

## Chapter 3

### General findings of the study

#### 3.0 Introduction

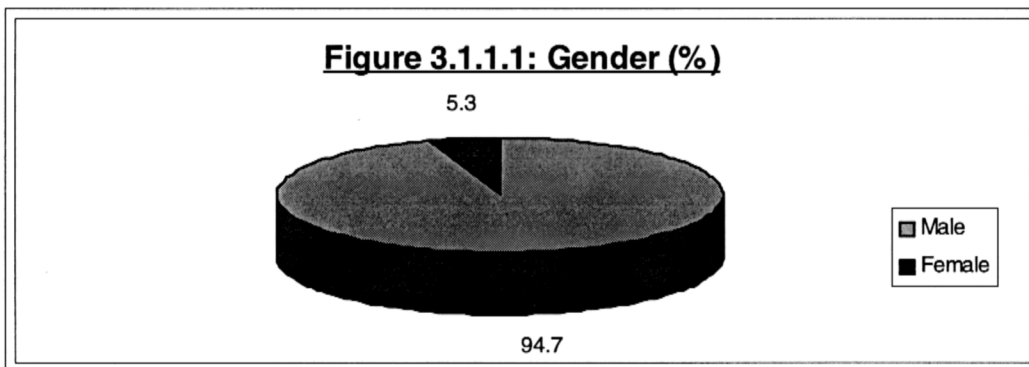
This chapter comprises four parts. They are:

- Identification and description on the demographic factors of the respondents.
- Measurement of reliability coefficient of five job satisfaction facets and overall job description index.
- The determination of the status of each item in each job satisfaction facet.
- The determination of the status of each job satisfaction facet and the total job description index.

#### 3.1 The analysis of respondents' profile

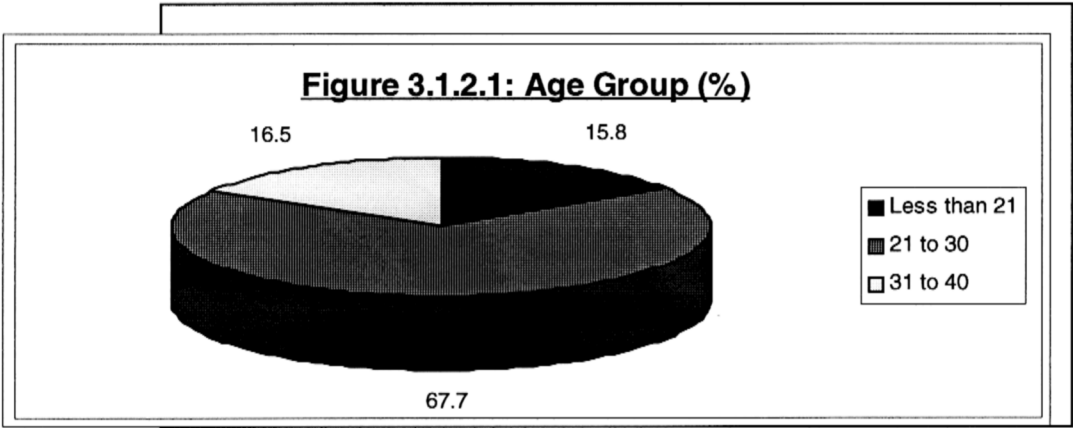
##### 3.1.1 Gender

Figure 3.1.1.1 shows that 126 of them are male and 7 are female. The reason why female respondents are less is because the total number of female employees at Proton is only about 300 out of 4700 people.



