether a questionnaire is working as expected, and may test the sampling procedure, field force and other resources (Bradley, 2007). Pilot test is being conducted for the survey in order to fully gain insights on whether the respondents will be able to answer for all the questions and whether there has any grammatical error exist. 30 sets of questionnaires to be distributed for pilot test purpose before the actual test is conducted.

3.5 RESEARCH INSTRUMENTS

This section explains the details of instrument used to conduct this study. Survey method is used and hence, it involves distributing a set of questionnaires to respondents to collect primary data.

3.5.1 QUESTIONNAIRE

Questionnaire is a prepared set of questions used by researchers to record answers that are provided by respondents (Sekaran & Bougie, 2010). In this study, questionnaire is distributing to gather primary data from respondents on the pull factor that triggers the recruitment of foreign workers in food service industry. Furthermore, this method is also used to determine whether there is a significant relationship between the independent variables and the dependent variable. To conduct this survey, 76 sets of questionnaires are distributed to both employers in every outlet chosen, the questionnaire will be collected within 5 days.

3.5.2 QUESTIONNAIRE DESIGN

The process of designing questionnaire is very important to obtain information effectively. There are two types of questions which can be included in a questionnaire, namely open-ended response question and fixed-alternative question (or closed-ended questions). Open-ended response questions are questions that pose some problem and ask respondents to answer using their own words (Zikmund, Babin, Carr, & Griffin, 2010). On the other hand, fixed-alternative questions are questions in which respondents are given specific, limited responses and are asked to choose the one closest to their own viewpoint. For this research, fixed alternative questions are used in the questionnaire. Such questions are

designed in such a way that useful and relevant information can be obtained, and at the same time it can save a respondent 's time in answering the questions. Practically, fixed-alternative questions are much easier to complete compared to open-ended response questions, which require the respondents to answer on their own and will certainly need longer time to complete. The questionnaire for the purposes of this study consists of section A, section B, section C and section D.

3.5.2 A) SECTION A

This section of the questionnaire contains eleven questions about the general information when recruiting foreign workers.

3.5.2 B) SECTION B

However, in section B, includes 15 questions for surveying respondents on the dependent variable that trigger the recruitment of foreign workers. Likert scale is used in this section which consists of five scales is applied to this part. Respondents are required to circle out their answer among the 5 scales which included strongly agree (1), agree (2), neutral (3), disagree (4), and strongly disagree (5).

3.5.2 C) SECTION C

In section C, there are 25 questions for surveying respondents on the independent variable that trigger the recruitment of foreign workers. There are 5 paths in section B which is availability, lower wages, acceptability, education, and flexibility that related to the topic discussed. Likert scale is used in this section which consists of five scales is applied to this part. Respondents are required to circle out their answer among the 5 scales which included strongly agree (1), agree (2), neutral (3), disagree (4), and strongly disagree (5).

3.5.3 D) SECTION D

This section of the questionnaire contains four questions about the demographic profile of individual respondent who takes part in this research. Typically, the questions are used to ask gender, ethnic group (race), education on the recruitment of foreign workers was asked in this section.

3.5.3 E) PILOT TEST

A pilot test was carried out to test the reliability of each attributes in the questionnaire. It is also important to ensure all wordings and phrases of the questionnaire are clear. In this study, pilot test is conducted in a survey of Google form through online for both of the food service industry: Sate Kajang Hj Samuri and Tealive at Selangor and Kuala Lumpur, 76 employers will be participating for the pilot test regarding of the questionnaire. After the pilot test has being conducted and justify its consistency, the researchers distribute questionnaire in Selangor, Kuala Lumpur and Negeri Sembilan. 76 sets questionnaire has been run for reliability test to check the reliability of the question.

Table 3.1 Pilot Test

Availability	0.864
Lower wages	0.685
Acceptability	0.820
Education	0.715
Flexibility	0.779

Source: Developed for the research

3.6 CONSTRUCT MEASUREMENT

In the social and behavioural sciences, as in many other areas of science, the researchers typically assign numbers to various attributes of people, concepts or objects which are known as measurement (Hair et al., 2007). Measurement helps researchers to interpret and make conclusion to the study of scale is a measurement tool which generally applied to measure a question with a predetermined number of outcomes (Hair et al., 2007). Moreover, a scale may be defined as a tool or mechanism that provides a range of values by which individuals, events, or objects are distinguished as to how they differ from one another on the variables of interest in some meaningful way (Sekaran & Bougie, 2010). The purpose of scaling is to represent in quantitatively form, about an item 's, a person 's or event 's place in the spectrum. There are four basic types of scales, which are ordinal, nominal; ratio and interval scale (Zikmund et al., 2010). In this research project, only nominal and interval scale being used.

3.6.1 NOMINAL SCALE

A nominal scale is the simplest type of scale and is used for variables in which each participant or observation in the study must be placed into one mutually exclusive and exhaustive category. According to Hair et al. (2007), contended that when practicing nominal scale, there are no quantitative information and no ordering regarding to the variables. Hence, the researchers use nominal scale to measure gender, race, education level, and employers' details in Section A.

3.6.2 INTERVAL SCALE

Interval scale is a scale that has both nominal and ordinal properties, but also captures information about differences in quantities, or distance of a Exploring the pull factors motivating the recruitment of foreign workers in food service industry. A study of employers in food service industry Sate Kajang Hj Samuri and Tealive Page 27 of 50 concept from one observation to the next (Zikmund et al., 2010). Interval scale basically using number to rate the variables so that the distances between the numbers are always equal (Hair et al., 2007). Interval scale not only indicates order, but they also measure the distance between any two points on the scale. It helps researchers to compute the means and the standard deviations of the responses on the variables. The researchers applied interval scale because it is used by various researchers to measure concepts such as perceptions, attitudes, and feelings (Hair et al., 2007). Associated with interval scale, researchers normally measure and compute the results based on Likert scale. In general, there are 5 categories of responses consisted in this scale such as strongly disagree (1), disagree (2), neutral (3), agree (4), strongly agree (5). These scales are used in design of questionnaire in Section B.

3.7 DATA PROCESSING

According to Zikmund et al. (2010), data processing refers to data preparation process such as checking, coding, transcribing, and specifying any special or unusual treatments of data before they are analysed. In this study, the data for this research are collected using a set of questionnaires. After collecting all the data that distributed to the respondents, every set of questionnaires will be checked twice to make sure respondents have answered every question. Checking is also necessary to ensure that respondents have provided their responses according to the instructions given or not. The answers provided by respondents are kept private and confidential, and the data are used solely for the purpose of the research.

3.8 DATA ANALYSIS TECHNIQUE

In data analysis, some of the most common ways of simplifying data are by calculating the mean, percentage distribution, frequency distribution, and so forth. Exploring the pull factors motivating the recruitment of foreign workers in food service industry: Sate Kajang Hj Samuri and Tealive. Other than that, researchers can also use Statistical Package for the Social Sciences (SPSS) to analyse quantitative data effectively. Data analysis begins after the data have been collected and processed. In this research, researchers have used several types of analysis to analyse the findings such as pilot test, frequency distribution, Pearson Correlation Coefficient and Multiple Regression Analysis.

3.8.1 DESCRIPTIVE ANALYSIS

Descriptive statistics was used to explore the data collected from respondents, summarize, and describe the data collected (Coakes, Steed & Price, 2008). It was useful due to it enable researchers to have an overview of the demographic statistics. Data collected from respondents is examined using the SPSS. Frequency distribution is adopted to present the respondent 's demographic data. Objective of frequency distribution is to display number of responses associated with each value of variables. Central tendencies measurement will also be conducted.

