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**THE FACTORS INFLUENCING JOB SATISFACTION
OF OTHER RANKS PERSONNEL IN
ROYAL MALAYSIAN NAVY**



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UUM
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**MASTER OF HUMAN RESOURCE MANAGEMENT
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PERSONNEL IN ROYAL MALAYSIAN NAVY**

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Management**



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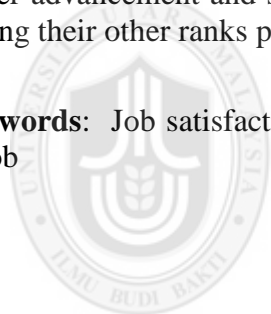
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ABSTRACT

Job satisfaction is an important factor and should be a priority for other ranks personnel of Royal Malaysian Navy (RMN). However, job satisfaction is one aspect that is very relative and subjective to every employee. Thus, these feelings arise when someone wants to do the job and it varies between employees. The main objective of this study is to examine factors that influence job satisfaction of the other ranks personnel in the Royal Malaysian Navy (RMN). Generally, the study will focus to determine whether nature of the job, work environment, compensation, career advancement and supervision influencing to the job satisfaction. 438 respondents involved in this study from four major bases of Royal Malaysian Navy (RMN). The result of study showed nature of the job, work environment, compensation, career advancement and supervision have a significant influence to job satisfaction among the other ranks in the RMN ($r = 0.751$, $r^2 = 0.564$, $p = 0.000$). This result indicates that 56.4% of job satisfaction of the other ranks personnel in Royal Malaysian Navy (RMN) is influenced by independent variables. This study plays a vital role in influence the organization and policy makers to think over the employee job satisfaction. The findings of this research are valuable, which can be useful in order to improve employee job satisfaction. Therefore, the Royal Malaysian Navy (RMN) organization should consider the nature of job, working condition, compensation, career advancement and supervision as the factors that will influence job satisfaction among their other ranks personnel.

Keywords: Job satisfaction; compensation; career advancement; supervision; nature of job



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ABSTRAK

Kepuasan kerja merupakan faktor yang penting dan perlu menjadi keutamaan kepada anggota lain-lain pangkat Tentera Laut Diraja Malaysia (TLDM). Walau bagaimanapun, kepuasan kerja adalah satu aspek yang sangat relatif dan subjektif untuk setiap pekerja. Perasaan kepuasan kerja ini timbul apabila seseorang itu mahu melakukan kerja dan ia berbeza antara pekerja yang lain. Objektif utama kajian ini adalah untuk mengkaji faktor-faktor yang mempengaruhi kepuasan kerja di kalangan anggota lain-lain pangkat dalam Tentera Laut Diraja Malaysia (TLDM). Secara umumnya, kajian ini akan memberi tumpuan untuk menentukan sama ada pekerjaan itu sendiri, persekitaran kerja, imbuhan, kemajuan kerjaya dan penyeliaan mempengaruhi kepuasan kerja warga. Seramai 438 responden terlibat dalam kajian ini merangkumi responden dari empat markas utama TLDM. Keputusan hasil kajian mendapati terdapat hubungan yang signifikan antara pekerjaan itu sendiri, persekitaran kerja, imbuhan, kemajuan kerjaya dan penyeliaan dengan kepuasan kerja di kalangan anggota lain-lain pangkat dalam Tentera Laut Diraja Malaysia ($r = 0.751$, $r^2 = 0.564$, $p = 0.000$). Hasil kajian ini menunjukkan bahawa 56.4% kepuasan kerja di kalangan anggota lain-lain pangkat dalam TLDM dipengaruhi oleh pemboleh ubah bebas. Kajian ini memainkan peranan yang penting dalam mempengaruhi organisasi dan penggubal dasar terhadap kepuasan kerja pekerja mereka. Hasil kajian ini sangat berguna di mana ia boleh digunakan bagi menambah baik aspek kepuasan kerja. Justeru, Tentera Laut Diraja Malaysia (TLDM) seharusnya mempertimbangkan sifat pekerjaan itu sendiri, persekitaran kerja, imbuhan, kemajuan kerjaya dan penyeliaan sebagai faktor-faktor yang boleh mempengaruhi kepuasan kerja di kalangan anggota lain-lain pangkat.