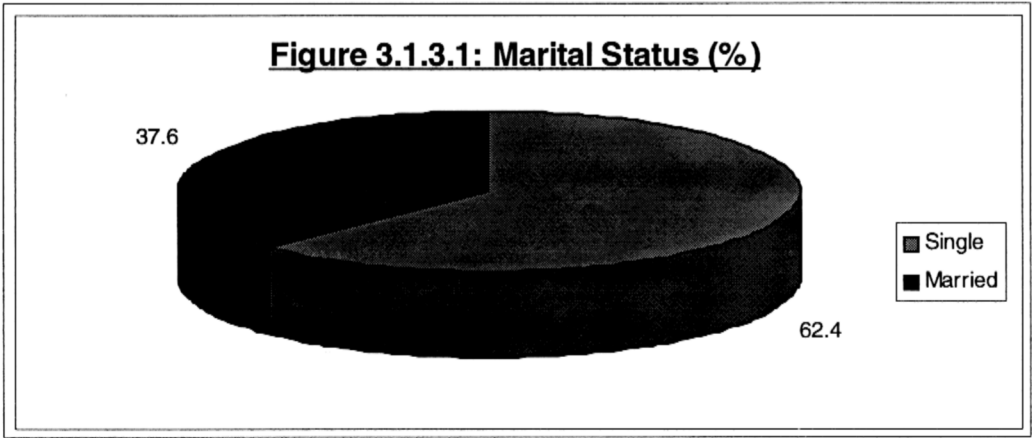
3.1.2 Age Group

Figure 3.1.2.1 shows that the distribution of the age group where 67.7% of the respondents are between 21 to 30 years old. Sixteen percentage of the respondents belong to the age group of 21 years and 16.5% of the respondents are in the range of 31 to 40 years old.



3.1.3 Marital Status

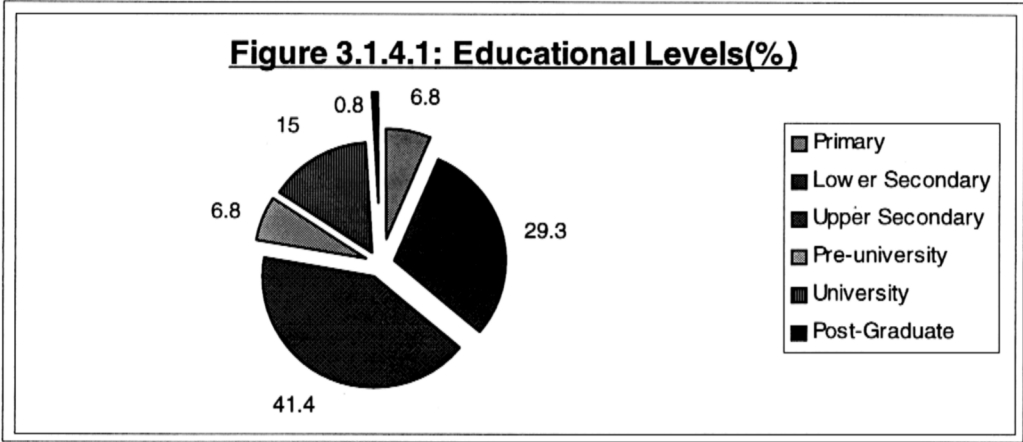
Figure 3.1.3.1 shows that 37.6% of the respondents are married and 62.4% of the respondents are not married.



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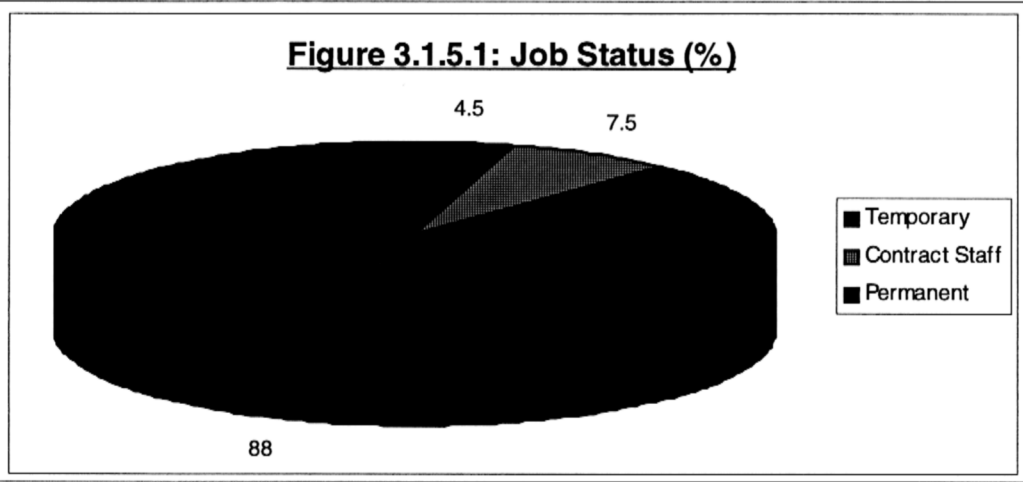
3.1.4 Educational Levels