3.8.2 SCALE MEASUREMENT

3.8.2 A) RELIABILITY TEST

According to Sekaran and Bougie (2010), reliability of measurement is established by examining the stability and consistency. Consistency indicates how well the items (variables) measuring a concept group together as a set. Subsequently, the result achieved will be compared with the rules of thumb that showed in Cronbach's alpha that interpret the coefficient alpha values. Any alpha values that less than 0.70 means that the correlation is weak. The alpha values which less than 0.70 is considered to have poor reliability (Hair et al., 2007).

3.8.3 INFERENTIAL ANALYSIS

Inferential analysis is used to make judgments of the probability that an observed difference between groups is a dependable one or one that might have happened by chance in

the study. In this study, Pearson's Correlation Coefficient and Multiple Regression Analysis were used.

3.8.3 A) PEARSON CORRELATION COEFFICIENT TEST

Pearson Correlation Coefficient is a method that measures the strength of the linear relationship between two variables. It also indicates the direction, the strength and significant of the relationship among all variables. The value for a Pearson 's correlation can fall between 0.00 and 1.00. The value of 0.00 means there is no correlation whereas 1.00 means that is a perfect correlation. Ho is rejected when P value <0.05, otherwise accept.

Table 3.2: Rules of Thumb about Correlation Coefficient

Coefficient Range	Strength of Association
± 0.91 to ± 1.00	Very Strong
± 0.71 to ± 0.90	High
± 0.41 to ± 0.70	Moderate
± 0.21 to ± 0.40	Small but definite relationship
± 0.00 to ± 0.20	Slight, almost negligible

Source: Hair, J., Money, A., Samouel, P., & Page, M. (2007). Research methods for business. New York: John Wiley & Sons, Inc

3.8.3 B) MULTIPLE REGRESSION ANALYSIS

It is a method used to examine the pull factors motivating employers to recruit foreign workers in food service industry: Sate Kajang Hj Samuri and Tealive. Moreover, multiple regressions analysis will go through several independent variables into same type of regression equation and forecast a single dependent variable. It was used to determine whether the five independent variables (Availability, Lower wages, Education, Acceptability, and flexibility) are significant to explain the variance in confidence level.

3.9 SUMMARY

As a conclusion, this chapter was briefly discussed about the research design for framework, data collections, sampling design, research instrument, and scales of measurement that used in questionnaire. Next, researchers discussed about the data processing on how the researchers process the data after collected from respondents. Lastly,

this chapter briefly summarized the analysis methods such as inferential analysis, measurement of scale and descriptive analysis that used to analyse the questionnaire data.

CHAPTER 4

FINDINGS

4.1 INTRODUCTION

In this chapter, data that obtained from survey was being collected and used with some level of sufficient precision to test the hypothesis as in (Mondofacto, 1998). This chapter, researchers 'interpreted and presented the information that obtained from the survey through analyses the information which is relevant to the research questions and hypotheses. Moreover, in this chapter consist of two parts, which are descriptive analysis and scale measurement. In descriptive analysis can be subset it into respondent demographic profile and central tendencies measurement of constructs. Respondent demographic profile is about their gender, race, faculty, and personal spending monthly. Central tendencies measurement of constructs that used to indicate the mean, mode and median. The second part is scale measurement; scale measurement is used to test the reliability and interpreted the inferential analysis.

4.2 DESCRIPTIVE ANALYSIS

The purpose of descriptive analysis is a branch of analysis, which is focus on summarization and description data that collected from the survey (Weiers, 2008). This part is to provide analysis on the demographic characteristics of the respondents that obtained from the survey, and used the analysis to make general observations on the data, such as gender, race, faculty, personal spending monthly, and so on.

4.2.1 RESPONDENT'S DEMOGRAPHIC PROFILE

Researchers had distributed 76 copies of survey questionnaires and had received 100 percent responses from respondents. There is no data is outlier, thus the researchers fully utilized the 76 copies of survey questionnaires and analysed it.

The demographic profile of the respondents has been identified in Section A of the questionnaire. A total of five questions were asked to collect data regarding to the respondents' gender, age, race, education level and which outlet the respondent from.

Table 4.1 Descriptive Statistics for Demographic Variables

Variable	Frequency (N)	Percentage (%)
Gender		
Male	15	19.7
Female	61	80.3
Age		
18-20	0	0
21-30	48	63.2
31-40	12	15.8
41-50	13	17.1
51-60	3	3.9
Race		
Malay	57	75.0
Chinese	17	22.4
Indian	2	2.6
Other	0	0
Education Level		
PMR/SRP/ICE	1	1.3
SPM/MCE	14	18.4
STPM	3	3.9
Diploma	17	22.4
Bachelor's Degree	39	51.3
Master's Degree	2	2.6
Outlet		
Sate Kajang Hj. Samuri	17	22.4
Tealive	59	77.6

Source: Developed for the research

Table 4.1 shows the description of demographic profile from total respondents of 76 participated in answering the questionnaire. Firstly, the result on gender analysis consists of only 15 male which is 19.7% and the remaining 61 are female which is 80.3%. This led to the difference of 60.6%. Secondly, 48 out of 76 respondents aged from 21-30 years which is 63.2%. The second highest is 17.1% or 13 out of 76 was aged from 41-50 years old. Next, 12 out of 76 respondents or 15.8% from the respondents were aged from 31-40. For respondent aged 51-60 years old, the number of respondents is 3 out of 76 or 3.9%.

Next, most of the respondents are Malay which amounted to 75.0% or 58 out of 76 respondents. The second highest is Chinese which contributes to 22.4% or 17 out of 76 respondents. The least number of respondents which are Indian only contributes to 2.6% or 2 from 76 respondents. Most of the respondents has bachelor's degree with a frequency of 39

or 51.3%. Next, Diploma as second highest education level with a frequency of 17 (22.4%). The third highest education level is SPM with a frequency of 14 (18.4%) and followed by PMR/SRP/ICE with only 1 respondent (1.3%). Most of the respondents are employers from Tealive which is 59 respondents (77.6%) meanwhile for the remaining 22.4% are the employers from Sate Kajang Hj. Samuri with 17 respondents.

4.2.2 FREQUENCY TABLE OF GENERAL INFORMATION

Table 4.2 Descriptive Statistics for Employers' Characteristics

Variable	Frequency (N)	Percentage (100%)
Employment of foreign workers		
Yes	75	98.7
No	1	1.3
Foreign workers' country of origin		
Indonesia	7	9.2
Bangladesh	63	82.9
Nepal	2	2.6
Vietnam	4	5.3
Others	0	0
Total foreign workers employed		
None	0	0
1-3 foreign workers	18	23.7
4-6 foreign workers	13	17.1
7-9 foreign workers	15	19.7
10 and above foreign workers	30	39.5
Preferment towards local workers and foreign workers		
Local workers	54	71.1
Foreign workers	22	28.9
Factors in recruiting of foreign workers		
Lower wages	2	2.6
Availability	13	17.1
Require low education level	8	10.5
Can multitasking	3	3.9
Flexible in any workplace condition	20	26.3
Others	30	39.5
The duration of foreign workers can work		
6 month –1 year	8	10.5
2 years–3 years	17	22.4
4-5 years	46	60.5
6-7 years	2	2.6
7 years above	3	3.9
Provides training session for foreign workers		
Yes	76	100.0
No	0	0
Types of training session provided		
Work skills	73	96.1

Social skills	1	1.3
Language skills	1	1.3
Legal competence	0	0
Others	1	1.3
Problems occurred regarding recruitment of foreign workers		
Communication problems	29	38.2
Lack of acceptance from local workers	2	2.6
Different approaches when completing task	7	9.2
Lack of cooperation	6	7.9
Others	32	42.1
There is a contract when recruiting foreign workers		
Yes	76	100.0
No	0	0
The duration of employment contract		
1-6 months	0	0
1 year	59	77.6
2 years	2	2.6
3 years	11	14.5
4 years and above	4	5.3

