

Chapter 4

Findings of the study

4.0 Introduction

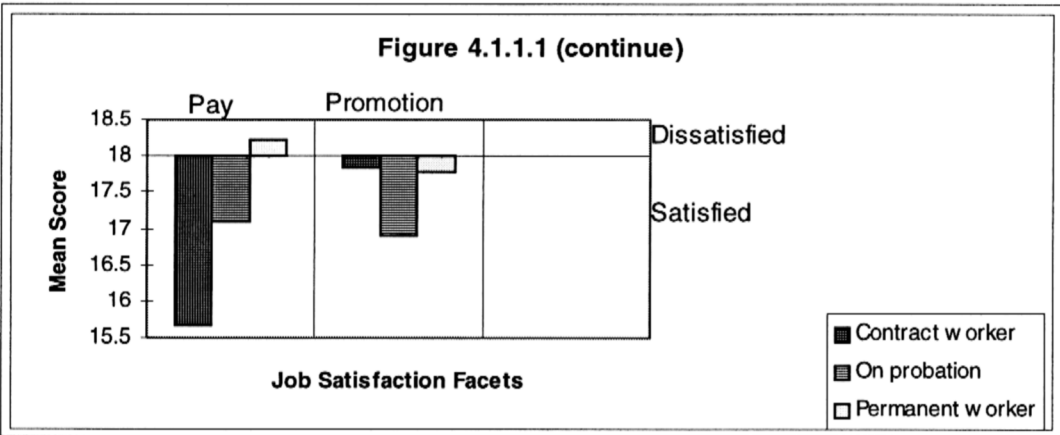
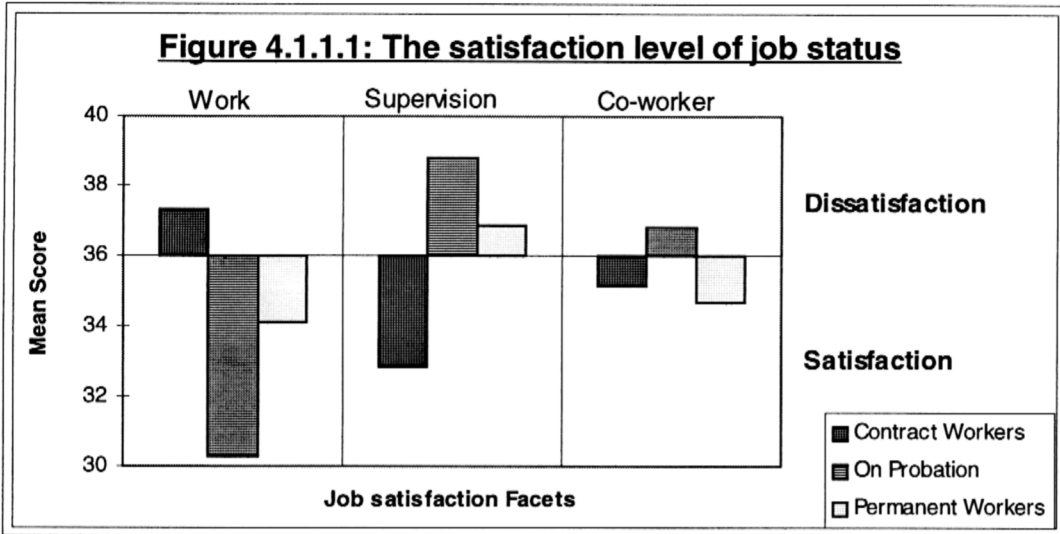
This chapter comprises four sections. They are:

- a) The determination of satisfaction level of job satisfaction facets and demographic factors (job status, occupational level, marital status, sex group, union, age group, divisions of organisation, length of service and income group).
- b) Analysis of significant relationship between job description index items and demographic factors. Pearson's Chi-square were used to find the significant relationship.
- c) Analysis of variance (ANOVA) of job description index (five dimensions) and demographic factors.
- d) Multiple regression analysis of overall job satisfaction and demographic factors.

4.1 Relationship between job satisfaction facet and demographic factors.

4.1.1. Relationship between job satisfaction facet and job status.

Job status are grouped into three categories. They are "contract workers", "on probation workers" and "permanent workers". Figure 4.1.1.1. indicates that 'probation workers' has the highest work satisfaction among the three groups followed by the 'permanent workers' group. The contract workers are also satisfied with their pay supervision and co-workers Satisfaction facet, compared to the other two groups. Finally the contract workers are also satisfied with overall job satisfaction as compared to the other two groups.