Figure 3.1.4.1 shows that forty one percentage of the respondents have upper secondary education. Twenty nine percentage of the respondents have lower secondary education and only 15.0% of the respondents have university education.



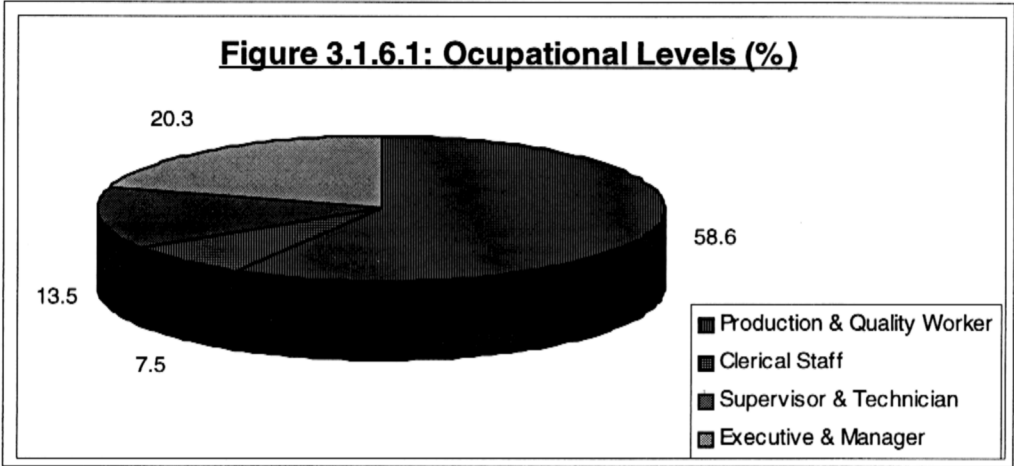
3.1.5 Job Status

Figure 3.1.5.1 shows that eighty eight percentage of the respondents are permanent job holders. Whereas, the rest of them are temporary and contract workers.



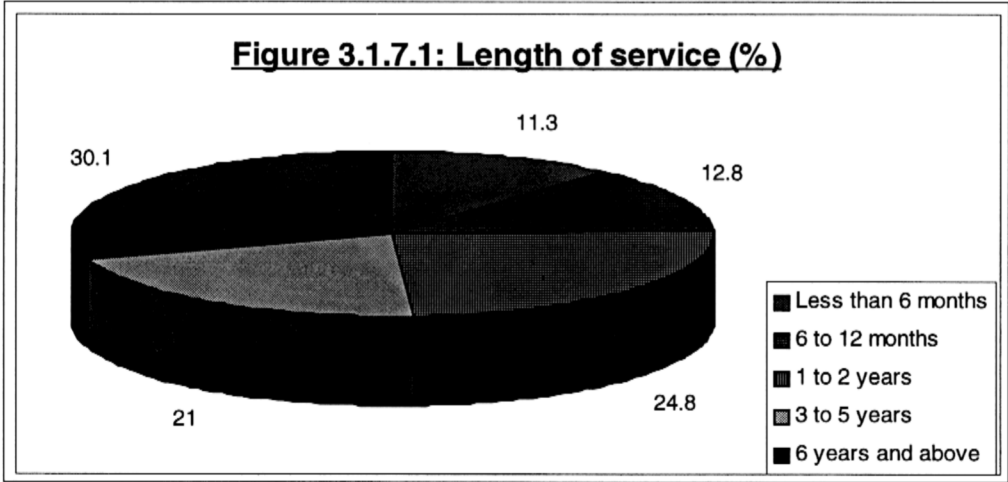
3.1.6 Occupational levels

Figure 3.1.6.1 shows that fifty nine percentage of the respondents are production and quality workers. Whereas 20.3% of the respondents are executives and managers, 13.5% of the respondents are supervisors and 7.5% of the respondents are clerical staffs.



