

**A Study of Job Satisfaction among  
Royal Malaysian Air Force  
Air Defence Operators**

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## **ABSTRACT**

This research is a study of job satisfaction among Royal Malaysian Air Force (RMAF) air defence operators. The purpose of this study was to gauge air defence operators' level of job satisfaction through an examination of the relationship between job satisfaction and Herzberg's hygiene and motivation factors. Additionally, this study sought to examine the relationship between person characteristics of air defence operators and their job satisfaction.

The study used a questionnaire survey with a theoretical framework based on Herzberg's hygiene theory versus motivation theory. The independent variables were salary, subordinate-superior relationship, peer relationship, policy and administration, work conditions of hygiene factor and work itself, promotion opportunities, achievement, recognition and responsibility of motivation factor. The dependent variable was job satisfaction.

The research was based a survey of 340 air defence operators from six air defence units in Malaysia. The results showed that air defence operators in this sample had a lower than average level of job satisfaction. It was also found that hygiene and motivation factors correlated moderate and positively with job satisfaction, suggesting that job satisfaction among air defence operators are related to both types of factors. However, it was found that there was no relationship the between personal characteristics of air defence operators and their job satisfaction. The study has identified that salary was the strongest predictor of job satisfaction among air defence operators. This suggests that salary is the main factor that affects job satisfaction among air

defence operators. It is important for the policy makers to review the salary structure of the air defence operators in order to ensure optimum level of job satisfaction is achieved.

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## List of Abbreviations

AAA	Anti Aircraft Artillery
AAM	Air-to-air missiles
AD	Air Defence
ADC	Air Defence Centre
ADGE	Air Defence Ground Environment
ADNC	Air Defence Notification Centre
ANOVA	One-Way Analysis O f Variance
Capt	Captain
CO	Commanding Officer
C&R	Control and Reporting
CRC	Control and Reporting Centre
CRP/RP	Control and Reporting Post / Reporting Post
DCA	Defensive Counter Air
Df	Degree of freedom
DV	Dependent Variable
GBAD	Ground Based Air Defence
IV	Independent Variables
JDI	Job Diagnostic Survey Index
JSS	Job Satisfaction Survey
Lt	Lieutenant
Col	Colonel
Maj	Major
MMSS	Mueller McCloskey Nurses Satisfaction Scale
MSQ	Minnesota Job Satisfaction Questionnaire
OCA	Offensive Counter Air
RADOC	Regional Air Defence Operational Centre
RMAF	Royal Malaysian Air Force
SAM	Surface to Air Missiles
SD	Standard Deviation
SEAD	Suppression of Enemy Air Defence
Sig	Significant Level
SKN	Squadron

SOC	Sector Operation Centre
SPM	Sijil Pelajaran Malaysia
SPSS	Statistical Package for the Social Sciences
SRP	Sijil Rendah Pelajaran
STPM	Sijil Tinggi Pelajaran Malaysia
Sqn	Squadron
TEWA	Threat Evaluation and Weapon Assignment
USA	United States of America