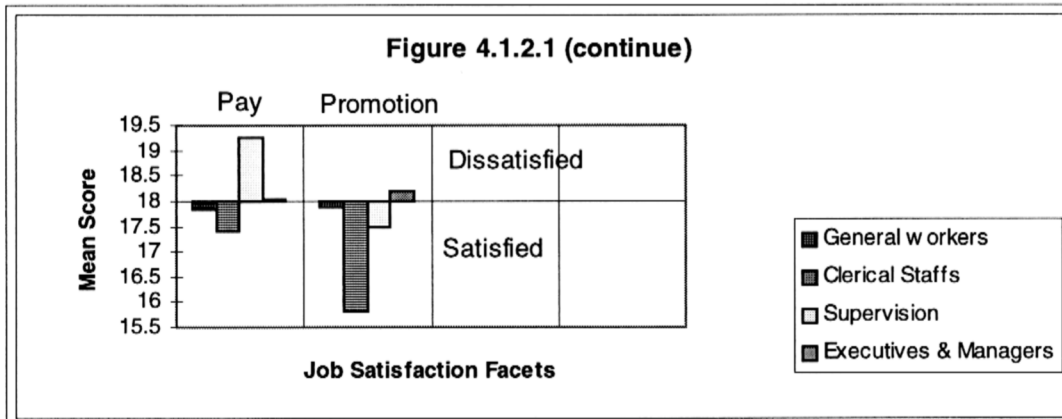
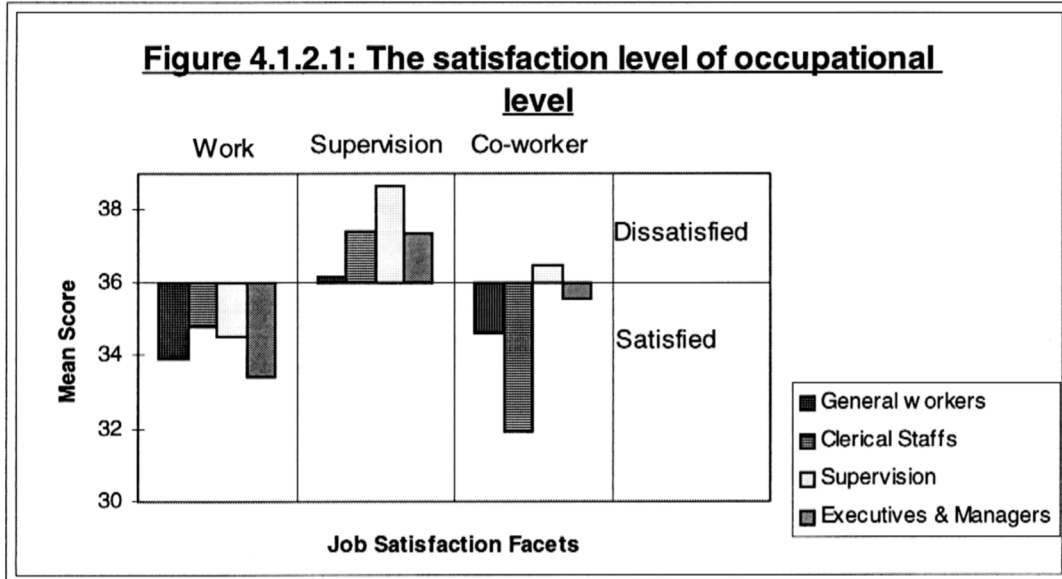


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4.1.2. Relationship between job satisfaction facet and occupational level.

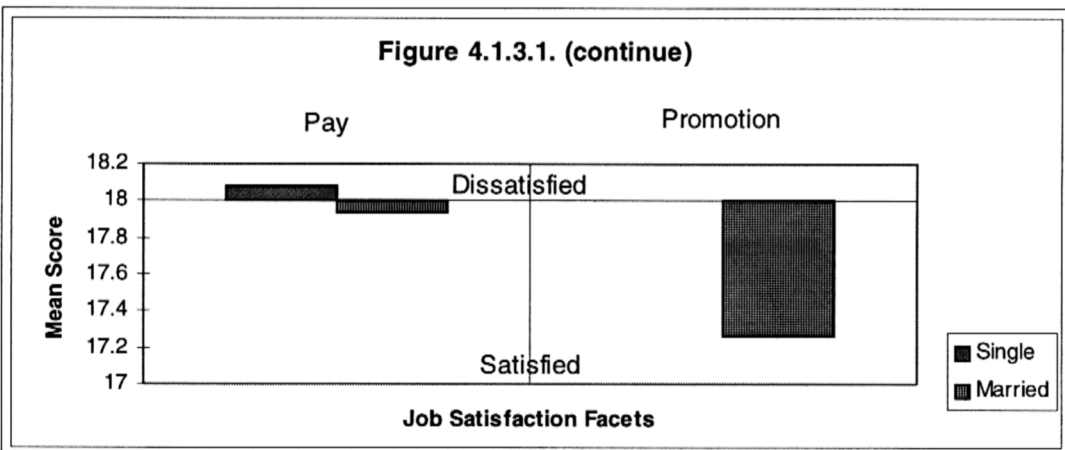
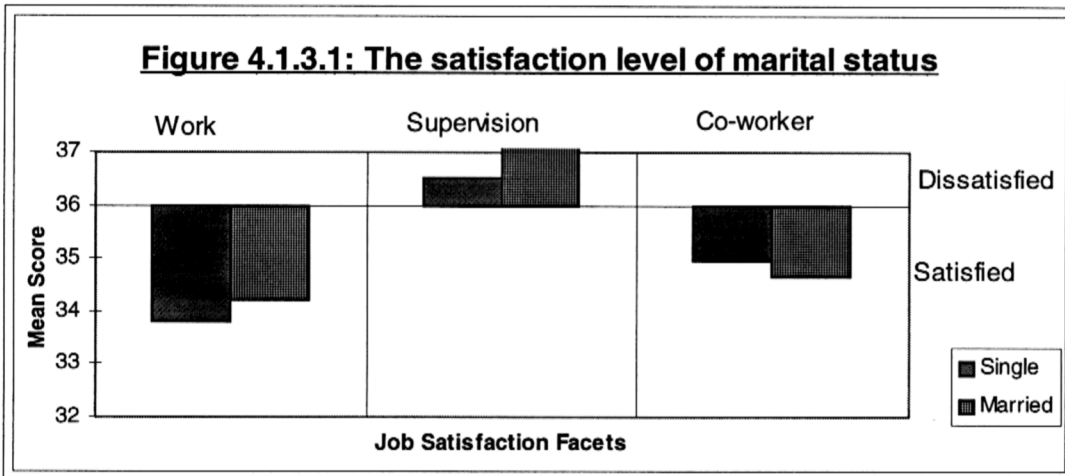
Occupational levels are divided into four levels. They are, general workers, clerical staff, supervisors and executives and managers. Figure 4.1.2.1 indicates that general workers are more satisfied with their work, whereas the clerical staffs are more satisfied with the co-worker satisfaction component. The supervisors' group shows that they have a very poor overall satisfaction towards job satisfaction compare to the work and promotion facet. The executives and managers are quite satisfied with their

work and with their co-workers but they are not happy with the other aspects of their job. However, we can conclude that the employees are quite satisfied with overall job satisfaction except the supervisors' group.