Kata kunci: Kepuasan kerja; imbuhan; kemajuan kerjaya; pengawasan; sifat pekerjaan

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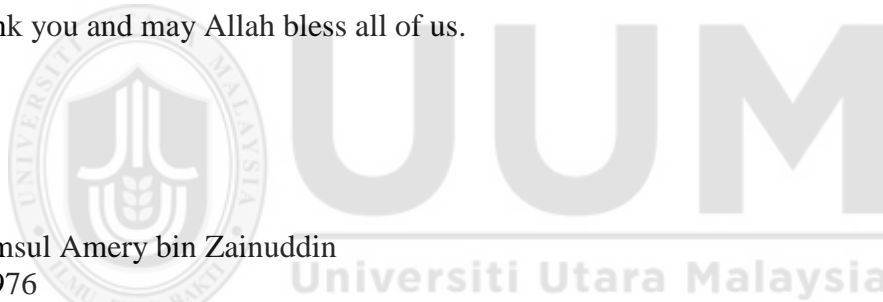


TABLE OF CONTENTS

PERMISSION TO USE	ii
ABSTRACT	iii
ACKNOWLEDGEMENT	v
TABLE OF CONTENTS	vi
LIST OF TABLES	ix
LIST OF FIGURES	x
LIST OF ABBREVIATIONS	xi
CHAPTER ONE: INTRODUCTION	
1.1 Background of the Study	1
1.2 Background of Royal Malaysian Navy	3
1.3 Problem Statement	4
1.4 Research Questions	6
1.5 Research Objective	7
1.6 Significant of the Study	8
1.7 Scope and Limitation of the Study	10
1.8 Organization of the Study	11
CHAPTER TWO: LITERATURE REVIEW	
2.1 Introduction	13
2.2 Job Satisfaction	14
2.3 Underpinning Theory	17
2.4 Factors Influencing Job Satisfaction	20
2.4.1 Nature of Job	20
2.4.2 Working Condition	22
2.4.3 Compensation	25
2.4.4 Career Advancement	28

2.4.5	Supervision	30
2.5	Summary	32
CHAPTER THREE: METHODOLOGY		
3.1	Introduction	33
3.2	Research Framework and Hypotheses	33
3.3	Research Design	35
3.4	Operational Definition	37
3.4.1	Job Satisfaction	37
3.4.2	Nature of Job	37
3.4.3	Working Condition	38
3.4.4	Compensation	38
3.4.5	Career Advancement	39
3.4.6	Supervision	40
3.5	Research Measurement / Instrumentation	40
3.5.1	Scale of Measurement	44
3.6	Data Collection	45
3.6.1	Population	46
3.6.2	Sampling	47
3.6.3	Data Collection Procedure	48
3.6.4	Pilot Testing	49
3.7	Technique of Data Analysis	50
3.7.1	Data Coding	50
3.7.2	Cleaning of Data	51
3.7.3	Reliability Analysis	51
3.7.4	Descriptive Analysis	52
3.7.5	Inferential Analysis	53

3.8	Summary	54
CHAPTER FOUR: RESULTS AND DISCUSSION		
4.1	Introduction	56
4.2	Pilot Testing	57
4.3	Cleaning of Data	57
4.4	Normality Test	58
4.5	Demographic Analysis	60
4.6	Reliability Analysis	62
4.7	Descriptive Analysis	63
4.8	Inferential Analysis (Hypotheses Testing)	66
4.8.1	Pearson Correlation	67
4.8.2	Multiple Regressions	72
4.9	Summary	75
CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS		
5.1	Introduction	76
5.2	Recapitulation of the Study	76
5.3	Contribution of Research	82
5.4	Recommendation for Future Research	85
5.5	Conclusion	85
REFERENCES		87
Appendix A: Questionnaires		93
Appendix B: Pilot Testing Result		97
Appendix C: Study Result		113

