

## **Chapter 5**

### **Conclusion and Recommendations**

#### **5.1 Introduction**

This chapter will summarize the research results based on the research objectives and the hypotheses developed. This will be followed by discussion on the findings, limitations of the study and concludes with recommendations for future research.

#### **5.2 Summary of Research Result**

The results of this study provided information about the air defence operators' level of job satisfaction and the relationship between Herzberg's Motivation and Hygiene Factors and overall job satisfaction. In addition, person characteristics relating to job satisfaction were also be presented.

The instruments used to measure the dimensions were reliable since the coefficient Alpha for each variable was more than 0.70. The normality test has fulfilled the criteria and further exploration of other tests could be continued without doubt.

Job satisfaction was defined and measured as overall job satisfaction, not as satisfaction with various facets of the job. The results of the study revealed that 35.6 % of the respondents have low level of job satisfaction, 38.2 % have average job satisfaction, whereas, 26.1 % comprised of those who have high degree of job satisfaction. The results did not augur well for air defence operation as air defence operators are the vanguard responsible to maintain the sovereignty and integrity of Malaysian airspace.

There was no correlation between job satisfaction, policy and promotion in hygiene and motivation factor respectively. The results also revealed that hygiene and motivation factors had moderate, positive, and almost equal correlations with overall job satisfaction.

The hypotheses develop in work condition were to examine relationship between various organizational constraints and overall job satisfaction. Of the three constraints tested, only safe work environment and equipment and resources were found to have moderately and positive significant effects on job satisfaction. In other words, as operator perceptions of these two conditions improved, so did overall job satisfaction.

There was no significant difference between job satisfaction age, gender rank and academic qualification found in this study.

When these variables in hygiene were used in multiple regressions, it revealed 20.5% of the variance ( $R^2=.205$ ) of job satisfaction has been significant explained by the four variables in hygiene factors. Salary was the only significant predictor of job satisfaction in hygiene factor ( $B = .458$ ,  $p < 0.05$ ). The remainder variables were insignificant predictor of job satisfaction. Similarly, when the motivation factors were used in multiple regressions, it indicated that 16.8% of the variance ( $R^2=.0.168$ ) of job satisfaction has been significant explained by the two variables in motivation factor. The achievement variable was the highest predictor of operators' job satisfaction in motivation factor. The responsibility variable was the other predictor of job satisfaction. The work itself and recognition was insignificant predictor of job satisfaction.

The overall model for job satisfaction has an R Square value of .214 and an adjusted R<sup>2</sup> value of .197. The salary was the strongest predictor of job satisfaction among air defence operators, accounted for 20.2% of the variance in the level of overall job satisfaction.

### **5.3 Discussions**

This study shed some light on the status of job satisfaction among air defence operator and could provide some salient information that is important to RMAF Human Resource Department, Staff officers and particularly to Squadron Commander. It was found that majority of air defence operators in this sample has low and average satisfaction with their jobs. Salary was the main factor contributing to job dissatisfaction and therefore, salary for the air defence operators particularly the Corporal and below must be increased in order to improve overall job satisfaction. Supervisor-subordinate relationship, relationship with peer and working conditions of hygiene factors and achievement, recognition, work itself and responsibility of motivation factors only have average satisfaction with satisfaction mean scores slightly above low satisfaction. Therefore, efforts and attention should also be focused on these factors. This might best be done by attempting to provide sufficient training, more in-service programs and personal development to further enhance job satisfaction. Although policy and promotion contributed towards job satisfaction but its satisfaction mean scores were still comparatively small. The hygiene and motivation factors and operators' job satisfaction yielded almost equal correlations. This indicated that air defence operators valued both hygiene and motivation factors. It is imperative for RMAF administrators

particularly the Staff officers and Squadron Commander to devotedly look into operators' work environment, relationships, achievement, recognition and responsibility in order to increase job satisfaction.

Despite the ten variables used in the hygiene and motivation factors, the finding reveal only 21.4 % of the variance on job satisfaction has been significant explained by the ten variables. The finding implied that the basic tenants of the motivation-hygiene theory may not hold true for air defence operators overall job satisfaction. In this regard, factor analysis should be employed on hygiene and motivation factors to derive a more prudent set of factors which serve as independent variables in facet-satisfaction investigations. Furthermore, a lesser amount of items on a measure would possibly decrease non-response error and increase the percentage of usable responses. While the results of this particular study are inconclusive, it lays the groundwork for future research.

#### **5.4 Limitations**

The study has encountered several limitations which should otherwise produce more frank and concrete results. The quantitative study using questionnaire survey adopted for this study has inherent response bias (Spector 1985). The survey instruments utilized in this assessment were self-report assessments presented by air defence operators based on their subjective perceptions. Some respondents may have lackadaisical attitude and prejudice in their response to the survey. Response bias could also arise if operators fear retaliation from superior or Squadron Commander. Consequently, the airmen may not provide a feedback that is open and

honest. Although, confidentiality is assured in this survey, it is possible that the respondents either over-or under-report their level of satisfaction on the MSQ, and their assessment of the ten factors which consist a total of 65 items on the JSS modified questionnaire.

Simple random sampling design was adopted for this study. Although this design is the least bias and offers the most generalizability but the possibility exists that an individual air defence operator was ordered to participate by the superior as a predetermined number of participants were required by the survey from the respective unit. As such, the assessment of involuntary operators may have differed in some manner compared to the voluntary operators.

71.1 percent of the respondents were obtained from the age group 21-30 and majority comprised of Corporal and below, these respondents may have difference beliefs, behaviors and certain extent of emotion towards affective response to questionnaire presented. Thus the results obtained may not be accurately reflected the overall job satisfaction of air defence operators

## **5.5 Recommendations for Future Study**

Although this study was first of its kind conducted in air defence units for job satisfaction, it yielded important results about operators' job satisfaction, there is much more research to be done. One recommendation is to conduct longitudinal study to offset the disadvantages of cross-sectional designs. Future research should seek to expand the pool of potential explanatory variables and additional moderating or intervening variables. In addition, other causal models are needed to examine the of job satisfaction on

variables such as intent to leave, organization commitment, counterproductive behaviors and life satisfaction to facilitate a more comprehensive understanding of job satisfaction among the air defence operators. If time and resources permit, factor analysis as a data reduction technique used to reduce a larger number of variables to a smaller set of underlying factors should be considered to facilitate a more reliable test.

## **5.5 Conclusion**

This study is to gauge air defence operators' job satisfaction based on the relationship between Herzberg's motivation and hygiene factors and job satisfaction. The results of the study revealed that the air defence operators in the study had low and average levels of job satisfaction. It was also found that both hygiene and motivation almost equally correlated with overall job satisfaction. As the air defence operators are entrusted with the formidable task to maintain the sovereignty and integrity of Malaysian airspace, the job satisfaction of air defence operator is of critically importance. Relevant authorities in RMAF should pay attention to what their airmen need from the organization and do everything within their power to meet those needs. The results of this research should be used to develop policies that could lead to an improvement in air defence operators' job satisfaction.