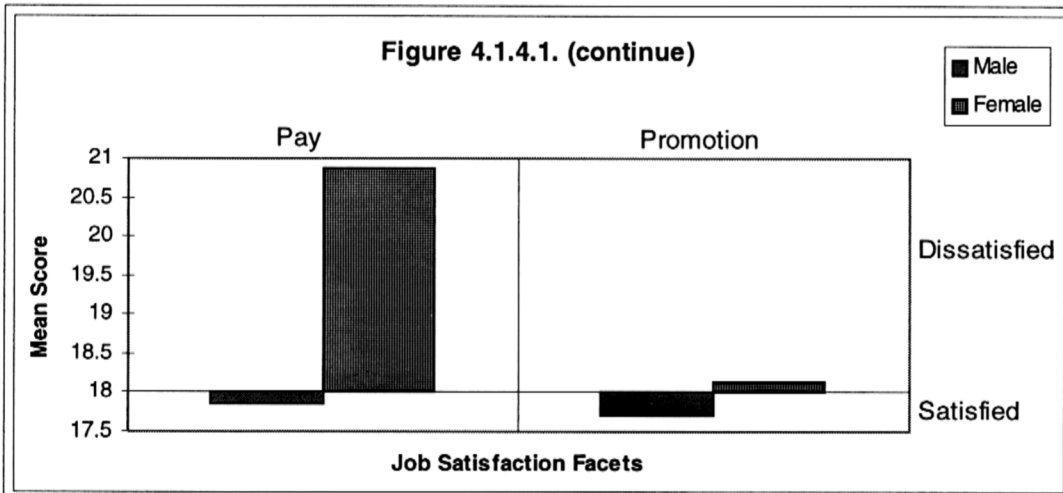
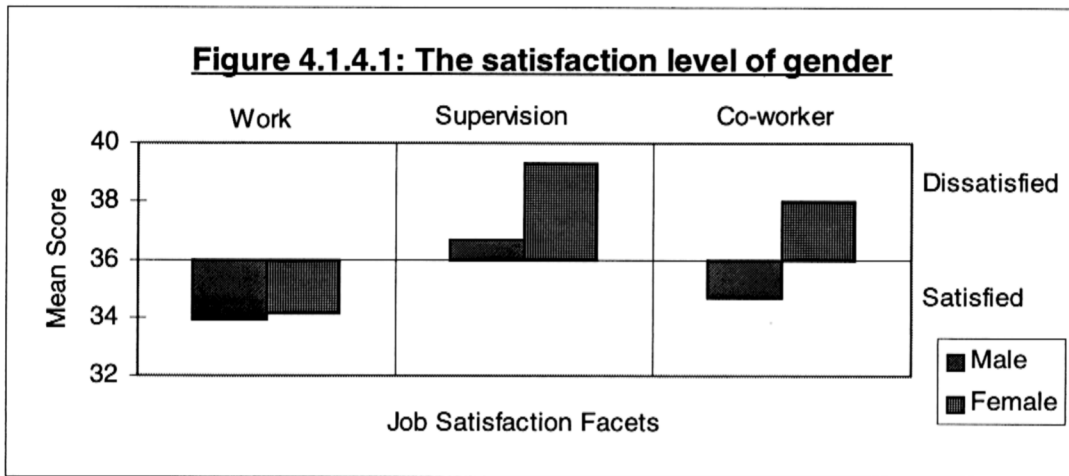
4.1.3. Relationship between job satisfaction facets and marital status.

Marital status is divided into two groups. They are married group and the not married group. Figure 4.1.3.1. illustrates the different levels of job satisfaction facets. Generally, both groups are quite satisfied with the work facet and the co-worker facet.



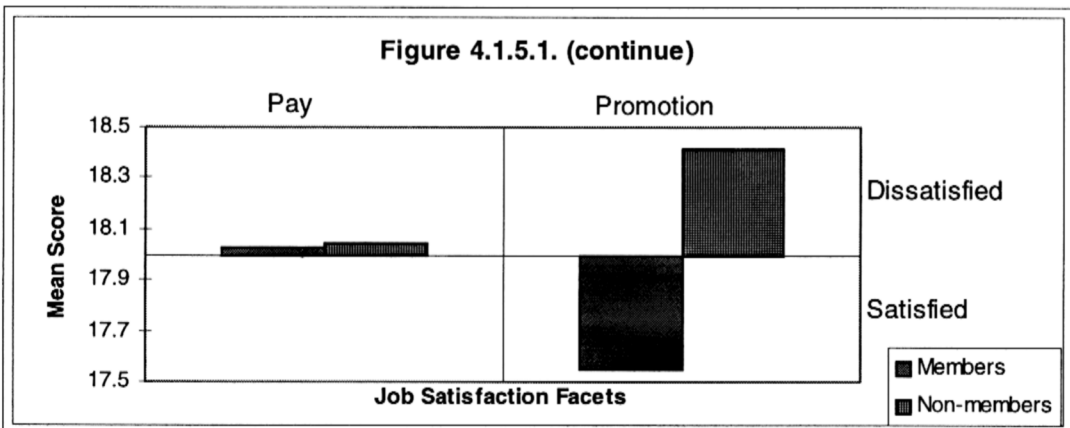
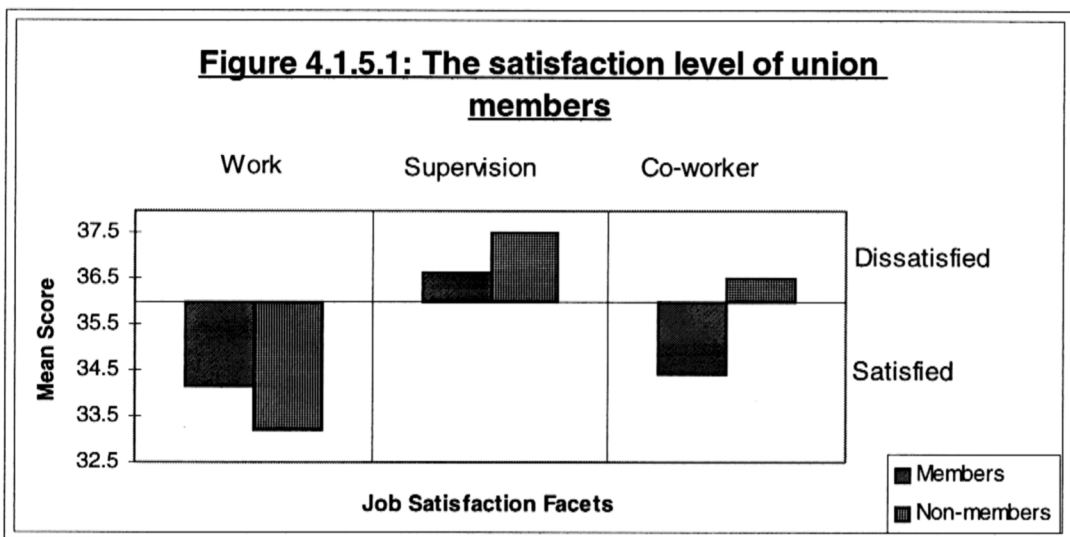
4.1.4. Relationship between job satisfaction facet and sex groups.