Source: Developed for the research

4.2.3 CENTRAL TENDENCIES MEASUREMENT OF CONSTRUCTS

Table 4.3 Statistical Summary

Variables	Items	Mean	Standard deviation
Availability	A1	2.13	0.574
	A2	2.01	0.416
	A5	1.42	0.717
Lower wages	LW1	1.74	0.943
	LW2	1.68	0.941
	LW3	2.08	0.536
	LW4	1.68	0.820
Acceptability	AC1	1.88	0.431
	AC2	2.05	0.396
	AC3	2.07	0.340
Education	E1	2.12	0.516
	E2	2.34	1.065
	E3	2.37	1.130
	E4	2.71	0.561
Flexibility	F1	2.84	0.590
	F2	2.67	0.526

	F4	2.68	0.522
	F5	2.86	0.605
Recruitment	R1	2.24	0.936
	R2	2.89	0.810
	R3	1.61	1.144
	R4	2.30	0.833
	R5	3.11	1.511
	R6	3.00	1.657
	R7	4.21	1.099
	R8	2.33	0.700
	R9	1.64	1.016
	R10	2.13	0.869
	R11	1.68	1.278
	R12	1.82	1.186
	R13	2.29	0.950
	R14	1.61	1.255
	R15	4.45	1.204

Source: Developed for the research

According to Gravetter and Wallnau (2000), central tendency refers to statistical measure that identify a single value which act as representative of an entire distribution and aims to provide accurate description of the entire collected data. In this study, mean is used to measure the central tendency while dispersion is described by using standard deviation (Saunders, Lewis, & Thornhill, 2009).

For availability, A1 has the highest mean value at (2.13) with standard deviation 0.574 while A5 shows the lowest mean value at (1.42) with standard deviation of 0.717.

Next, for lower wages, LW3 recorded the highest mean score (2.08) with standard deviation of 0.536, while the lowest mean score (1.68) is achieved by LW4 with standard deviation of 0.820.

AC3 recorded the highest mean value (2.07) with standard deviation of 0.340, while AC1 has the lowest mean value (1.88) and appear to have standard deviation of 0.431.

E3 has the highest mean value at (2.37) with standard deviation of 1.130 while E1 shows the lowest mean value at (2.12) with standard deviation of 0.516.

F5 has the highest mean value which is (2.86) with standard deviation of 0.605 and F2 as the lowest mean value at (2.67) with standard deviation 0.526.

R15 appeared to have the highest mean score 4.45 with standard deviation of 1.204. The lowest mean score achieved by R3 (1.61) with standard deviation of 1.144.

4.3 SCALE MEASUREMENT

4.3.1 RELIABILITY TEST

Table 4.4: Result of Reliability Test

<u>Variable</u>	<u>Cronbach's Alpha</u>	<u>Number of Items</u>
Independent Variable:		
Availability	.676	3
Lower wages	.844	4
Acceptability	.640	3
Education	.616	4
Flexibility	.759	4
Dependent Variable:		
Recruitment	.829	15

Sources: Developed for the research

The rule of thumb for the reliability test is that 0.7 or higher suggests good reliability and may be acceptable if between 0.6 and 0.7. Based on the results in Table 4.4, availability, lower wages, acceptability, education and flexibility recorded excellent reliability with Cronbach 's Alpha of 0.676, 0.844, 0.640, 0.616 ,0.759 and 0.829 respectively.

4.4 INFERENTIAL ANALYSIS

Inferential analysis is a branch of analysis that goes beyond more description and based on sample data seeks to generalize from the sample to the population from which sample was drawn (Weiers,2008). Such analysis is used to provide the generation of conclusions regarding the characteristics of the population based on the sample data. Besides that, inferential analysis also aims to examine individual variables and its relationships with other variables (Sekaran & Bougie, 2010).

4.4.1 PEARSON CORRELATION COEFFICIENT

Hair et al. (2007) noted that Pearson Correlation Coefficient indicates the direction, strength, and significance of the bivariate relationships among all the variables that were measured on interval scale.

Table 4.5: Pearson Correlation

		Correlations					
		MEANA VAILABI LITY1	MEANL OWERW AGES	MEANA CCEPTA BILITY	MEAN EDUC ATION	MEANFL EXIBILIT Y1	MEAN RECRUI TMENT
MEANAVAILABILITY1	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	76					
MEANLOWERWAGES1	Pearson Correlation	.370**	1				
	Sig. (2-tailed)	.001					
	N	76	76				
MEANACCEPTABILITY1	Pearson Correlation	.362**	.278*	1			
	Sig. (2-tailed)	.001	.015				
	N	76	76	76			
Mean Education	Pearson Correlation	.079	-.340**	.207	1		
	Sig. (2-tailed)	.496	.003	.073			
	N	76	76	76	76		
MEANFLEXIBILITY1	Pearson Correlation	-.042	-.401**	.157	.356**	1	
	Sig. (2-tailed)	.721	.000	.176	.002		
	N	76	76	76	76	76	
Mean Recruitment	Pearson Correlation	.429**	.224	.080	.237*	-.504**	1
	Sig. (2-tailed)	.000	.052	.493	.039	.000	
	N	76	76	76	76	76	76

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

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

Table 4.5 shows that the correlations between independent variables which availability, lower wages, acceptability, education, flexibility, and recruitment which is pull factors motivating the recruitment of foreign workers in food service industry: Sate Kajang Hj Samuri and Tealive. Independent variables have positive linear relationship to dependent variable at significant level 0.05. All value in this probable is more than 0.9 which indicates that there is multicollinearity problem. The correlation among independent variables is less than 0.9 which is between 0.080 to 0.429 meanwhile more than 0.9 is (- 0.504).

There is significant relationship between availability level and pull factors motivating the recruitment of foreign workers in food service industry: Sate Kajang Hj Samuri and Tealive. This is because the p-value equal to 0.000 and less than alpha value 0.05. Moreover, the value of the correlation coefficient, which is 0.429, falls under the coefficient range of “ ± 0.41 to ± 0.70 ”. This indicates a moderate relationship between availability and pull factors motivating the recruitment of foreign workers in food service industry: Sate Kajang Hj Samuri and Tealive.

There is significant relationship between lower wages and pull factors motivating the recruitment of foreign workers in food service industry: Sate Kajang Hj Samuri and Tealive. This is because the p-value equal to 0.000 and less than alpha value 0.05. Moreover, the value of the correlation coefficient, which is 0.224, falls under the coefficient range of “ ± 0.21 to ± 0.40 ”. This indicates a small but definite relationship between lower wages and pull factors motivating the recruitment of foreign workers in food service industry: Sate Kajang Hj Samuri and Tealive.

There is significant relationship between acceptability and pull factors motivating the recruitment of foreign workers in food service industry: Sate Kajang Hj Samuri and Tealive. This is because the p-value equal to 0.000 and less than alpha value 0.05. Moreover, the value of the correlation coefficient, which is 0.080, falls under the coefficient range of “ ± 0.00 to ± 0.20 ”. This indicates a slight almost negligible relationship between acceptability and pull factors motivating the recruitment of foreign workers in food service industry: Sate Kajang Hj Samuri and Tealive.

There is significant relationship between education level and pull factors motivating the recruitment of foreign workers in food service industry: Sate Kajang Hj Samuri and Tealive. This is because the p-value equal to 0.000 and less than alpha value 0.05. Moreover, the value of the correlation coefficient, which is 0.237, falls under the coefficient range of “ ± 0.21 to ± 0.40 ”. This indicates a small but definite relationship between educational level and pull factors motivating the recruitment of foreign workers in food service industry: Sate Kajang Hj Samuri and Tealive.