3.1.7 Length of Service

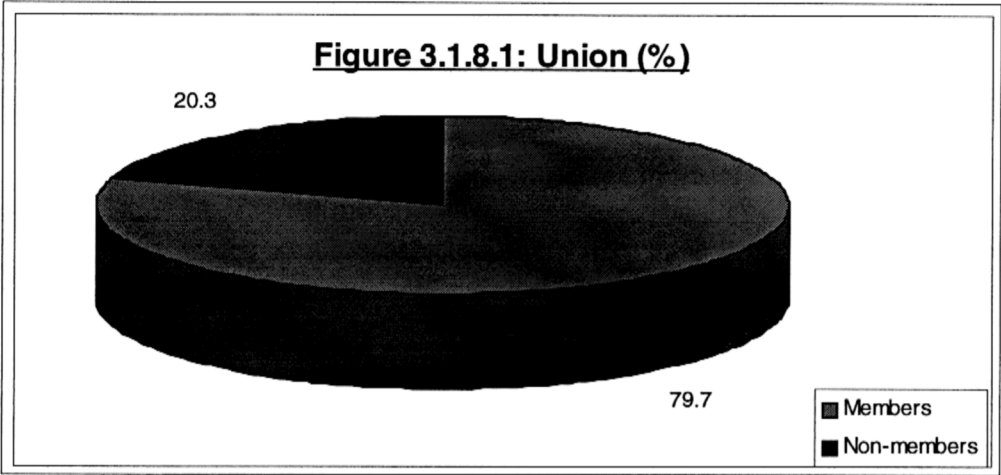
Figure 3.1.7.1 shows that thirty percentage of the respondents have worked more than six years, whereas 21.1% of the respondents have worked between three to five years.





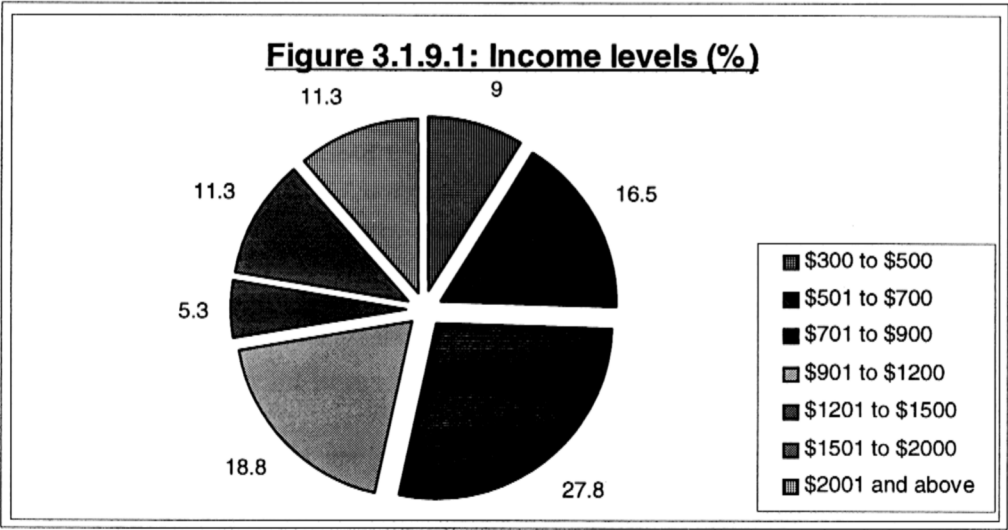
3.1.8 Union

Figure 3.1.8.1 shows that eighty percentage of the respondents are union members and 20.0.% of them are non-union members.