Gender is categorised as male and female. Figure 4.1.4.1. describes that the male respondents are quite satisfied with work, pay, promotion and co-workers whereas the female respondents are only satisfied with their work. On the other hand female respondents are not satisfied with overall job satisfaction and the male respondents are satisfied with their jobs.



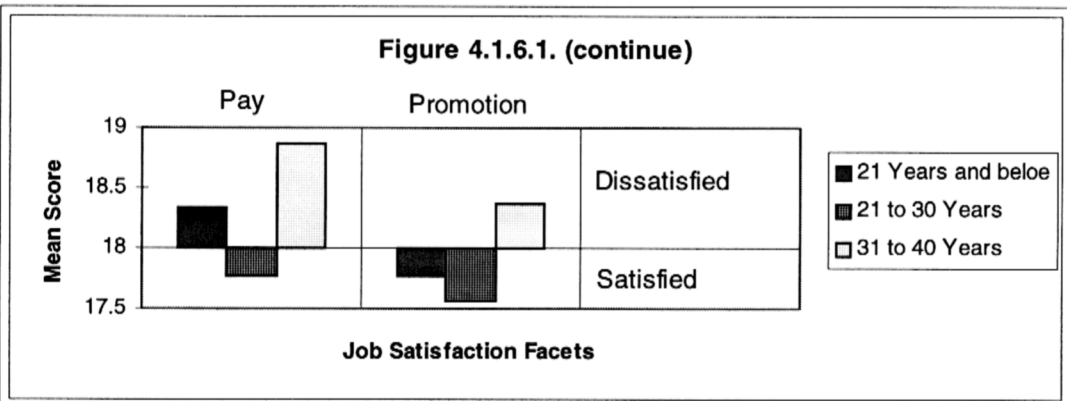
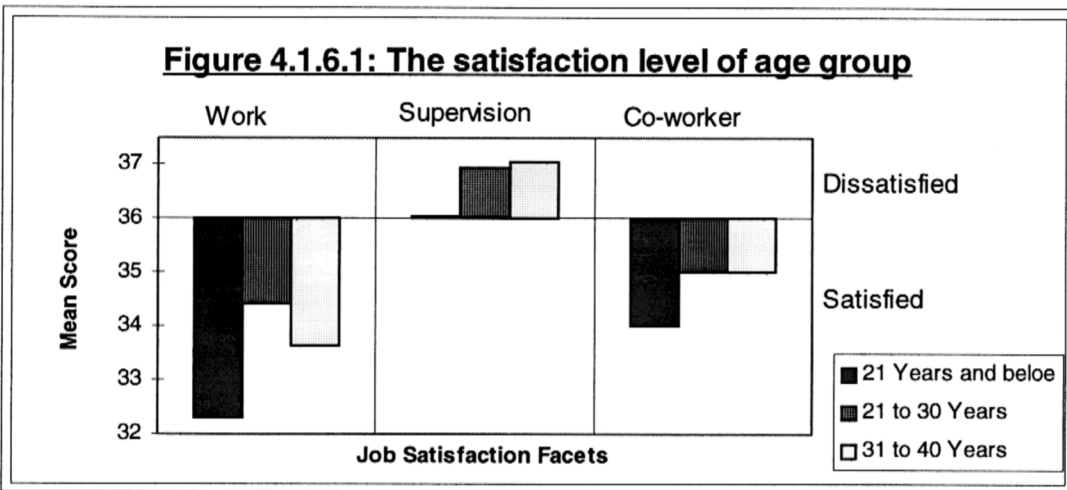
4.1.5. Relationship between job satisfaction facet and union members and non-members.

Figure 4.1.5.1. shows that the union members are quite satisfied with their work and co-workers. But the non-members are more satisfied with their work only. The overall score shows that the union members are more satisfied with overall job satisfaction than non-members.



4.1.6. Relationship between job satisfaction facet and age group.

Age is categorised into five groups where all the respondents interviewed are less than 40 years old. Figure 4.1.6.1. shows that the age group of less than or equal to 21 years old are more satisfied with work and co-workers compared to the other two groups. In addition, This group are very satisfied with overall job satisfaction relative to the others.