There is no significant relationship between flexibility and pull factors motivating the recruitment of foreign workers in food service industry: Sate Kajang Hj Samuri and Tealive. This is because the p-value more than alpha value 0.05. Moreover, the value of the correlation coefficient, which is -0.504, falls under the coefficient range of “(- ± 0.00 to -

± 0.20). This indicates a slight negative almost negligible correlation relationship between flexibility and pull factors motivating the recruitment of foreign workers in food service industry: Sate Kajang Hj Samuri and Tealive.

4.4.2 MULTIPLE REGRESSION ANALYSIS

Based on Weiers (2008), a multiple regression analysis is an analysis which involves one dependent variable and two or more independent variables. It is generally explaining the relationship between dependant and independent variables. Meanwhile from Zikmund et al, (2010), the analysis of association in which the effects of two or more independent variables on a single, interval-scaled dependant variable are investigated simultaneously.

Table 4.6: Model Summary

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.792 ^a	.627	.600	.38620	.627	23.499	5	70	.000

a. Predictors: (Constant), MEANFLEXIBILITY1, MEANAVAILABILITY1, Mean Education, MEANACCEPTABILITY1, MEANLOWERWAGES1

Table 4.6 shows the regression analysis for the study. According to the table above, some of the independent variables used can explain the dependent variables around 62%. However, another 38% cannot be explained due to unmatched relationship between variables as there might be other factors that motivating the recruitment of foreign workers at Tealive Malaysia and Sate Kajang Haji Samuri.

Table 4.7: Anova

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.524	5	3.505	23.499	.000 ^b
	Residual	10.440	70	.149		
	Total	27.965	75			

a. Dependent Variable: Mean Recruitment

b. Predictors: (Constant), MEANFLEXIBILITY1, MEANAVAILABILITY1, Mean Education, MEANACCEPTABILITY1, MEANLOWERWAGES1

Table 4.7 shows that p-value (Sig 0.000) which is less than alpha value 0.05. The alternative hypothesis as the four independent variables are significantly explained the variance in recruiting foreign workers at Sate Kajang Haji Samuri and Tealive Malaysia is supported by the data and will be accepted.

Table 4.8: Coefficients

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.970	.445		6.680	.000
MEANAVAILABILITY1	.583	.111	.433	5.261	.000
MEANLOWERWAGES1	.008	.086	.009	.093	.926
MEANACCEPTABILITY1	-.102	.174	-.059	-.690	.493
MEANEDUCATION1	.510	.087	.493	5.847	.000
MEANFLEXIBILITY1	-.925	.121	-.648	-7.638	.000

a. Dependent Variable: Mean Recruitment

Based on Table above, (Coefficients) shows that education, availability and flexibility factors are significant to predict dependent variable (recruitment of foreign workers Sate Kajang Haji Samuri and Tealive Malaysia) and this is because p-value is less than alpha value 0.05 which is 0.000 for both of the factors. On the other hand, the independent variables lower wages and acceptability is not significant to predict the dependant variables when the p-value is more than alpha value (0.05) which is 0.926 and 0.493. The relationship can be denoted as the following equation from the analysis from the table above:

$$\text{Recruitment} = 2.970 + 0.583 (\text{availability}) + 0.510 (\text{education}) + (-0.102) (\text{acceptability}) + (-0.08) (\text{lower wages}) + (-0.925) (\text{flexibility})$$

According to Table 4.8, availability was found to exert a significant positive on the recruitment which has impact toward manager recruiting foreign workers ($t = 5.261$, $p = 0.000$, $B = 0.583$) as its p-value is less than 0.05. When other variables are held constant, every one unit increase in availability will lead to increase in recruitment by 0.583 units.

Analysis from Table 4.8, on the other side, there is insignificant or no impact by lower wages on recruitment of foreign workers ($t = -0.93$, $p = 0.926$, $B = 0.08$) as its p-value is more than 0.05. It cannot be explained by each unit increase in lower wages will lead to increase in recruitment.

From the table 4.8, it also shows that acceptability has significant negative influence on the recruitment of foreign workers which has given no impact ($t = -0.690$, $p = 0.493$, $B = -0.120$) as its p-value is more than 0.05. It cannot be explained by each unit increase in acceptability will lead to increase in recruitment.

Table above also shows that education was found to exert a significant positive on the recruitment which has an impact towards manager in recruiting foreign workers ($t = 5.847$, $p = 0.000$, $B = 0.510$) as its p-value is less than 0.05. When other variables are held constant, each unit increase in education will lead to increase 0.510 units for manager to recruit foreign workers.

On the other side, in Table 4.8 there is also positive significant which impacted by flexibility on the recruitment of foreign workers ($t = -7.638$, $p = 0.000$, $B = -0.925$) as its p-value is less than 0.05. When other variables are held constant, every one unit increase in flexibility will lead to increase in manager to recruit foreign workers.

TEST OF SIGNIFICANT

Hypothesis 1

H₀: There is no impact from availability towards pull factors motivating the recruitment of foreign workers in food industry at Sate Kajang Haji Samuri and Tealive Malaysia.

H₁: There is an impact from availability towards pull factors motivating the recruitment of foreign workers in food industry at Sate Kajang Haji Samuri and Tealive Malaysia.

Reject H₀, if $p < 0.05$

The p-value of availability according to the table above is 0.000 which is less than the significant level of 0.05. Then, H₀, rejected, which means availability has an impact towards pull factors motivating the recruitment of foreign workers in food industry at Satay Kajang Haji Samuri and Tealive Malaysia.

Hypothesis 2

H₀: There is no impact from lower wages towards pull factors motivating the recruitment of foreign workers in food industry at Sate Kajang Haji Samuri and Tealive Malaysia.

H₁: There is an impact from lower wages towards pull factors motivating the recruitment of foreign workers in food industry at Sate Kajang Haji Samuri and Tealive Malaysia.

Reject H₀, if $p < 0.05$

The p-value of lower wages according to the table above is 0.926 which is more than the significant level of 0.05. Then, H₀, accepted, which means lower wages has no impact towards pull factors motivating the recruitment of foreign workers in food industry at Sate Kajang Haji Samuri and Tealive Malaysia.

Hypothesis 3

H₀: There is no impact from acceptability towards pull factors motivating the recruitment of foreign workers in food industry at Sate Kajang Haji Samuri and Tealive Malaysia.

H₁: There is an impact from acceptability towards pull factors motivating the recruitment of foreign workers in food industry at Sate Kajang Haji Samuri and Tealive Malaysia.

Reject H₀, if $p < 0.05$

The p-value of acceptability according to the table above is 0.493 which is more than the significant level of 0.05. Then, H₀, accepted, which means acceptability has no impact towards pull factors motivating the recruitment of foreign workers in food industry at Sate Kajang Haji Samuri and Tealive Malaysia.

Hypothesis 4

H₀: There is no impact from education towards pull factors motivating the recruitment of foreign workers in food industry at Sate Kajang Haji Samuri and Tealive Malaysia.

H₁: There is an impact from education towards pull factors motivating the recruitment of foreign workers in food industry at Sate Kajang Haji Samuri and Tealive Malaysia.

Reject H₀, if $p < 0.05$

The p-value of education according to the table above is 0.000 which is less than the significant level of 0.05. Then, H_0 , rejected, which means education has an impact towards pull factors motivating the recruitment of foreign workers in food industry at Sate Kajang Haji Samuri and Tealive Malaysia.

Hypothesis 5

H_0 : There is no impact from flexibility towards pull factors motivating the recruitment of foreign workers in food industry at Satay Kajang Haji Samuri and Tealive Malaysia.

H_1 : There is an impact from flexibility towards pull factors motivating the recruitment of foreign workers in food industry at Satay Kajang Haji Samuri and Tealive Malaysia.