3.1.9 Income levels

Figure 3.1.9.1 shows that twenty two percentage of the respondents are earning more than RM \$1501.00 per month whereas twenty four percentage of the respondents are earning between RM \$901.00 to RM \$1500.00 per month. The rest of the respondents are earning RM \$900.00 per month.



### **3.2 The analysis of reliability coefficient of job description index.**

According to Smith Kendall & Hulin 1969, the reliability of cronbach alpha coefficient was 0.822 for work, 0.883 for supervision, 0.763 for pay, 0.811 for promotions and 0.885 for co-workers. Mary Roznowski said that some items in the J.D.I. may refer to job characteristics that may no longer be relevant to today's jobs. She believed that if characteristics of work situations in general, differ from those that existed when the scales were constructed, there may have been a gradual erosion of the scales measurement properties. Technological changes since 1960 may have made once exotic features very common and led to common events and characteristics becoming rare. Besides that, changes in worker expectations and resulting work attitudes may have occurred as a result of reduced long term job security, period reductions in work forces caused by restructuring of jobs and organisations, mergers and perhaps even the increasingly complex international dependencies among organisations. Workers react to a much different work world today than that of years past.

So, with such reason, Roznowski used factor analysis and revised the original job description index. scales. Factor analysis were used. In their study original and experimental items were factored within scales to investigate dimensionally in the five separate scales and across scales to study the factorial structure of the total item pool. The revised job description index maintains the constant number of items in each scale by drifting irrelevant items and adding suitable items. The reliability tests were conducted , and the results are much more better than the original job description index alpha coefficient. The details of the reliability coefficient of the original job

description index, revised job description index and the current study reliability coefficient are as presented in table 3.2.1.

**Table 3.2.1.: The reliability scale of alpha coefficient of the job description index.**

Job description index	Original scale	Revised scale	Current study scale
Work satisfaction facet	0.822	0.874	0.8861
Pay satisfaction facet	0.763	0.838	0.6805
Promotion satisfaction facet	0.811	0.819	0.5598
Supervisor satisfaction	0.883	0.912	0.8804
Co-worker satisfaction facet	0.885	0.900	0.8819

(Source: Journal of Applied Psychology 1989, vol. 74, No. 5, pg. 811.)

The primary data were collected by using the “Job Description Index” (J.D.I.) instrument. This instrument was originated by Smith Kendall in 1969. However, due to fast changes in work behaviour and worker behaviour, these changes raised questions on the original job description index scales measurement validity. Mary Roznowski from Ohio State University realised this problem and the validity has been improved and it has been proven. The revised instrument (job description index.) was translated into Bahasa Malaysia, for the purpose of the survey. Table 3.2.2. shows the component and total reliabilities of job description index measurement scale. The acceptable reliability coefficient by Smith Kendall (1969) is equal or greater than 0.5 . This shows that reliabilities are consistently high across all the five dimensions. The table 3.2.2. clearly shows that the reliability coefficient of Work satisfaction facet is 0.8861, which demonstrates very high reliability. The Pay satisfaction reliability coefficient is 0.6805 which is greater than 0.5 . This scale can be improved by deleting the item “Barely live on income” to the reliability coefficient of 0.8249 which is very high. The Promotion satisfaction facet reliability coefficient is 0.5598, also greater than 0.5, which shows that it is good. So we can conclude that the questionnaire is

highly reliable and consistent. In terms of internal consistency, the Supervision satisfaction facet reliability coefficient is 0.8804. The reliability coefficient of Co-worker satisfaction facet is 0.8819, also shows high and consistent reliability. of the questionnaire. The total items included in each facet are as in the table 3.2.2. The total reliability coefficient of the job description index scale which has 72 items is 0.9236 which is very high and shows very high internal consistency across all the five facets of the questionnaire.

