

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

This chapter presents the conclusion of the present study, recommendations moving forward and implications of the study.

I. Summary and Conclusions

Support from literature suggests that job satisfaction is an important contributing factor to an organization's success. Understanding factors that contribute to job satisfaction is important to managers and their organizations.

Using survey data collected from 132 employees, this paper examines the relationship between selected economic and non-economic factors with overall job satisfaction. Due to the limited factors within each category, it is unable to conclude from this research findings as to whether economic or non-economic factors are more strongly correlated to job satisfaction. However, the relative strength of the correlation of the individual factors can be assessed. All the four independent variables researched, i.e. pay, pay satisfaction, satisfaction with supervisor and trust in top management, are positively related to overall job satisfaction. Of

the four independent variables, pay satisfaction appeared to have the highest correlation with overall job satisfaction, followed by satisfaction with supervisor, pay and lastly, trust in top management had the weakest correlation with overall job satisfaction.

Referring to economic factors, the positive correlation between pay/pay satisfaction and overall job satisfaction implies that economic factors may contribute to a certain extent to overall job satisfaction. However, it is noted that the correlation between pay and overall job satisfaction is weaker than pay satisfaction with overall job satisfaction. Nevertheless, the importance of pay as a reward should not be undermined by practitioners when assessing its impact to work behaviors.

Referring to non-economic factors, the significance of other people in the workplace such as the supervisor reflects the importance relations in the workplace can have on job attitudes such as job satisfaction. The correlation between trust in top management and overall job satisfaction is weaker mainly because top management are people that respondents don't come in contact daily, therefore, they impact job satisfaction less. This applies mainly in large

organizations where the hierarchical levels distance the top management from the staff.

II. Suggestions for Additional Research

Further research is required to expand the pool of antecedents to job satisfaction and apply control variables. To have a more thorough understanding of job satisfaction, consequences of job satisfaction should also be examined by constructing causal models. The causal models should examine the impact of job satisfaction on variables such as intention to quit, turnover, commitment, and organization citizenship behavior. Improved conceptual models appear necessary to explain the causal processes linking job satisfaction with its antecedents and consequences.

Future researchers when studying the various dimensions of antecedents of job satisfaction should determine the variables that account for the variation in the job satisfaction. The present study should be explored further using multivariate models to predict and explain variation in job satisfaction.

Additional research encompassing a wider sample of Malaysian professionals is needed to ensure the applicability of the findings in the general population.

III. Implications

From the Watson Wyatt study, pay satisfaction, satisfaction with supervisor and satisfaction with top management scored the lowest on "What Malaysian employees like about work". Since the research findings state that there is a positive correlation between these economic and non-economic variables and job satisfaction, the challenge for human resource practitioners, researchers and top management would be to develop practices that would enhance these factors in the workplace of the future.

Referring to economic factors, human resource practitioners should continually evaluate the appropriateness of the reward structure and its implementation at the workplace. Competitive reward systems are necessary to motivate and maintain satisfied workers.

For satisfaction with supervisor and trust in top management, top management and human resource practitioners should strive to develop work environments that foster mutually trustworthy

relationships with supervisors and top management through empowerment, participative decision making and good communication.

To conclude, the knowledge of the relationships between the variables studied (i.e. pay, pay satisfaction, satisfaction with supervisor and trust in top management and overall job satisfaction) can be leveraged upon by employers, converting theory into practice. Malaysian employers should take steps to improve satisfaction in these areas by implementing specific programs, since were the least liked factors in the Watson Wyatt study. The understanding and application of this increased knowledge should create a more satisfying work environment.