4.1.8. Relationship between job satisfaction facet and divisions.

This organisation consist of six divisions. They are manufacturing, research and development, human resource, quality assurance, corporate and planning and the procurement and vendors division. Figure 4.1.8.1., indicates that the procurement and vendors division is dissatisfied with all aspects of job satisfaction. Whereas the quality assurance division is more satisfied with their work. The results also shows that the human resource division are more satisfied with their co-workers and overall job satisfaction when compare to other divisions

Figure 4.1.8.1: The satisfaction level of divisions

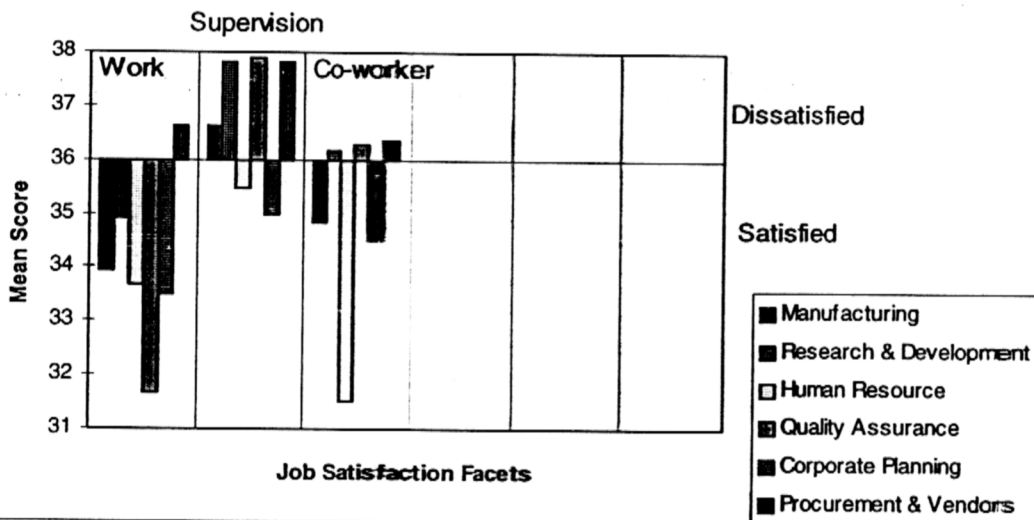
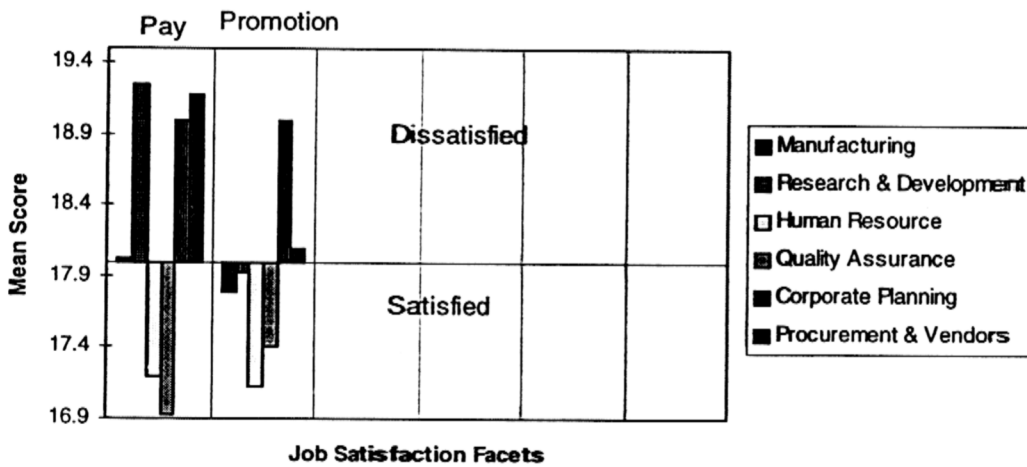


Figure 4.1.8.1. (continue)



4.1.9. Relationship between job satisfaction facet and length of service.

The length of service factor was divided into five levels. They are illustrated in figure 4.1.9.1. Generally this table indicates that all levels of length of service are quite satisfied with their work. People who served between six months to one year are more satisfied their work. Those who worked between one year to two years are very satisfied with their co-workers. Basically this group of people are also very satisfied with their overall job satisfaction as compared to others who worked with the company for more or less than that period of time.