**Table 3.2.2.: Reliability coefficient of job description index of the study**

Reliability items	Number of items	Reliability co-efficient (Cronbach Alpha)
Work satisfaction facet	18	0.8861
Pay satisfaction facet	9	0.6805
Promotion satisfaction facet	9	0.5598
Supervision satisfaction facet	18	0.8804
Co-worker satisfaction facet	18	0.8819
Total reliability coefficient of job description index	72	0.9236

### 3.3 Analysis of status of each item of job satisfaction facets

Frequencies statistical analysis are used to analyse the mean score of each item in each job facet. Table shown below, indicates the value of the items. For the positive items, if the mean score is less than 2.0, it shows that the employees are satisfied with the item. But if the value is more than 2.0 they are not satisfied with the item and if the value is 2.0 they are uncertain. The negative items in the questionnaire indicate the opposite effect where if the mean score is less than two, it shows dissatisfaction. Whereas if the score is more than two, it shows that the employees are satisfied with the item.

**3.3.1 Work Satisfaction Facet**

Table 3.3.1.1 shows that Work facet such as “Useful” (1.361), “Challenging” (1.286), and “Important” (1.504) show that the employees are strongly satisfied. On the other hand, items such as “Tiresome” (1.459), “Routine”(1.579) and “Simple” (2.361) indicate that they are strongly dissatisfied.

**Table 3.3.1.1.: The status of work satisfaction facet.**

Job Satisfaction Facet	Mean Score	Remarks
<b>WORK ON PRESENT JOB</b>		
1. Fascinating	2.120	Dissatisfied
2. Routine	1.579	Dissatisfied*
3. Satisfying	2.128	Dissatisfied
4. Boring	2.030	Satisfied*
5. A source of pleasure	2.211	Dissatisfied
6. Creative	1.962	Satisfied
7. Respected	1.932	Satisfied
8. Dull	2.060	Satisfied*
9. Pleasant	1.932	Satisfied
10. Useful	1.361	Satisfied
11. Tiresome	1.459	Dissatisfied*
12. Interesting	2.060	Dissatisfied
13. Challenging	1.286	Satisfied
14. Awful	1.887	Satisfied
15. Frustrating	2.278	Satisfied*
16. Simple	2.361	Dissatisfied
17. Important	1.504	Satisfied
18. Gives sense of accomplishment	1.872	Satisfied

(Note: Less than 2.0: Satisfied ; More than 2.0: Dissatisfied)

(Note: \*: Less than 2.0: Dissatisfied ; More than 2.0: Satisfied )

**3.3.2 Pay Satisfaction Facet**

Table 3.3.2.1 shows that Pay facet's items such as 'income adequate for normal expenses', 'enough for what I need', 'barely live on income and etc. show that employees are satisfied. Item such as 'bad', 'unfair', 'well paid', 'underpaid and etc. show that employees are dissatisfied.

**Table 3.3.2.1: The status of pay satisfaction facet.**

Job Satisfaction Facet	Mean Score	Remarks
<b>B. PRESENT PAY</b>		
1. Income adequate for normal expenses	1.895	Satisfied
2. Enough for what I need	1.805	Satisfied
3. Barely live on income	2.459	Satisfied*
4. Bad	1.895	Dissatisfied*
5. Unfair	1.827	Dissatisfied*
6. Insecure	2.203	Satisfied*
7. Less than I deserve	1.594	Dissatisfied*
8. Well paid	2.722	Dissatisfied
9. Underpaid	1.714	Dissatisfied*

(Note: Less than 2.0: Satisfied ; More than 2.0: Dissatisfied)

(Note: \*: Less than 2.0: Dissatisfied ; More than 2.0: Satisfied )

3.3.3 Promotion Satisfaction Facet

Table 3.3.3.1 shows that only few items are satisfied by the employees. They are ‘good opportunities for advancement’, ‘promotion on ability’, ‘dead end job’ and etc. . On the other hand, items such as ‘opportunities somewhat limited’, ‘good chance for promotion’ and etc. indicate that they are not satisfied.

Table 3.3.3.1: The status of promotion satisfaction facet.