LIST OF TABLES

Table 3.1 - Items of job satisfaction	41
Table 3.2 - Five-point Likert scale	45
Table 3.3 - Population of respondent	46
Table 3.4 - Sampling size	48
Table 3.5 - Cronbach's Alpha coefficient size (general rules)	52
Table 3.6 - Relationship between variables and r value	54
Table 4.1 - Reliability for pilot testing result	57
Table 4.2 - Cleaning of data result	58
Table 4.3 - Demographic profile of respondents	60
Table 4.4 - Reliability test result	62
Table 4.5 - Range for level of satisfaction	63
Table 4.6 - Mean for job satisfaction questions	64
Table 4.7 - Descriptive statistics	65
Table 4.8 - Result of Pearson correlation analysis	67
Table 4.9 - Correlation between nature of work and job satisfaction	68
Table 4.10 - Correlation between working condition and job satisfaction	69
Table 4.11 - Correlation between compensation and job satisfaction	70
Table 4.12 - Correlation between career advancement and job satisfaction	70
Table 4.13 - Correlation between supervision and job satisfaction	71
Table 4.14 - Model summary	72
Table 4.15 - ANOVA	73
Table 4.16 - The Standardized Beta Coefficients	74
Table 4.17 - Hypotheses testing result	75

LIST OF FIGURES

Figure 1.1 - Job Satisfaction Model (Field, 2008)	18
Figure 3.1 - Theoretical framework	34
Figure 3.2 - Table for determining sample size for a given population	47
Figure 4.1 - Histogram	59
Figure 4.2 - Normal Probability Plot	59



LIST OF ABBREVIATION

CSS - Career Satisfaction Scale

DV - Dependant Variable

EEZ - Exclusive Economic Zone

IV - Independant Variables

JCM - Job Characteristics Model

JSI - Job Satisfaction Index

JSS - Job Satisfaction Survey

KPI - Key Performance Indicator

LLP – *Lain-lain Pangkat*

RMN - Royal Malaysian Navy

SPSS - Statistical Package for Social Science

TLDM – *Tentera Laut Diraja Malaysia*



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CHAPTER 1

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Each organization acknowledges that employees are the main important asset that they should have is their organization. Workers are the backbone of every organization and they must motivate to perform their job effectively. Job is a means to get rewarded for continuing life. This means that working hard to do any work became a nature to the human. In an organization, vision would be achieved towards maximum profitability. But there are many factors that affect the achievement of the goal which is the aspects of job satisfaction among employees. Therefore, the topic of job satisfaction is very important to study in order to ensure the organizational sustainability and competitiveness. In other words, a major factor that contributes to organization excellent is the employee itself besides the other factors such as money, equipment, technology as well as other resources. In order to accomplish the mission and vision of the organization, the individual as a worker must feel satisfied in order to improve their work performance, self-esteem and motivation towards achieving optimum productivity.

Judge and Church (2000) stated that job satisfaction is the utmost comprehensively studied in job attitude and amongst the most comprehensively explored topics in industrial/organizational psychology. Job satisfaction is a feeling that exists within each employee. It will describe how the spirit of an individual in doing their job. It will be a driving force to an individual and create a full sense of responsibility and a

sense of belonging to the organization. Job satisfaction is one aspect that is very relative and subjective to every employee. Thus, these feelings arise when someone wants to do the job and it varies between employees to another. This is because each individual has a different kind of feelings like emotion, taste, needs and other factors. Employees that are really happy in their work will contribute to the excellence and productivity of the organization. Meanwhile, Robbins (1989) believes that an employee who is not satisfied with the work given to him/her will show a negative attitude towards the level of job satisfaction. This is also supported by Armstrong (2003), which states that job dissatisfaction can be identified by poor and negative attitudes of the worker.

Job satisfaction is an important thing and should be a priority for an employee. According to the study by Herzberg *et al.* (1959), McGregor (1960) and Maslow (1970), they found that job satisfaction is the most important requirement in an employee. It should be respected, particularly in achieving self-perfection of an employee. The level of job satisfaction for individuals including the military personnel is reliant on the level of importance of the work or the individual assessment of the work done. According to McGregor (1960), he found that the level of implementation of the work felt by individuals can encourage them to be more confident, committed, enthusiastic and focused on the tasks performed. Furthermore, they will continue to perform the task with passion and without any constraints that would hinder them to produce good and quality work.

1.2 BACKGROUND OF ROYAL MALAYSIAN NAVY

Malaysia is a maritime nation rich with natural resources such as oil, gas, minerals and fisheries. With all this natural resources, the country needs a competent and capable organization to defence the safety and security of its coastline. The Royal Malaysian Navy (RMN) is a Malaysia's defence agencies that responsible for protecting the sovereignty and maritime strategic importance of the country, the Exclusive Economic Zone (EEZ) and waters of Malaysia and defends against threats at sea. History has proven that the strength of the maritime country depends mostly on its naval capability and readiness.