Figure 4.1.9.1: The satisfaction level of length of service

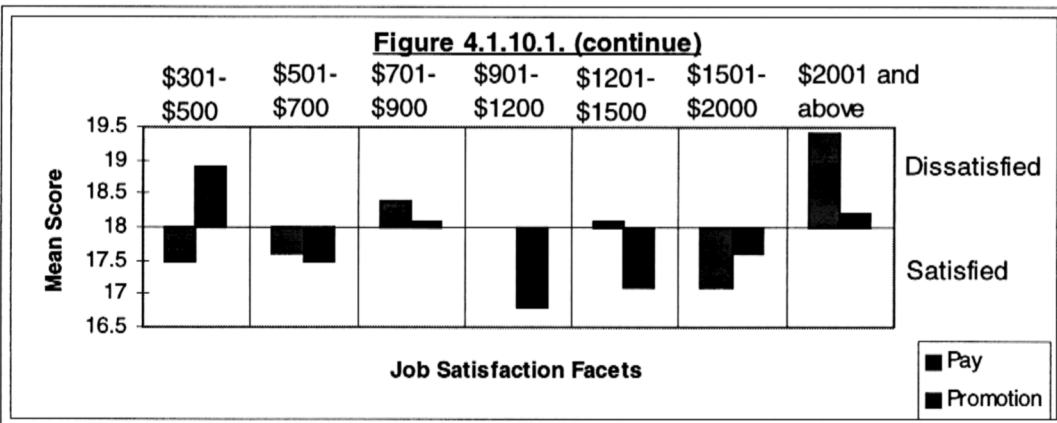
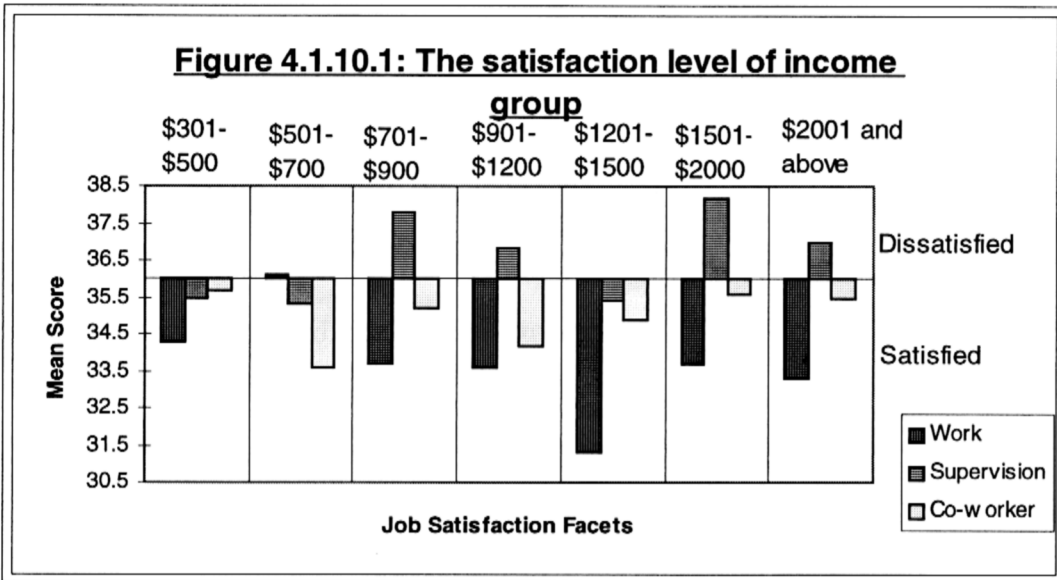


Figure 4.1.9.1. (continue)



4.1.10. Relationship between job satisfaction facet and income levels.

Income is categorised into seven levels. Figure 4.1.10.1. shows that the income level in the range of \$1201 to \$1500 are more satisfied with their work as compared to other income levels. The results also shows that the highest income group indicated dissatisfaction with pay. But the income level in the range of \$901 to \$1200 are more satisfied with the overall job satisfaction as compared to others.



4.2 Analysis of significant relationship between job description index items and demographic factors.

The Chi- square method was used to analyse significant relationships between each of the 72 items of job satisfaction facet with demographic variables. The significant items with demographic variables are set out in table 4.2.1.1., where the significant value is less than or equal to 0.05 . A complete table is attached in appendix four.

4.2.1 Significant relationship between job satisfaction facets and age

Table 4.2.1a shows that only few items are significant with age factors. They are 'boring', 'useful', and 'simple' in work satisfaction facet. But only one item in supervision facet is significantly related to age.

Table 4.2.1.1.: Significant relationship between job satisfaction facets and age.

Job Facet	Chi - Square	Remarks
WORK ON PRESENT JOB		
4. Boring	0.01108	Significant
10. Useful	0.01922	Significant
16. Simple	0.02285	Significant
D. SUPERVISION ON PRESENT JOB		
16. Gives confusing direction	0.04778	Significant

(Note:P ≤ 0.05 :Significant)

4.2.2 Significant relationship between job satisfaction facets and sex

Table 4.2.2a shows that only two items are significantly related to sex factor. They are "simple" (work facet) and 'knows how to supervise' (supervision facet).

Table 4.2.2.1.: Significant relationship between job satisfaction facets and sex.

Job Facet	Chi - Square	Remarks
WORK ON PRESENT JOB		
16. Simple	0.02126	Significant
D. SUPERVISION ON PRESENT JOB		
1. Knows how to supervise	0.02419	Significant

(Note: P ≤ 0.05 :Significant)

4.2.3 Significant relationship between job satisfaction facets and income levels

Table 4.2.3a shows that in work facet, items like 'routine', 'respected', 'pleasant', 'useful', and etc. are significantly related to income factor. Whereas in supervision satisfaction facet, items like 'quick tempered' and 'bad' are significantly related to income factor.

Table 4.2.3.1.: Significant relationship between job satisfaction facets and income.

Job Facet	Chi - square	Remarks
WORK ON PRESENT JOB		
2. Routine	0.00172	Significant
7. Respected	0.00145	Significant
9. Pleasant	0.03176	Significant
10. Useful	0.03663	Significant
11. Tiresome	0.03927	Significant
15. Frustrating	0.03784	Significant
17. Important	0.01796	Significant
18. Gives sense of accomplishment	0.04711	Significant
D. SUPERVISION ON PRESENT JOB		
9. Quick tempered	0.01873	Significant
14. Bad	0.00521	Significant

(Note: $P \leq 0.05$:Significant)

4.2.4 Significant relationship between job satisfaction facets and length of service

Table 4.2.4a shows that items such as 'routine', 'tiresome', 'challenging' and etc. in work satisfaction facet are significantly related to the length of service factor. Whereas in co-worker facet only one item is significantly related. That is 'narrow interest'.

Table 4.2.4.1.: Significant relationship between job satisfaction facets and length of service.