Job Satisfaction Facet	Mean Score	Remarks
C. OPPORTUNITIES FOR PROMOTION		
1. Good opportunities for advancement	1.887	Satisfied
2. Opportunities somewhat limited	1.489	Dissatisfied*
3. Promotion on ability	1.617	Satisfied
4. Dead end job	2.609	Satisfied*
5. Good chance for promotion	2.060	Dissatisfied
6. Easy to get ahead	2.662	Dissatisfied
7. Infrequent promotion	1.714	Dissatisfied*
8. Regular promotion	2.158	Dissatisfied
9. Fairly good chance for promotion	1.617	Satisfied

(Note: Less than 2.0: Satisfied ; More than 2.0: Dissatisfied)

(Note: \*: Less than 2.0: Dissatisfied ; More than 2.0: Satisfied )

3.3.4 Supervision Satisfaction Facet

Table 3.3.4.1 shows that employees are really happy with the Supervision facet such as “Knows how to supervise” (1.519) , “Knows job well” (1.586), “Lazy” (2.579), and “Impolite” (2.466).

**Table 3.3.4.1: The status of supervision satisfaction facet.**

Job Satisfaction Facet	Mean Score	Remarks
<b>D. SUPERVISION ON PRESENT JOB</b>		
1. Knows how to supervise	1.519	Satisfied
2. Hard to please	1.789	Dissatisfied*
3. Impolite	2.466	Satisfied*
4. Praises good work	1.797	Satisfied
5. Tactful	1.850	Satisfied
6. Interferes with my work	2.316	Satisfied*
7. Up to date	1.654	Satisfied
8. Cannot be trusted	2.481	Satisfied*
9. Quick tempered	2.068	Satisfied*
10. Tells me where I stand	2.015	Dissatisfied
11. Annoying	2.203	Satisfied*
12. Stubborn	2.346	Satisfied*
13. Knows job well	1.586	Satisfied
14. Bad	2.308	Satisfied*
15. Intelligent	1.887	Satisfied
16. Gives confusing direction	2.233	Satisfied*
17. Around when needed	1.744	Satisfied
18. Lazy	2.579	Satisfied*

(Note: Less than 2.0: Satisfied ; More than 2.0: Dissatisfied)

(Note: \*: Less than 2.0: Dissatisfied ; More than 2.0: Satisfied )

**3.3.5 Co-worker Satisfaction Facet**

Table 3.3.5.1 shows that a very consistent results of the items where the employees are very satisfied with “Stimulating”(1.639), “Boring” (2.406), “Stupid” (2.722), “Responsible” (1.406), “Intelligent” (1.519), “Easy to make enemies” (2.556), “Unpleasant (2.406), “Bother me” (1.481), and “Active” (1.564).



**Table 3.3.5.1: The status of co-worker satisfaction facet.**

Job Satisfaction Facet	Mean Score	Remarks
<b>E. CO-WORKERS ON PRESENT JOB</b>		
1. Stimulating	1.639	Satisfied
2. Boring	2.406	Satisfied*
3. Slow	2.271	Satisfied*
4. Ambitious	1.617	Satisfied
5. Stupid	2.722	Satisfied*
6. Responsible	1.406	Satisfied
7. Work well together	1.241	Satisfied
8. Intelligent	1.519	Satisfied
9. Easy to make enemies	2.556	Satisfied*
10. Talk to much	2.113	Satisfied*
11. Smart	1.534	Satisfied
12. Lazy	2.504	Satisfied*
13. Unpleasant	2.406	Satisfied*
14. Bother me	1.481	Satisfied
15. Active	1.564	Satisfied
16. Narrow interests	1.842	Dissatisfied*
17. Loyal	1.624	Satisfied
18. Waste of time	2.556	Satisfied*