Reject H_0 , if $p < 0.05$

The p-value of flexibility according to the table above is 0.000 which is less than the significant level of 0.05. Then, H_0 , rejected, which means flexibility has an impact towards pull factors motivating the recruitment of foreign workers in food industry at Satay Kajang Haji Samuri and Tealive Malaysia.

4.3 CONCLUSION

In summary, this chapter serves to present the results and findings obtained from data gathering for this study. Furthermore, inferential analyses are also conducted and are demonstrated in this chapter to answer the research questions, as well as to determine the significance of the hypotheses for this research. The subsequent chapter contains discussion on major findings as well as a conclusion to this research.

CHAPTER 5

DISCUSSION, CONCLUSION, AND IMPLICATIONS

5.1 INTRODUCTION

In chapter 5, it provides the overall of conclusion and discussion of the research. It summarized the discussion of major finding from chapter 4, highlights the implications of the study, stated the limitations of the study, provide recommendations for the future research, and provide conclusion of the entire research.

5.2 SUMMARY OF STATISTICAL ANALYSIS

5.2.1 SUMMARY OF SCALE MEASUREMENT

For the reliability test, questions for independent variables (availability, lower wages, acceptability, education and flexibility) and dependent variables (recruitment) are reliable since each test indicates its value to be more than 0.7. Thus, all the variables (availability, lower wages, acceptability, education, flexibility, and recruitment) are reliable.

5.2.2 SUMMARY OF INFERENTIAL ANALYSIS

5.2.2 (A) PEARSON CORRELATION TEST

All the five independent variables are from non - multicollinearity problem because not all correlation values are less than 0.9. Pearson correlation test also used to measure the relationship between each individual independent variables and dependent variable. Three of the independent variables establish significant relationship with the recruitment as their p-values are less than 0.05. However, availability, lower wages, acceptability, education establish positive relationship whereas flexibility has negative relationship toward the recruitment of foreign workers at Satay Kajang Haji Samuri and Tealive Malaysia.

5.3 DISCUSSION MAJOR FINDINGS

While the previous section of this chapter focuses more onto the summary description of the entire descriptive and inferential analyses, this section is more onto the discussion on major findings to validate the research objectives and hypotheses.

Table 5.1: Summary of Statistical Analysis

Hypothesis	Significant	Conclusion
H1: There is an impact from availability towards recruitment of foreign workers in food industry at Sate Kajang Haji Samuri and Tealive Malaysia.	0.000	Supported
H2: There is no impact from lower wages towards recruitment of foreign workers in food industry at Sate Kajang Haji Samuri and Tealive Malaysia.	0.926	Not Supported
H3: There is no impact from acceptability towards recruitment of foreign workers in food industry at Sate Kajang Haji Samuri and Tealive Malaysia.	0.493	Not Supported
H4: There is an impact from education towards recruitment of foreign workers in food industry at Sate Kajang Haji Samuri and Tealive Malaysia.	0.000	Supported
H5: There is impact from flexibility towards recruitment of foreign workers in food industry at Sate Kajang Haji Samuri and Tealive Malaysia.	0.000	Supported

Source: Developed for the research

5.3.1 RELATIONSHIP BETWEEN AVAILABILITY AND RECRUITMENT OF FOREIGN WORKERS AT SATAY KAJANG HAJI SAMURI AND TEALIVE MALAYSIA

H1 indicates that availability has significant influences on managers in recruiting foreign workers. Result shows P-value is 0.000 and B-value is 0.583 which expressed that H1 is supported. To date, the presence of foreign workers in Malaysia has become a norm. It is an immediate measurement to solve the labour shortage problem. The foreign workers have become part of Malaysia society as the demand for workforce is growing. According to statistic on regularized foreign workers, it indicates that construction sector is the most active in utilizing foreign worker. According to Ahmad, 1996, the Malaysia construction industry has relied on foreign work force since early of 1980s. An estimated 60% of manual workers in the construction industry were foreign nationals in 1987 (Gill, 1988), a figure which

increase to 70% in 1991 (Pillai, 1992) and then 80% in 1995 (Balaisegaram and Pillai, 1996). Thus, availability is positively related to the recruitment of foreign workers.

5.3.2 RELATIONSHIP BETWEEN LOWER WAGES AND RECRUITMENT OF FOREIGN WORKERS AT SATAY KAJANG HAJI SAMURI AND TEALIVE MALAYSIA

H2 indicates that lower wages have no significant influences on recruitment foreign workers. Result shows P-value is 0.926 which expressed that H2 is not supported. There was no impact of lower wages towards pull factors motivating the recruitment of foreign workers in food service industry at Satay Kajang Haji Samuri and Tealive Malaysia which inconsistent with study Jacob (2017) foreign workers and productivity in an emerging country. These findings bear relevance to persistent public concerns in Malaysia that the use of foreign workers creates negative effects on native workers. As findings from other studies indicate, there is no evidence that foreign workers create large negative wage or employment effects. Importantly, as Chin (2002) notes, even in times of economic downturn, employers have declared that they face substantial difficulties in recruiting native workers for low skilled, low wage jobs, indicating that there appear to be limitations to the need, effectiveness, and benefits of policies that restrict the use of foreign workers. Of course, to be able to fully assess these positive effects, the additional costs that employers must pay to use foreign workers should also be considered. Thus, the lower wages are negatively related to the recruitment of foreign workers, H2 is rejected.

5.3.3 RELATIONSHIP BETWEEN ACCEPTABILITY AND RECRUITMENT OF FOREIGN WORKERS AT SATAY KAJANG HAJI SAMURI AND TEALIVE MALAYSIA

H3 indicates that acceptability of workers has no significant influences on recruitment foreign workers. Result shows P-value is 0.493 which expressed that H3 is not supported. The result of this study supported by the research conducted by Narayana and Lai (2005) which reveal that the use of migrant workers, instead of local workforce in the construction sector in Malaysia is mainly due to the former can tolerate poorer and harsher employment conditions. Similar results are proven by the research of Geddes and Scott (2010). With the lower expectation and higher acceptability of employment conditions of migrant workers, there have been cases where proper rules of occupational safety and health are not properly implemented in the workplace which then leads to workplace accidents. Thus, the

acceptability of workers is negatively related to the recruitment of foreign workers, H3 is rejected.

5.3.4 RELATIONSHIP BETWEEN EDUCATION AND RECRUITMENT OF FOREIGN WORKERS AT SATAY KAJANG HAJI SAMURI AND TEALIVE MALAYSIA

H4 indicates that education level has significant influences on recruitment foreign workers. Result shows P-value is 0.000 which expressed that H4 is supported. (2018) by Ang Jian Wei stated Malaysia's dependence on low-skilled foreign workers adversely shapes its reputation as a labour intensive and low-cost destination to foreign investors. Increasingly, this affects the type of initial investments that foreign investors propose to bring to Malaysia. They are likely the less complex segments of their production chain, with many seeking to primarily leverage Malaysia's relative ease of hiring foreign workers and lower labour costs. Thus, education level is positively related to the recruitment of foreign workers, H4 is fully supported.

5.3.5 RELATIONSHIP BETWEEN FLEXIBILITY AND RECRUITMENT OF FOREIGN WORKERS AT SATAY KAJANG HAJI SAMURI AND TEALIVE MALAYSIA

H5 indicates that flexibility workplace has significant influences towards the recruitment of foreign workers in food service industry: Sate Kajang Hj Samuri and Tealive. Result shows P-value is 0.000 which expressed that H5 is supported. LSC Desember (2006) Employer perception towards migrant. They tend to put more effort into their work and worker harder than some UK nationals. Their attitude to work is different and they seem appreciate their job more. Migrant workers are also seen as eager to please, more determined to succeed, reliable and punctual, courteous and polite, obedient and respectful of authority and able to work flexible and longer hours as they often have fewer social or familial commitments. From a recruitment perspective, migrant workers will often have a pool of similar friends as potential candidates for future vacancies. They also rarely demand as much holiday time as UK employees, especially around popular times such as Easter, Christmas, and bank holidays. Thus, flexibility workplace is negatively related to recruitment of foreign workers. H5 is supported.