The mission of Royal Malaysian Navy (RMN) is to protect Malaysia sovereignty and maritime interest, while the vision is to be a World Class Navy. To achieve the mission and vision, therefore the roles of Royal Malaysian Navy (RMN) are divided into two roles, during peace time and war.

1. Roles in peace time:
 - a. To enforce maritime law.
 - b. To protect offshore oil rigs.
 - c. To prevent the entry of illegal immigrants.
 - d. To assist victims of natural disasters.
 - e. To carry out oceanic and hydrographic surveys.
2. Roles in war:
 - a. To prevent the insurgence by the enemy.

- b. Mine clearance operation.
- c. To assist in all sea transportation and embarking for military personnel.

The Navy exist because of its fleets, therefore the core business of the Royal Malaysian Navy (RMN) depend on the competency, professionalism and motivation of their personnel. With almost 17,000 personnel consists of 2,500 officers and 14,500 other ranks, the level of job satisfaction of the personnel have to be focused in order to achieve organization mission and vision.

1.3 PROBLEM STATEMENT

Being Royal Malaysian Navy (RMN) personnel is an honourable profession and it is very interesting and challenging job. Job satisfaction is one of the important aspects to an employee and also the organization as it will reflect a person's attitude towards the implementation of work assigned. As an employee, various challenges and difficulties they faced in implementing the tasks entrusted to them. Therefore, when discussing the aspects that related to the field of job satisfaction, it is usually leads to the enjoyment of an employee to work.

With the current challenging situation in the world, it is vital for the Royal Malaysian Navy (RMN) to ensure the stability of the Malaysia's maritime area and interest. The safety and security of the maritime are depending on the capability of the Royal Malaysian Navy (RMN) performing their tasks. Therefore, the management of human

assets is primarily important in order to ensure the Royal Malaysian Navy (RMN) personnel can performed their roles and tasks as required.

The problem of job satisfaction within the navy personnel are important to study because of the low level of job satisfaction among the sailors have a negative impact on the sovereignty of Malaysia. These vulnerabilities could cause the capabilities of the Royal Malaysian Navy (RMN) in conduct of operations, exercises and trainings towards achieving the highest state of assets readiness in protecting the maritime safety and security (*Perutusan Ulung Panglima Tentera Laut*, 2015).

In the Royal Malaysian Navy (RMN), the aspect of job satisfaction among other ranks personnel is one of the most significant factors to focus in ensuring the execution of the tasks given. As such, the Royal Malaysian Navy (RMN) has set the Job Satisfaction Index as one of the strategic Key Performance Indicator (KPI) in their Royal Malaysian Navy (RMN) Strategic Plan 2013 - 2020. However, there are complaints from senior management of Royal Malaysian Navy (RMN) concerning on the reduction of the quality of work, especially for other ranks (*Laporan Seminar Bintara*, 2014). This problem reflects the level of professionalism as navy personnel in achieving the Navy's vision to be a world class navy. The Chief of Navy during *Perutusan Ulung Panglima Tentera Laut* (2015), stressed about the need for the Royal Malaysian Navy (RMN) personnel to perform an excellent job toward achieving the Royal Malaysian Navy (RMN) mission and vision.

Due to above problem, researcher wants to study what is the level of job satisfaction among the other ranks and what are the factors that influence job satisfaction and job dissatisfaction among other ranks personnel in the Royal Malaysian Navy.

1.4 RESEARCH QUESTIONS

This study aimed to identify what is the level of job satisfaction among the other ranks personnel in the Royal Malaysian Navy (RMN) and the dominant factors influencing the level of job satisfaction. Therefore, the following are the research questions to be studied:

1. What is the level of job satisfaction among the other ranks personnel in Royal Malaysian Navy (RMN)?
2. What are the levels of nature of job, working condition, compensation, career advancement and supervision among other ranks personnel in the Royal Malaysian Navy (RMN)?
3. What is the relationship between the nature of job and job satisfaction among other ranks personnel in the Royal Malaysian Navy (RMN)?
4. What is the relationship between working condition and job satisfaction among other ranks personnel in the Royal Malaysian Navy (RMN)?
5. What is the relationship between compensation and job satisfaction among other ranks personnel in the Royal Malaysian Navy (RMN)?