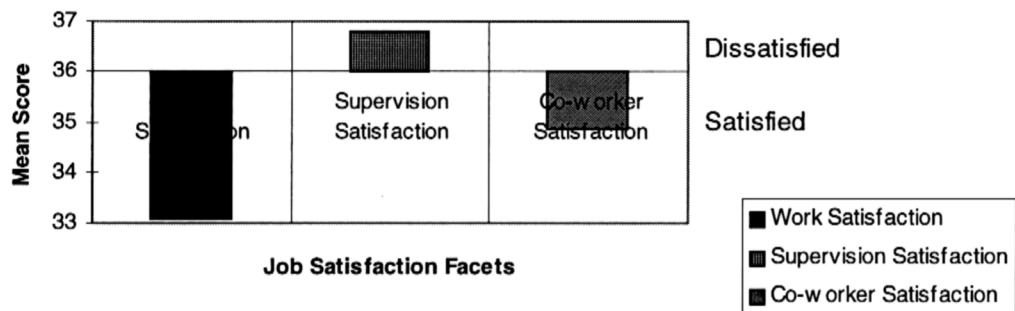
(Note: Less than 2.0: Satisfied ; More than 2.0: Dissatisfied)

(Note: \*: Less than 2.0: Dissatisfied ; More than 2.0: Satisfied )

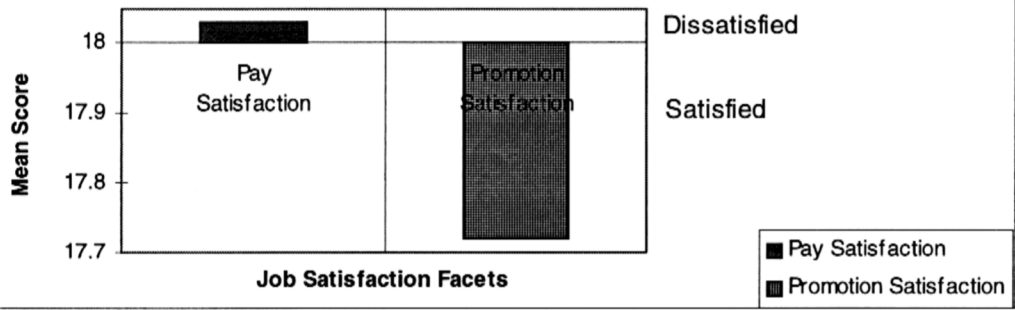
### 3.4 Analysis of status of job satisfaction facets

Table 3.4.1. shows that the status of job satisfaction facets where the results are obtained by computing the individual item value. As stated in this table, the employees are satisfied with work promotion and co-worker facet. On the other hand, they are not satisfied with pay and supervision facet. The overall job satisfaction shows that the workers are generally satisfied. The description above shows the general satisfaction status experienced by the employees of this organisation. The table in the appendix three indicate that the facets are ranked according to their degree of satisfaction levels where the workers are most happy with their work and in opposite they are most unhappy with supervision facet.

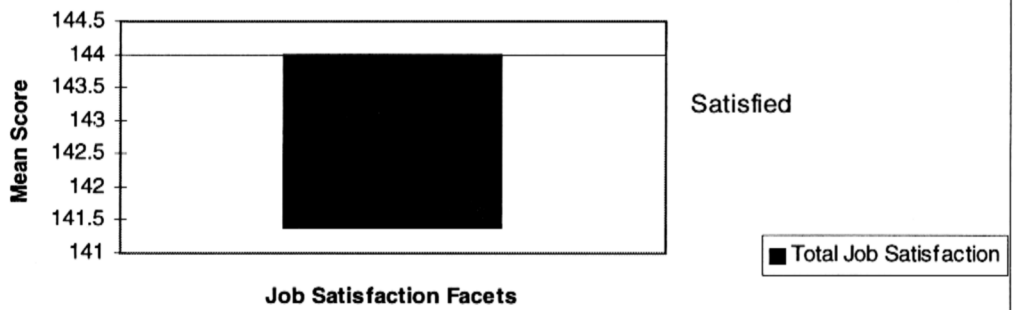
**Figure 3.4.1: The status of Job Description Index**



**Figure 3.4.1. (continue)**



**Figure 3.4.1. (continue)**



### **3.5 Conclusion**

Only the important demographic factors are elaborated in this analysis, such as sex, age, occupation levels and etc.. For more details refer to appendix three. This chapter also illustrated the reliability coefficient test which shows that this research has very high internal consistency of results of the questionnaire.