5.4 IMPLICATION OF STUDY

The finding of this study helps in recognizing the pull factors that can motivate the recruitment of foreign workers in food service industry which is among employers at Sate Kajang Hj. Samuri dan Tealive Malaysia. By understanding this study, employers will be able to decide whether recruiting foreign workers give benefits to them in most of the aspects or only from one aspect. Also, it gives more understanding towards society on why companies recruit foreign workers into their company.

5.5 LIMITATION OF STUDY

Throughout the progress of conducting this study, there are several limitations that have been identified and important to be pointed out. There are several limitations in this research which are methodological limitations and common limitations of researchers. Firstly, the limited sample size to represent the whole population of employers in food service industry. Only two companies have been selected due to time and resources constraint. In addition, Sate Kajang Hj. Samuri has only 18 outlets that are available and for Tealive not all branches in Malaysia were involved. So, this small sample size has resulted to be limited and not accurate to achieve the best result. Secondly, there are only five independent variables that have been chosen in this research.

Therefore, there might be other factors that related but did not take into consideration. Next, lack of previous research studies. When doing research, referring to past studies are the basis in doing a literature review. However, depending on the scope of your research topic, past research studies that are relevant with the topic might be limited. Furthermore, time constraints from the respondents. Since this research requires companies to fill the questionnaire, companies are busy with other important things to settle in the meantime. Thus, respondents which are employers from companies may spend only a short time and not in full effort when answering the questionnaire. Lastly, a minority of the respondents might not understand the questions and therefore they may randomly select an answer to complete the questionnaire. All of these could reduce the accuracy and preciseness of the results.

5.6 RECOMMENDATIONS FOR FUTURE RESEARCH

There are few recommendations for this research so that it can be improved in the future. First, it is recommended to conduct the research in all outlets of the company to increase the accuracy of the data and to obtain a better result. It is advisable to involve all the outlets because different employers may have different perceptions in hiring foreign workers. In addition, not all states have the same number of foreign workers that are available in the market. Thus, this will provide more understanding to the researchers to conclude which state has the highest number of foreign workers working in food service industry and to identify the reasons in hiring them.

Besides that, future researcher can improve their study by adding more independent variables that can determine the factors motivating the recruitment of foreign workers in food service industry. As a result, when there are more variables that are related, researcher can easily make conclusion on which variables contribute the most to the research and has solved the research's objectives.

Lastly, the researchers can combine more than one method in doing the research. For example, interviewing respondents are highly recommended to use interview the survey. The usage of interview will reduce the limitation by using questionnaire where people can directly understand the question that asked by the researchers rather than answering the questionnaire questions. This will lead to less possibility of misunderstanding by respondents when interpreting the questions in the questionnaire.

5.7 CONCLUSIONS

As a conclusion, this research is basically summarizing the entire chapter of this study which is about the pull factors motivating the recruitment in food service industry. There are managerial implications that have helped the employers to decide before recruiting foreign workers into their company. Besides, this study has included several limitations that have been faced by the researchers. However, these limitations have been supported by recommendations in order to improve the result of the research.

The research is to determine the factors (lower wages, availability, education, flexibility, and acceptability) which motivating the recruitment of foreign workers in food service industry: Sate Kajang Hj. Samuri and Tealive. Total 76 questionnaire has been

distributed and the data collected has been processed and analysed using SPSS in which outcome generated included both descriptive and inferential analysis. After the analysis, availability, education, and flexibility has significant positive relationships with the recruitment of foreign workers. Meanwhile, lower wages and acceptability has no relationship with the dependent variable.

In conclusion, the research had met its main objective by validating that availability, education and flexibility has significant influence towards the recruitment of foreign workers while lower wages and acceptability are having less impact to the dependent variable. After this research, employers are able to justify how foreign workers benefits companies in food service industry. Future researchers may fully use the knowledge in this research to make amendments or for reference purposes. Thus, this research gives a clearer picture of exploring the pull factors motivating the recruitment of foreign workers in food service industry at Sate Kajang Hj. Samuri and Tealive.

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APPENDICES

APPENDIX A - QUESTIONNAIRE



PULL FACTORS MOTIVATING THE RECRUITMENT OF FOREIGN WORKERS IN FOOD SERVICE INDUSTRY: SATE KAJANG HJ. SAMURI AND TEALIVE



NUR IRFANAH BINTI ZAINULABIDIN	08DPI18F1038
NUR ALIYAH NADRAH BINTI AZLAN	08DPI18F1046
IRYANI NUREEN NATASHA BINTI MAHADZIR	08DPI18F1048
NUR FATIHAH BINTI MUHAMMAD IRWAN	08DPI18F1050

**Diploma in International Business
Commerce Department
Politeknik Sultan Salahuddin Abdul Aziz Shah
40150 Shah Alam, Selangor**

2020

**PULL FACTORS MOTIVATING THE RECRUITMENT OF FOREIGN
WORKERS
IN FOOD SERVICE INDUSTRY:
SATE KAJANG HJ. SAMURI AND TEALIVE**

Dear Respondent,

With reference to the above, we are pleased to inform you that we are conducting a survey that determine factors that led to the recruitment of foreign workers in food service industry which are at Sate Kajang Hj. Samuri and Tealive. This is a part of diploma research work. We are currently in the process of collecting data for our writing dissertation as a requirement for this diploma. This questionnaire has been designed to collect certain information from the employers.

We would appreciate if you could extend your support by participating in the survey which is an integral part of my research project. The study is under the supervision of Dr. Aziam Mustafa from Commerce Department, Politeknik Sultan Salahuddin Abdul Aziz Shah. The results from this project will be used only for academic work and not for commercial purposes.

The questionnaire should not take more than 15 minutes to be completed. Kindly spare some of your valuable time to complete the questionnaire. Your participation is essential to this study. We would like to assure you that your response will be kept private and confidential.

Thank you in advance for your cooperation and for further information, please do not hesitate to contact the undersigned.

Sincerely,

Nur Aliyah Nadrah
Diploma Student
Commerce Department, Politeknik Sultan Salahuddin Abdul Aziz Shah
40150, Shah Alam Selangor
Email: aliyahnadrah00@gmail.com

**PULL FACTORS MOTIVATING THE RECRUITMENT OF FOREIGN WORKERS
IN FOOD SERVICE INDUSTRY:
SATE KAJANG HJ. SAMURI AND TEALIVE**

Dear respective employers,

I am requesting your assistance in a study on pull factors motivating the recruitment of foreign workers in food service industry. The purpose of this study is to determine the factors that motivating employers in recruiting foreign workers. This study is to fulfil my thesis requirement and for academic purposes only. Your cooperation is greatly appreciated, and your responses are strictly confidential.

Definition of pull factors of migration and foreign workers

Pull factors

Something that attracts people to a place or an activity. Pull factors of migration attracts people to a certain location. Typical examples of pull factors of a place are more job opportunities and better living conditions.

Foreign workers

The term “foreign workers” refers to foreign individuals who lawfully entered Malaysia for a low-skilled job under the Visit Pass (Temporary Employment, VP(TE) system.

SECTION A GENERAL

Instructions: Please provide following information regarding the recruitment of foreign workers in your restaurant. Indicate your answer by marking the appropriate box.

G1. I have employed foreign workers in my restaurant.

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No

G2. Which country the most often employed foreigner come from?