Job Facet	Chi -square	Remarks
WORK ON PRESENT JOB		
2. Routine	0.01294	Significant
11. Tiresome	0.00045	Significant
13. Challenging	0.00676	Significant
18. Gives sense of accomplishment	0.00314	Significant
E. CO-WORKER ON PRESENT JOB		
16. <i>Narrow interests</i>	0.03390	Significant

(Note: $P \leq 0.05$:Significant)

4.2.5 significant relationship between job satisfaction facets and occupational levels

Table 4.2.5a shows that the number of items of each facet are significantly related to occupational factor. For example, at work facet, items such as 'routine', 'satisfying', 'boring', etc. are significant. Whereas pay facet items such as 'bad', 'enough for I need' and 'insecure' are significant to occupational factor and promotion facet items such as 'opportunities somewhat limited', 'Promotion on ability', 'easy to get ahead', etc. are significant. Finally co-worker facet, have few items significantly related to occupational factor. They are 'stimulating', 'boring', 'responsible' etc. .

Table 4.2.5.1.: Significant relationship between job satisfaction facets and occupation.

Job Facet	Chi - square	Remarks
WORK ON PRESENT JOB		
2. Routine	0.00084	Significant
3. Satisfying	0.02919	Significant
4. Boring	0.01968	Significant
7. Respected	0.02812	Significant
11. Tiresome	0.01009	Significant
B. PRESENT PAY		
2. <i>Enough for what I need</i>	0.02948	Significant
4. <i>Bad</i>	0.02345	Significant
6. <i>Insecure</i>	0.01512	Significant
C. OPPORTUNITIES FOR PROMOTION		
2. Opportunities somewhat limited	0.01018	Significant
3. Promotion on ability	0.03809	Significant
6. Easy to get ahead	0.00006	Significant
7. Infrequent promotion	0.00863	Significant
8. Regular promotion	0.02957	Significant
D. SUPERVISION ON PRESENT JOB		
13. Knows job well	0.00754	Significant
E. CO-WORKER ON PRESENT JOB		
1. <i>Stimulating</i>	0.00936	Significant
2. <i>Boring</i>	0.00814	Significant
6. <i>Responsible</i>	0.03712	Significant
7. <i>Work well together</i>	0.00397	Significant
8. <i>Intelligent</i>	0.02708	Significant
11. <i>Smart</i>	0.04369	Significant
14. <i>Bother me</i>	0.02549	Significant
15. <i>Active</i>	0.03267	Significant
16. <i>Narrow interests</i>	0.02871	Significant
17. <i>Loyal</i>	0.01248	Significant
18. <i>Waste of time</i>	0.02743	Significant

(Note: $P \leq 0.05$:Significant)

4.2.6 Significant relationship between job satisfaction facets and education levels

Table 4.2.6a shows that work facet items are significant to education factor such as 'routine', 'a source of pleasure', 'creative' and 'respected'.

Table 4.2.6.1: Significant relationship between job satisfaction facets and education.

Job Facet	Chi -square	Remarks
WORK ON PRESENT JOB		
2. Routine	0.0001	Significant
5. A source of pleasure	0.0160	Significant
6. Creative	0.0382	Significant
7. Respected	0.0076	Significant

(Note: $P \leq 0.05$:Significant)

4.2.7 Significant relationship between job satisfaction facets and divisions

Table 4.2.7a shows that only few items are significantly related to division factor such as 'routine', 'lazy', 'boring' etc.

Table 4.2.7.1.: Significant relationship between job satisfaction facets and divisions.

Job Facet	Chi - square	Remarks
WORK ON PRESENT JOB		
1. Fascinating	0.03297	Significant
2. Routine	0.02721	Significant
11. Tiresome	0.03648	Significant
D. SUPERVISION ON PRESENT JOB		
10. Tells me where I stand	0.03335	Significant
17. Around when needed	0.02244	Significant
18. Lazy	0.01359	Significant
E. CO-WORKER ON PRESENT JOB		
2. Boring	0.04266	Significant
16. Narrow interests	0.00146	Significant
18. Waste of time	0.04009	Significant

(Note: $P \leq 0.05$:Significant)

4.2.8 Significant relationship between job satisfaction facets and union

Table 4.2.8a shows that most of the items are significantly related to union factor such as 'routine', 'satisfying', 'boring' etc. .

Table 4.2.8.1: Significant relationship between job satisfaction facets and union.

Job Facet	Chi - square	Remarks
WORK ON PRESENT JOB		
2. Routine	0.01492	Significant
3. Satisfying	0.01536	Significant
4. Boring	0.02297	Significant
6. Creative	0.04415	Significant
7. Respected	0.00664	Significant
8. Dull	0.01680	Significant
9. Pleasant	0.04776	Significant
10. Useful	0.01100	Significant
11. Tiresome	0.04751	Significant
12. Interesting	0.00227	Significant
15. Frustrating	0.01594	Significant
C. OPPORTUNITIES FOR PROMOTION		
2. Opportunities somewhat limited	0.00426	Significant
D. SUPERVISION ON PRESENT JOB		
9. Quick tempered	0.01219	Significant
10. Tells me where I stand	0.04967	Significant

(Note: $P \leq 0.05$:Significant)

4.2.9 Significant relationship between job satisfaction facets and marital status

Table 4.2.9a shows that items such as ‘dull’, ‘pleasant’, ‘gives sense of accomplishment’, ‘insecure’, ‘dead end job and etc. are significantly related to marital status.

Table 4.2.9.1: Significant relationship between job satisfaction facets and marital status.

Job Facet	Chi -square	Remarks
WORK ON PRESENT JOB		
8. Dull	0.0115	Significant
9. Pleasant	0.0160	Significant
18. Gives sense of accomplishment	0.0387	Significant
B. PRESENT PAY		
1. <i>Income adequate for normal expenses</i>	0.0362	Significant
6. <i>Insecure</i>	0.0181	Significant
C. OPPORTUNITIES FOR PROMOTION		
1. Good opportunities for advancement	0.0234	Significant
4. Dead end job	0.0047	Significant
5. Good chance for promotion	0.0293	Significant

(Note: $P \leq 0.05$:Significant)

4.2.10 Significant relationship between job satisfaction facets and job status

Table 4.2.10a shows that few items are significantly related to job status. For example, in work facet items such as ‘routine’, ‘pleasant’, ‘tiresome’, and ‘satisfying’ are significant. But only one item is significant in pay facet, that is ‘insecure’. However items such as ‘stupid’, ‘boring’, ‘ambitious’, ‘work well together’ and etc. in co-worker satisfaction facet show that they are significantly related to job status.

