

2

X

ACA 6548

INVC.....

**A STUDY ON JOB SATISFACTION AT
PERUSAHAAN OTOMOBIL NASIONAL BERHAD**

CLOSED STACKS

By

SREE KUMAR RAVANA
Bachelor of Art (Hons)
National University of Malaysia
Bangi, Selangor
1991

Perpustakaan Universiti Malaya



A506441443

Submitted to the Faculty of Economics & Administration
University of Malaya
in partial fulfilment of the requirement for the Degree of
MASTER OF BUSINESS ADMINISTRATION
March 1996

Dimikrofiskan pada... 7-10-1997
No. Mikrofis... 13232
Jumlah Mikrofis... 3
Amear Puzi B. A. Wahab.

UPR

UNIT REPROGRAFI
PERPUSTAKAAN UTAMA
UNIVERSITI MALAYA

SPECIALLY DEDICATED TO,

MY BELOVED WIFE, MUM , UNCLE, AUNTY.
THANK YOU FOR YOUR LOVE,
GUIDANCE AND SACRIFICES.

I LOVE ALL OF YOU.

Table of Contents

	Page
Contents.....	iii
List of Diagrams.....	vii
List of tables.....	viii
Abstract.....	ix
Acknowledgement.....	x
Chapter one : Introduction	
1.0 Introduction.....	1
1.1 The concept of job satisfaction.....	3
1.2 Objective of the study.....	5
1.3 Importance of the study.....	6
1.4 Scope of the study.....	7
1.5 Limitations o the study.....	8
1.6 Organisation of study.....	9
1.7 Methodology of the study.....	9 ✓
Chapter two : Theoretical Review and Past Research Studies	
2.0 Introduction.....	11
2.1 Job satisfaction Theories.....	12
2.1.1 Maslow's Hierarchy of Needs Theory.....	12
2.1.2 Herzberg's Two Factor Theory.....	13
2.1.3 Theory X and Theory Y.....	16
2.2 Dimension of job satisfaction.....	17
2.3 Past Research Review of Job Satisfaction.....	22
2.4 Malaysia's Past Research Review.....	29
Chapter three : General findings of the study	
3.0 Introduction.....	30
3.1 The analysis of respondents' profile.....	30
3.1.1 Gender.....	30
3.1.2 Age Group.....	31
3.1.3 Marital Status.....	31
3.1.4 Educational Levels.....	32
3.1.5 Job Status.....	32
3.1.6 Occupational Levels.....	33
3.1.7 Length of Service.....	33
3.1.8 Union.....	34
3.1.9 Income Levels.....	34
3.2 The analysis of reliability coefficient of job description index.....	35
3.3 Analysis of status of each item of job satisfaction facets.....	37

Table of Contents

	Page
3.3.1 Work Satisfaction Facet.....	38
3.3.2 Pay Satisfaction Facet.....	39
3.3.3 Promotion Satisfaction Facet.....	40
3.3.4 Supervision Satisfaction Facet.....	40
3.3.5 Co-worker Satisfaction Facet.....	41
3.4 Analysis of status of job satisfaction facets.....	42
3.5 Conclusion.....	44
Chapter four : Findings of the study	
4.0 Introduction.....	45
4.1 Relationship between job satisfaction facet and demographic factors.....	45
4.1.1 Relationship between job satisfaction facet and job status.....	45
4.1.2 Relationship between job satisfaction facets and occupational level.....	46
4.1.3 Relationship between job satisfaction facet and marital status.....	48
4.1.4 Relationship between job satisfaction facet and sex groups.....	49
4.1.5 Relationship between job satisfaction facet and union members and non-members.....	50
4.1.6 Relationship between job satisfaction facet and age group.....	51
4.1.7 Relationship between job satisfaction facet and educational levels.....	52
4.1.8 Relationship between job satisfaction facet and divisions.....	53
4.1.9 Relationship between job satisfaction facet and length of service.....	54
4.1.10 Relationship between job satisfaction facet and income group.....	55
4.2 Analysis of significant relationship between job description index items and demographic factors.....	56

Table of Contents

	Page
4.2.1 Significant relationship between job satisfaction facets and age	56
4.2.2 Significant relationship between job satisfaction facets and sex	56
4.2.3 Significant relationship between job satisfaction facets and income levels.....	57
4.2.4 Significant relationship between job satisfaction facets and length of service.....	57
4.2.5 Significant relationship between job satisfaction facets and occupational levels.....	58
4.2.6 Significant relationship between job satisfaction facets and education levels.....	60
4.2.7 Significant relationship between job satisfaction facets and divisions.....	60
4.2.8 Significant relationship between job satisfaction facets and union.....	61
4.2.9 Significant relationship between job satisfaction facets and marital status.....	62
4.2.10 Significant relationship between job satisfaction facets and job status.....	62
4.3 Analysis of variance of job description index and demographic factors..	63
4.4 Multiple regression analysis of overall job satisfaction and demographic factors.....	65
4.5 Conclusion.....	67
Chapter five : Summary and Recommendations	
5.0 Introduction.....	68
5.1 Overview of the study.....	68
5.2 Review of the findings.....	69
5.3 Recommendations.....	71
5.4 Recommendations for future study.....	75
5.5 Conclusion.....	76
Bibliography.....	77