<input type="checkbox"/>	Indonesia
<input type="checkbox"/>	Bangladesh
<input type="checkbox"/>	Nepal
<input type="checkbox"/>	Vietnam
<input type="checkbox"/>	Others: _____

G3. Total of foreign workers that I have in my restaurant.

<input type="checkbox"/>	none
<input type="checkbox"/>	1-3 foreign workers
<input type="checkbox"/>	4-6 foreign workers
<input type="checkbox"/>	7-9 foreign workers
<input type="checkbox"/>	10 and above

G4. I prefer to hire local worker or foreign worker?

<input type="checkbox"/>	Local Workers
<input type="checkbox"/>	Foreign Workers

G5. Factors led me in to recruit foreign workers.

<input type="checkbox"/>	Low wages payment because they don't have lower financial requirements
--------------------------	--

- Foreign workers are available anywhere
- Did not require high level education
- Foreign workers are willing to do multitasking
- Foreign workers are willing to do work at any working condition
- Others: _____

G6. The period of foreign workers surviving to work in my restaurant.

- 0-1 years
- 2-3 years
- 4-5 years
- 6-7years
- 7-above years

G7. As a manager, I do send foreign workers to training session before they start their jobs in my restaurant.

- Yes
- No

G8. If **yes**, what is the type of training session my foreign workers undertake?

- Work skills
- Social skills
- Language skills
- Legal competence
- Others: _____

G9. Problems appeared in my restaurant due to recruitment of foreign workers.

- Communications problem due to different language
- Lack of acceptance from your other local workers

<input type="checkbox"/>	Different concepts of work and duties that come with it
<input type="checkbox"/>	Lack of cooperation between local workers and foreign workers
<input type="checkbox"/>	Other: _____

G10. Is there any contract when I recruit workers?

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No

G11. If yes, how long the contract would be?

<input type="checkbox"/>	0 – 6 Months
<input type="checkbox"/>	1 Years
<input type="checkbox"/>	2 Years
<input type="checkbox"/>	3 Years
<input type="checkbox"/>	4 Years and Above

SECTION B DEPENDENT VARIABLES

Instructions:

The following statements below are questions towards the recruitment of foreign workers. Please rate your answer by marking the appropriate box.

(Strongly Agree (1), Agree (2), neutral (3), Disagree (4), Strongly Disagree (5))

Construct and item		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
RECRUITMENT						
R1	I recruit workers through interviewing them	1	2	3	4	5
R2	I recruit workers who willing to work	1	2	3	4	5

	full time rather than part time					
R3	There is contract whenever I recruit workers	1	2	3	4	5
R4	I advertise job vacancy through social media	1	2	3	4	5
R5	I prefer to recruit foreign workers because they require lower financial requirements than local workers	1	2	3	4	5
R6	I prefer to recruit foreign workers because they usually possess a high level of work motivation	1	2	3	4	5
R7	There is deterioration of atmosphere of cooperation in company when recruiting foreign workers	1	2	3	4	5
R8	There are communication problems when recruiting foreign workers	1	2	3	4	5
R9	Due to legal barriers employing foreigners is a very complicated procedure	1	2	3	4	5
R10	Managing teams that consists of people of different national background is problematic	1	2	3	4	5
R11	I provide work skill training for my employees	1	2	3	4	5
R12	I provide social skill training for my employees	1	2	3	4	5
R13	I protect the workers against racial discrimination	1	2	3	4	5
R14	I pay my workers monthly	1	2	3	4	5
R15	I pay my workers daily	1	2	3	4	5

SECTION C
INDEPENDENT VARIABLES

Instructions:

The following statements below are questions towards the pull factors in recruiting foreign workers. Please rate your answer by marking the appropriate box.

(Strongly Agree (1), Agree (2), neutral (3), Disagree (4), Strongly Disagree (5))

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
AVAILABILITY						
A1	More foreign workers are available on market than local workers.	1	2	3	4	5
A2	The demand for foreign workers is higher than local workers.	1	2	3	4	5
A3	Foreign workers always looking for a job individually.	1	2	3	4	5
A4	Foreign workers always come in a group when applying for a job.	1	2	3	4	5
A5	More foreign workers are searching for jobs in the industry than local workers.	1	2	3	4	5
LOWER WAGES						
L1	Foreign workers are willing to get paid at lower wages compared to local workers.	1	2	3	4	5
L2	Hiring foreign workers can help maintain the labour costs.	1	2	3	4	5
L3	Local workers prefer higher wages than foreign workers because of their educational level.	1	2	3	4	5
L4	Foreign workers are willing to receive lower salary if they have a job and get paid.	1	2	3	4	5
L5	Foreign workers are willing to work overtime to get extra money.	1	2	3	4	5

ACCEPTABILITY						
A1	Foreign workers prefer to work more than 6 hour than local workers	1	2	3	4	5
A2	Foreign worker do not demand in any welfare	1	2	3	4	5
A3	Foreign workers have low expectations towards working conditions	1	2	3	4	5
A4	Foreign workers willing to work in undesirable conditions 3D (monotonous, dirty, menial) than local workers	1	2	3	4	5
A5	Foreign workers are willing to do their job as long as if they get paid.	1	2	3	4	5
EDUCATION						
E1	Local workers have better educational level than foreign workers.	1	2	3	4	5
E2	Foreign workers have lower educational level but can easily adapt with the environment.	1	2	3	4	5
E3	Foreign workers are willing to learn even though the job is not part of their skills.	1	2	3	4	5
E4	Foreign workers are fast learner compared to local workers.	1	2	3	4	5
E5	I am recruiting foreign workers because this position requires unskilled workforce.	1	2	3	4	5
FLEXIBILITY						
F1	Local workers tend to switch roles when working such as receptionists to kitchen porters.	1	2	3	4	5

F2	Foreign workers tend to switch roles when working such as receptionists to kitchen porters.	1	2	3	4	5
F3	I am recruiting foreign workers because they are more flexible in workplace.	1	2	3	4	5
F4	Foreign workers prefer working at flexible hours rather than anti-social hours.	1	2	3	4	5
F5	Local workers prefer working at flexible hours rather than anti-social hours.	1	2	3	4	5

SECTION D DEMOGRAPHIC CHARACTERISTICS

Instructions:

Please tell us about yourself, indicate your answer by marking the appropriate box.

1. Gender

Male

Female

2. Age

Under 20 years old

20-30 years old

31-40 years old

41-50 years old

Over 50 years old

3. Ethnicity

<input type="checkbox"/>	Malay
<input type="checkbox"/>	Chinese
<input type="checkbox"/>	Indian
<input type="checkbox"/>	Others: _____

4. What is the highest level of formal education that I have completed?

<input type="checkbox"/>	PMR /SRP/ ICE
<input type="checkbox"/>	SPM / MCE
<input type="checkbox"/>	STPM
<input type="checkbox"/>	Diploma
<input type="checkbox"/>	Bachelor's Degree
<input type="checkbox"/>	Master's Degree
<input type="checkbox"/>	Others (please specify): _____

5. Which outlet I am in?

<input type="checkbox"/>	Sate Kajang Hj. Samuri
<input type="checkbox"/>	Tealive

This is the end of the questionnaire. Thank you very much.

