

Chapter 5

Summary and recommendations

5.0 Introduction

This chapter represents the concluding part of the report on the study of job satisfaction among PROTON employees. This chapter is described as followed:

- a) Brief overview of the study.
- b) Summary of the findings.
- c) Recommendations.
- d) Conclusion.

5.1 Overview of the study

The objective of this study was to determine the level of job satisfaction among occupational level, income group, education level, sex group, age group etc. . At the same time it also hoped to find out any relationship between job satisfaction facets and overall job satisfaction with demographic factors. The study took place at Perusahaan Otomobil Nasional Berhad, Shah Alam. Out of 300 questionnaires distributed, 133 were returned and processed for analysis. The analysis were processed by computer using the SPSS+ statistical package.

In this report, chapter one focused on the objective of the study, the methodology and the framework for the study. Chapter two gave a short past literature review on job satisfaction. Chapter three and four contained the findings of the statistical analysis.

5.2 Review of the findings

The job description index comprises of five facets. They are work, pay, supervision, promotion and co-worker satisfaction facet. In discussing the satisfaction level it was found that “on probation” workers are most satisfied with work satisfaction as compared to any other groups. In contrast, the “contract workers” are the most dissatisfied with this facet. On the other hand, it was also found that the “contract workers” are most satisfied with their pay relative to others. Whereas the group most dissatisfied with pay is employees with post graduate qualifications. This group also shows the most dissatisfaction with promotion. The most satisfied group with promotion is the clerical staff. The analysis shows that the post graduate employees are most satisfied with the supervision. In contrast, female employees are the most dissatisfied with supervision. The female group is also very much dissatisfied with their co-workers. The human resources division is the most satisfied division in terms of co-worker satisfaction. The study found that generally the female workers are most dissatisfied relatively towards overall job satisfaction; and the most satisfied group with overall job satisfaction is the human resources division. Through analysis of variance, the study found that the job status factor has a significant relationship with work satisfaction. The job status comprises three levels. That is “contract workers”, “on probation” workers and “permanent workers”. The explained significant F value is 0.046 . The sex factor shows that it has a significant relationship with pay satisfaction. The explained significant F value of it is 0.017 . Finally, the divisions of the organisation have significant relationship with co-workers satisfaction. The significant value is 0.043 . Other demographic factors did not show any significant relationship with any of these job satisfaction facets. The details of this can be obtained from table 4.3.1. .

The results of multiple regression analysis showed that only the sex factor has a positive linear relationship with overall job satisfaction. The significant T value is 0.0306 . Other factors did not show any significant correlation towards overall job satisfaction.

The analysis of the job description index and overall job satisfaction status were also done in this study. The status of the job description index was measured in terms of the mean score of the facets. Among the five facets, the facet by which most employees are satisfied is the work satisfaction facet. The second 'most satisfied' facet is, the co-workers satisfaction facet. This is followed by the promotion satisfaction facet. The 'most dissatisfied' facet by the employees overall is, the supervision satisfaction facet and the 'least dissatisfied' facet is, the pay satisfaction facet. Generally, the employees are satisfied with the overall job satisfaction. But in terms of degree of satisfaction, shows that it is least satisfied.

5.3 Recommendations

The output of the results shows that the supervisors group and the female group are the most dissatisfied groups towards the overall job satisfaction. This gives some indication to the management to focus more on these groups of people to improve their job satisfaction levels and hopefully, their performance levels. Many studies have proven that job satisfaction and job performance have a strong influence on each others. Positive action should be taken to improve their status. This is because employees are the asset for the company and each employee significantly contributes to the growth of the company. Otherwise they would not be a part of the organisation team.

Another problem that I would like to highlight here is that the procurement and vendors division's mean score shows that they are not satisfied in terms of overall job satisfaction. Not only that, they are also not satisfied with any of the job description index, Such as work, pay, promotion, supervision and co-worker satisfaction facets. The procurement and vendors division is the liaison with local vendors and PROTON relies on them (vendors) for about 40% of the supply. Because of that, the management should carefully study the problem in that division and implement a healthy management approach to change the perception behaviour of the employees of that division. If not this dissatisfaction feelings may cause many other problems such as, poor quality performance, delaying of supply which would lead to production drop and finally an efficient supply of cars would be questionable and also would jeopardise the reputation of the organisation. This would finally lead to a poor competitive stance either in the local market or abroad.

The mean of pay satisfaction facet also show some degree of dissatisfaction with pay. I believe that the heart of this matter is the current pay and compensation system of the organisation. In my opinion, the current system does not really cater the needs of various levels of employees. Besides that, in a fast growing environment, the cost of living would be tremendously high especially in Klang Valley. Thus the amount of money (cash received at the end of the month) would make a great difference than if it were substituted with some other form of non-monetary compensation. Such as paid vacations, additional leisure time and etc. .