Table 4.2.10.1 : Significant relationship between job satisfaction facets and job status.

Job Facet	Chi square	Remarks
WORK ON PRESENT JOB		
2. Routine	0.0056	Significant
3. Satisfying	0.0495	Significant
9. Pleasant	0.0043	Significant
11. Tiresome	0.0332	Significant
B. PRESENT PAY		
6. <i>Insecure</i>	0.0290	Significant
D. SUPERVISION ON PRESENT JOB		
	Chi - square	Remarks
6. Interferes with my work	0.0006	Significant
8. Cannot be trusted	0.0014	Significant
10. Tells me where I stand	0.0500	Significant
12. Stubborn	0.0478	Significant
18. Lazy	0.0055	Significant
E. CO-WORKER ON PRESENT JOB		
2. <i>Boring</i>	0.0423	Significant
4. <i>Ambitious</i>	0.0144	Significant
5. <i>Stupid</i>	0.0000	Significant
6. <i>Responsible</i>	0.0091	Significant
7. <i>Work well together</i>	0.0000	Significant
8. <i>Intelligent</i>	0.0001	Significant
11. <i>Smart</i>	0.0261	Significant
12. <i>Lazy</i>	0.0001	Significant
17. <i>Loyal</i>	0.0232	Significant

(Note: $P \leq 0.05$:Significant)

4.3 Analysis of variance of job description index and demographic factors.

Anova method was used to analyse the significant relationship between the job satisfaction facet and the independent factors. The results indicate that sex has a significant relationship with pay satisfaction. The explained significant F value is 0.017, illustrated in table 4.3.1. This table also shows that, job status has a significant relationship with work satisfaction. The explained significant F value is 0.046. The independent factor, that is division shows that it is significantly related to co-worker satisfaction. The explained significant F value is 0.043. Other demographic factors are not significant correlated to any of the job satisfaction facet.

Table 4.3.1.:The significant relationship between job satisfaction facets and independent variables.

(The value in the table is "Explained significant of F" obtained by ANOVA)
(Note: P ≤ 0.05 : Significant)

Job satisfaction facets	Sex	Education	Occupation	Income	Age	Length of service	Union	Marital status	Divisions	Job status
Work satisfaction facet	0.927	0.357	0.873	0.428	0.273	0.394	0.158	0.694	0.357	0.046
Pay satisfaction facet	0.017	0.956	0.342	0.507	0.322	0.657	0.814	0.805	0.313	0.164
Promotion satisfaction facet	0.672	0.480	0.099	0.402	0.452	0.923	0.222	0.125	0.894	0.566
Supervision satisfaction facet	0.086	0.414	0.068	0.093	0.615	0.332	0.273	0.253	0.419	0.094
Coworker satisfaction facet	0.065	0.636	0.067	0.831	0.655	0.279	0.106	0.733	0.043	0.195

4.4 Multiple regression analysis of overall job satisfaction and demographic factors.

Regression analysis was used to analyse the significant correlation between overall job satisfaction and independent variables. Table 4.4.1., illustrates the significant T values of independent factors towards total job satisfaction. The table shows that only sex has a significant relationship with total job satisfaction. The significant T value is 0.0306. Other variables indicate no significant linear relationship between them and overall job satisfaction.

In the analysis, the model of the equation is as follow :

$$Y = [132.2 + 9.12 \bullet X1 + 0.08 \bullet X2 + (-0.004) \bullet X3 + 0.05 \bullet X4 + 0.007 \bullet X5 + 0.1 \bullet X6 + 0.11 \bullet X7 + 0.001 \bullet X8 + 0.03 \bullet X9 + (-0.04) \bullet X10] .$$

Y = Overall job satisfaction.

X1 = Sex.

X2 = Age.

X3 = Income.

X4 = Education.

X5 = Marital status.

X6 = Job status.

X7 = Occupation.

X8 = Divisions.

X9 = Length of Service.

X10 = Union.

R square is 0.04 and adjusted R square is 0.03 indicating that the fit for the above mentioned model is only about 4%. This also shows that there are no linear relationships between independent variables and total job satisfaction, but this does not mean that there is no association between the variables.

Table 4.4.1.: Multiple Regression analysis of the significant relationship between independent variables and the total job satisfaction.

Independent Variables	Beta	T value	Significant T
Sex	0.19	2.19	0.0306
Age	0.80	0.91	0.3630
Income	-0.04	-0.05	0.9594
Education	0.05	0.60	0.5518
Marital Status	0.07	0.08	0.9340
Job status	0.1	1.17	0.2442
Occupation	0.11	1.24	0.2158
Divisions	0.001	0.01	0.9902
Length of Service	0.03	0.33	0.7422
Union	-0.04	-0.50	0.6192

(Note: $P \leq 0.05$; Significant)

4.5 Conclusion

For analysing the data collected from questionnaires, computer facilities in the computer laboratory at Faculty of Economic and Administration of University Malaya were utilised. Statistical analysis of data does not indicate a constant pattern of job satisfaction. The results are scattered hence making it difficult to do predictions for improvement. One critical analysis is that sex is significantly related to pay satisfaction; job status is significantly related to work satisfaction; and division is significantly related to co-worker satisfaction. But overall, only sex demonstrated a significant relationship with overall job satisfaction.