Table of Contents

- Appendix 1: Organisation **Chart**
- Appendix 2: Questionnaire - Malay Version and English Version
- Appendix 3: Demographic factors distribution
 - : Satisfaction level of job satisfaction facets
- Appendix 4: List of 72 items of job description index and demographic factors :- A **Chi-square** analysis
- Appendix 5: Reliability test
- Appendix 6: Frequencies **analysis** of demographic factors
- Appendix 7: Analysis of **variance** :- Job satisfaction facets and demographic factors
- Appendix 8: Multiple regression analysis :- Total job satisfaction and demographic factors

	List of Diagrams	Page
Figure 2.1.1.1 :	Pyramid of Maslow's Hierarchy Needs.....	13
Figure 2.1.2.1 :	Traditional Approach Versus Herzberg's Two Factor Theory.....	15
Figure 2.2.2 :	Hypothesised causal Model of Job Satisfaction.....	21
Figure 3.1.1.1 :	Gender.....	30
Figure 3.1.2.1 :	Age Group.....	31
Figure 3.1.3.1 :	Marital Status.....	31
Figure 3.1.4.1 :	Educational Levels.....	32
Figure 3.1.5.1 :	Job Status.....	32
Figure 3.1.6.1 :	Occupational Levels.....	33
Figure 3.1.7.1 :	Length of Service.....	33
Figure 3.1.8.1 :	Union.....	34
Figure 3.1.9.1 :	Income Levels.....	34
Figure 3.4.1 :	The status of job description index.....	43
Figure 4.1.1.1 :	The satisfaction level of job status.....	46
Figure 4.1.2.1 :	The satisfaction level of occupational level.....	47
Figure 4.1.3.1 :	The satisfaction level of marital status.....	48
Figure 4.1.4.1 :	The satisfaction level of gender.....	49
Figure 4.1.5.1 :	The satisfaction level of union members.....	50
Figure 4.1.6.1 :	The satisfaction level of age group.....	51
Figure 4.1.7.1 :	The satisfaction level of educational level.....	52
Figure 4.1.8.1 :	The satisfaction level of division.....	53
Figure 4.1.9.1 :	The satisfaction level of length of service.....	54
Figure 4.1.10.1:	The satisfaction level of income group.....	55

List of Tables

	List of Tables	Page
Table 2.2.1 :	Job Dimensions Typically Considered Relevant to Job Satisfaction and Classified as Events and Agents According to Locke.....	19
Table 3.2.1 :	The reliability scale of alpha coefficient of the job description index.....	36
Table 3.2.2 :	Reliability coefficient of job description index of the study....	37
Table 3.3.1.1 :	The status of work satisfaction facet.....	39
Table 3.3.2.1 :	The status of pay satisfaction facet.....	39
Table 3.3.3.1 :	The status of promotion satisfaction facet.....	40
Table 3.3.4.1 :	The status of supervision satisfaction facet.....	41
Table 3.3.5.1 :	The status of co-worker satisfaction facet.....	42
Table 4.2.1.1 :	The significant relationship between job satisfaction facets and age.....	56
Table 4.2.2.1 :	The significant relationship between job satisfaction facets and sex.....	56
Table 4.2.3.1 :	The significant relationship between job satisfaction facets and income.....	57
Table 4.2.4.1 :	The significant relationship between job satisfaction facets and length of service.....	58
Table 4.2.5.1 :	The significant relationship between job satisfaction facets and occupation.....	59
Table 4.2.6.1 :	The significant relationship between job satisfaction facets and education.....	60
Table 4.2.7.1 :	The significant relationship between job satisfaction facets and divisions.....	60
Table 4.2.8.1 :	The significant relationship between job satisfaction facets and union.....	61
Table 4.2.9.1 :	The significant relationship between job satisfaction facets and marital status.....	62
Table 4.2.10.1 :	The significant relationship between job satisfaction facets and job status.....	63
Table 4.3.1 :	The significant relationship between job satisfaction facets and independent variables.....	64
Table 4.4.1 :	Multiple Regression analysis of the significant relationship between independent variables and the total job satisfaction..	66

Abstract

This study is aimed at identifying the job satisfaction levels of Perusahaan Otomobil Nasional Berhad's employees in Shah Alam, Selangor. One hundred thirty three respondents are selected and interviewed by using job description index questionnaire. The five job facets (work, pay, promotion, supervision, and co-worker) are used to measure their job satisfaction level at each facet and also overall job satisfaction levels. The study found that work, promotion, and co-worker facet are satisfied by the PROTON staffs. Whereas they are not satisfied with pay and supervision facet. The overall job satisfaction shows that the workers in generally are satisfied. The study also used an ANOVA method to analyse the significant relationship between the job satisfaction facet and the demographic factors. The results indicate that sex has a significant relationship with pay facet, job status has a significant relationship with work facet and divisions/departments has a significant relationship with co-worker facet. Finally, the multiple regression analysis results indicate that only sex has a significant relationship with overall job satisfaction.

Acknowledgements

I wish to express my sincere appreciation to my supervisor, Cik Norbani Che Ha, for her guidance and advice during the study. My warmest thanks to her for allocating invaluable time for discussion whenever necessary.

I also wish to express my love and thank to my wife, parents, uncles, aunties, brothers, sisters, and everyone in the family who are my confidence and provided me with unreserved support and kept their faith in me throughout the study.

My thanks to Miss Rosnah Mahmood, Kenny Teoh, Vijay, other friends and all the PROTON staffs who in one way or another helped in the successful completion of this study.