The findings also show that the supervision satisfaction facet is not satisfactory. Thus the management should introduce an appropriate training scheme, where the training scheme should include not only the technical aspects of the job but also the psychological aspects supervision. Hopefully, superiors would be able to adapt to the subordinates work behaviour which is changing very rapidly these days. Thus it would be a plus point for the superiors to be able to maintain their subordinates quality of work performance.

Finally, the study also showed that sex has a significant influence on overall job satisfaction. So it is recommended that the management should consider gender in recruiting workers, or look into creating a more conducive environment for their female workers.

Besides that, I also would like to proposed some other recommendations which would help to improve overall job satisfaction levels of PROTON employees. These recommendations have been validated by many other researchers. The recommendations are as follow:-

a) A worker's satisfaction level with a work schedule is an important factor to sustain the worker's morale. An ideal work schedule for the worker accords with the worker's preferences for days off and overtime. However, work schedules may not always satisfy the worker's preferences because the schedules must often satisfy job due dates. A work scheduling problem is described that seeks to satisfy the worker's preferences under due-date constraints. A scheduling problem is considered with the objective of satisfying the worker's wishes on days off without overtime. The solution may not always satisfy all of the workers' preferences when the work loads are too heavy. Then a scheduling problem is analysed which minimises the total overtime necessary to satisfy all the workers' preferences.

b) Research into the impact of automation on job characteristics has shows that co-ordination, job autonomy, and work pace are reinforced by automation, while new skill requirements, job security and exertion remain unaffected. Job satisfaction correlates reveal the existence of elements both reinforced by automation and unrelated to job satisfaction. Thus, by utilising Programmable Manufacturing Automation would improve the productivity, performance and job satisfaction. Many studies were found that information exchange is strongly related to job satisfaction. The automation system also enhances the volume interpersonal communication which key for effectiveness.

c) Studies have been proven that Just-In-Time (J.I.T.) implementation has had a positive effect on levels of job satisfaction and motivation among employees. An effective implementation of J.I.T., not only indicate the levels of job satisfaction, an important determinant of morale and motivation, tend to increase for all the workers as their J.I.T. involvement increases. But it also lead to improvement of operation cost. For example, the

J.I.T. implementation that began at the Wilson Sporting Goods Co. in Humboldt, Tennessee, in 1985 has been very successful and the total operating savings are estimated to be approximately US\$ 13 million through 1989.

d) Work behaviour and thinking style also strongly effecting job satisfaction and performance. Thus, these factors are important implications for organisations especially multinational companies. They need employees with thinking styles that are appropriate for their job. Research found that most of the employees had thinking styles characterised by reliability, precision and conformity. These employees were generally satisfied with their jobs. The least satisfied employees were those who had thinking style characterised by a low tolerance for detailed, routine work and little respect for rules.

e) The marriage of modern Human Resources Information System (HRIS) technology with time-honoured concepts of job satisfaction and employee motivation can provide unprecedented improvements in performance and productivity. HRIS can support a corporate mission that focuses on improvement in the capabilities, motivation and continuing commitment of its most valuable human resources, knowledge workers. People perform at higher levels when they become fully involved with the organisation's mission and feel empowered to continually improve their own capabilities and value to the organisation. Job enrichment can be a key outcome of reengineering projects. Performance support technology that makes people smarter and add job satisfaction through improved expertise and performance levels. Systems that automate management skill development help make continual improvement a year-round controlled process. Computer-based training supports

self-controlled learning at all levels of the organisation. Thus, effective implementation of HRIS would promote more favourable outcomes.

5.4 Recommendations for future study

- a) This study cannot be generalised to automobile related industries because it only represents Perusahaan Otomobil Nasional Berhad. Thus similar study may be conducted in related industries in other locations to study automobile related industries and their employees' job satisfaction level.
- b) Further study may be conducted concerning the relationship between job satisfaction and consequences such as job performance, absenteeism, turnover, counter-productive behaviour etc..
- c) In these further studies also there should be included more independent variables related to socio-economic status such as assets, status in society, family background etc. .

5.5 Conclusion

The study raised various issues regarding job satisfaction among PROTON employees. The study was done on a limited scope and coverage and the validity of the results may be questioned. However, the study tried to cover the major aspects as broadly and as simply as possible. Hopely, this study will contribute to the overall literature on job satisfaction and also to the organisation, Perusahaan Otomobil Nasional Berhad.