APPENDIX B - TOTAL RESPONDENTS

NO. OF RESPONDENTS	GENDER	AGE	ETHNICITY	EDUCATION	OUTLET
1	Male	20-30 years old	Chinese	SPM/MCE	Sate Kajang Hj Samuri
2	Male	20-30 years old	Malay	Diploma	Sate Kajang Hj Samuri
3	Male	20-30 years old	Malay	Diploma	Sate Kajang Hj Samuri
4	Male	20-30 years old	Malay	SPM/MCE	Sate Kajang Hj Samuri
5	Male	31-40 years old	Malay	PMR/SRP/ICE	Sate Kajang Hj Samuri
6	Male	20-30 years old	Malay	Diploma	Sate Kajang Hj Samuri
7	Male	20-30 years old	Malay	Diploma	Sate Kajang Hj Samuri
8	Male	31-40 years old	Malay	Diploma	Sate Kajang Hj Samuri
9	Male	41-50 years old	Malay	SPM/MCE	Sate Kajang Hj Samuri
10	Male	41-50 years old	Malay	SPM/MCE	Sate Kajang Hj Samuri
11	Male	20-30 years old	Malay	SPM/MCE	Sate Kajang Hj Samuri
12	Male	20-30 years old	Malay	SPM/MCE	Sate Kajang Hj Samuri
13	Male	20-30 years old	Malay	SPM/MCE	Sate Kajang Hj Samuri
14	Male	20-30 years old	Malay	SPM/MCE	Sate Kajang Hj Samuri
15	Male	31-40 years old	Malay	Diploma	Sate Kajang Hj Samuri

16	Male	31-40 years old	Malay	Diploma	Sate Kajang Hj Samuri
17	Male	41-50 years old	Malay	Bachelor's Degree	Sate Kajang Hj Samuri
18	Female	41-50 years old	Malay	Bachelor's Degree	Tealive Malaysia
19	Male	20-30 years old	Chinese	Bachelor's Degree	Tealive Malaysia
20	Male	20-30 years old	Malay	Bachelor's Degree	Tealive Malaysia
21	Female	20-30 years old	Malay	Bachelor's Degree	Tealive Malaysia
22	Male	20-30 years old	Malay	Diploma	Tealive Malaysia
23	Female	20-30 years old	Malay	Bachelor's Degree	Tealive Malaysia
24	Female	20-30 years old	Malay	SPM/MCE	Tealive Malaysia
25	Male	20-30 years old	Chinese	SPM/MCE	Tealive Malaysia
26	Male	20-30 years old	Malay	SPM/MCE	Tealive Malaysia
27	Female	20-30 years old	Malay	Diploma	Tealive Malaysia
28	Male	20-30 years old	Malay	Diploma	Tealive Malaysia
29	Female	20-30 years old	Malay	Diploma	Tealive Malaysia
30	Female	20-30 years old	Malay	Diploma	Tealive Malaysia
31	Female	20-30 years old	Malay	Diploma	Tealive Malaysia
32	Female	20-30 years old	Malay	Diploma	Tealive Malaysia
33	Male	20-30 years old	Malay	SPM/MCE	Tealive Malaysia

34	Male	20-30 years old	Malay	SPM/MCE	Tealive Malaysia
35	Female	20-30 years old	Malay	SPM/MCE	Tealive Malaysia
36	Female	20-30 years old	Malay	Bachelor's Degree	Tealive Malaysia
37	Female	20-30 years old	Malay	Bachelor's Degree	Tealive Malaysia
38	Male	20-30 years old	Malay	Bachelor's Degree	Tealive Malaysia
39	Female	20-30 years old	Malay	Bachelor's Degree	Tealive Malaysia
40	Male	20-30 years old	Malay	Bachelor's Degree	Tealive Malaysia
41	Female	41-50 years old	Malay	Bachelor's Degree	Tealive Malaysia
42	Female	20-30 years old	Malay	Bachelor's Degree	Tealive Malaysia
43	Female	20-30 years old	Chinese	Bachelor's Degree	Tealive Malaysia
44	Female	20-30 years old	Chinese	Bachelor's Degree	Tealive Malaysia
45	Female	20-30 years old	Malay	Bachelor's Degree	Tealive Malaysia
46	Female	20-30 years old	Chinese	Bachelor's Degree	Tealive Malaysia
47	Female	20-30 years old	Chinese	Bachelor's Degree	Tealive Malaysia
48	Female	41-50 years old	Chinese	Bachelor's Degree	Tealive Malaysia
49	Male	31-40 years old	Indian	Bachelor's Degree	Tealive Malaysia
50	Female	41-50 years old	Malay	Bachelor's Degree	Tealive Malaysia
51	Female	20-30 years old	Chinese	Bachelor's Degree	Tealive Malaysia

52	Female	41-50 years old	Malay	Bachelor's Degree	Tealive Malaysia
53	Female	20-30 years old	Malay	Diploma	Tealive Malaysia
54	Female	20-30 years old	Chinese	Bachelor's Degree	Tealive Malaysia
55	Female	31-40 years old	Chinese	Bachelor's Degree	Tealive Malaysia
56	Female	31-40 years old	Chinese	Bachelor's Degree	Tealive Malaysia
57	Female	31-40 years old	Indian	Bachelor's Degree	Tealive Malaysia
58	Female	31-40 years old	Malay	Bachelor's Degree	Tealive Malaysia
59	Female	20-30 years old	Malay	Diploma	Tealive Malaysia
60	Female	20-30 years old	Chinese	Bachelor's Degree	Tealive Malaysia
61	Female	41-50 years old	Chinese	Bachelor's Degree	Tealive Malaysia
62	Female	Over 50 years old	Malay	Bachelor's Degree	Tealive Malaysia
63	Female	41-50 years old	Malay	Bachelor's Degree	Tealive Malaysia
64	Male	31-40 years old	Malay	Bachelor's Degree	Tealive Malaysia
65	Female	41-50 years old	Malay	Master's Degree	Tealive Malaysia
66	Female	20-30 years old	Chinese	Bachelor's Degree	Tealive Malaysia
67	Female	31-40 years old	Chinese	Bachelor's Degree	Tealive Malaysia
68	Male	Over 50 years old	Malay	Bachelor's Degree	Tealive Malaysia
69	Female	Over 50 years old	Malay	Bachelor's Degree	Tealive Malaysia

70	Female	41-50 years old	Malay	Master's Degree	Tealive Malaysia
71	Female	41-50 years old	Chinese	Bachelor's Degree	Tealive Malaysia
72	Male	20-30 years old	Malay	Diploma	Tealive Malaysia
73	Female	20-30 years old	Malay	STPM	Tealive Malaysia
74	Female	31-40 years old	Chinese	Bachelor's Degree	Tealive Malaysia
75	Female	20-30 years old	Malay	STPM	Tealive Malaysia
76	Male	20-30 years old	Malay	STPM	Tealive Malaysia

APPENDIX C - PERMISSION LETTER TO DO RESEARCH

To: The Management of Sate Kajang Hj. Samuri & Tealive
Date: 23rd of October 2020

Dear Sir/Madam,

PERMISSION TO CONDUCT A SURVEY AMONG EMPLOYERS AT SATE KAJANG HJ. SAMURI AND TEALIVE

With reference to the above, we are pleased to inform you that we are students from Politeknik Sultan Salahuddin Abdul Aziz Shah, Shah Alam, doing Diploma in International Business. The objective for this survey is to determine **pull factors motivating the recruitment of foreign workers in food service industry which is at Sate Kajang Hj. Samuri and Tealive**. This is a part of our diploma research work. We are currently in the process of collecting data for our writing dissertation as a requirement for this diploma. The survey form has been designed to collect certain information from the employers.

We would appreciate if you could extend your support by participating in the survey which is an integral part of our research project. The study is under the supervision of Dr Aziam Mustafa from Commerce Department, Politeknik Sultan Salahuddin Abdul Aziz Shah. The results from this project will be used only for academic work and not for commercial purposes.

The survey will be done through online which is in Google Form. It should not take more than 15 minutes to be completed. We would like to assure you that your response will be kept private and confidential.

Thank you for considering to your involvement in this survey. Your cooperation is highly appreciated.

Sincerely,

Aliyah Nadrah

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