6. What is the relationship between career advancement and job satisfaction among other ranks personnel in the Royal Malaysian Navy (RMN)?
7. What is the relationship between supervision and job satisfaction among other ranks personnel in the Royal Malaysian Navy (RMN)?
8. What are the effects of nature of job, working condition, compensation, career advancement and supervision on job satisfaction of other ranks personnel in the Royal Malaysian Navy (RMN)?

1.5 RESEARCH OBJECTIVES

The key objective of this study is to examine factors that influence to the job satisfaction of the other ranks personnel in the Royal Malaysian Navy (RMN). Generally, the study focused to determine whether job, working condition, compensation, career advancement and supervision influencing to the job satisfaction.

The objectives of this research are to:

1. To identify the level of job satisfaction on other ranks personnel in the Royal Malaysian Navy (RMN).
2. To identify the levels of nature of job, working condition, compensation, career advancement and supervision among other ranks personnel in the Royal Malaysian Navy (RMN).
3. To determine the relationship of nature of job with job satisfaction of other ranks personnel in the Royal Malaysian Navy (RMN)

4. To determine the relationship of working condition with job satisfaction of other ranks personnel in the Royal Malaysian Navy (RMN).
5. To determine the relationship of compensation with job satisfaction among other ranks personnel in the Royal Malaysian Navy (RMN).
6. To determine the relationship of career advancement with job satisfaction of other ranks personnel in the Royal Malaysian Navy (RMN).
7. To determine the relationship of supervision with job satisfaction of other ranks personnel in the Royal Malaysian Navy (RMN).
8. To determine the effects of nature of job, working condition, compensation, career advancement and supervision on job satisfaction of other ranks personnel in the Royal Malaysian Navy (RMN).

1.6 SIGNIFICANT OF THE STUDY

Generally, the purpose or specific objective of this study is to identify the reasons and detail causes of the job satisfaction among the employees. The research is typically used to recognize, foresee and control the outcome of the study. The study conducted can also be used to take necessary action to resolve the problems identified. The study is conducted to obtain new input, form new relationships, expand existing knowledge, verify, build and develop theories and apply them in the real world. The finding of this study will benefits employers, scholars and even practitioner that may bring a positive change by delivering a better understanding of employee satisfaction. It will increase the organizational awareness related with the variables of this study that

might influence aspect of job satisfaction among the employees. This study provided important information that may help an organization in creating a strategy to enhance their employee's job satisfaction toward achieving organization excellence and competitiveness.

The main focus of this study is the factors that influence the level of job satisfaction among other ranks personnel in the Royal Malaysian Navy (RMN). The finding of the study can serve as a guideline to the Royal Malaysian Navy (RMN) Human Resource Division and Strategic Management Division to develop a strategy on how to increase the level of job satisfaction among other ranks. The factors that influence the job satisfaction can be used to conduct further research and identify the initiatives to be done. Commitment and involvement of personnel towards achieving Royal Malaysian Navy (RMN) mission and vision relied heavily on the job satisfaction.

This study is helpful to Royal Malaysian Navy (RMN) for conducting further research on job satisfaction. It is helpful to identify the dominant factors that contribute to job satisfaction among other ranks in the Royal Malaysian Navy (RMN). This study is helpful to the Royal Malaysian Navy (RMN) for identifying the areas of dissatisfaction of job among other ranks. This helps to make managerial decision towards the improvement of human resource policy and implementation. Therefore, this study may provide some assistance to the management to discover a better approach of managing the human capital which will ensure the aspiration of the stakeholders achieved.

1.7 SCOPE AND LIMITATION OF THE STUDY

The study focused on the determination of job satisfaction level and the factors contributing to the job satisfaction which are nature of job, working condition, compensation, career advancement and supervision among other ranks personnel in the Royal Malaysian Navy (RMN). The respondents covered in this study include other ranks personnel as below:

1. Warrant Officer 1.
2. Warrant Officer 2.
3. Chief Petty Officer (equivalent to Staff Sergeant).
4. Petty Officer (equivalent to Sergeant).
5. Leading Rate (equivalent to Corporal).
6. Able Rate Class 1 (equivalent to Lance Corporal).
7. Able Rate Class 2 (equivalent to Private).

The other ranks personnel were selected as a respondent in this study because they are the large number of the total population of Royal Malaysian Navy (RMN) personnel. The other ranks personnel are the main workforce that operationalises the roles and responsibilities of Royal Malaysian Navy (RMN). Thus, the job satisfaction among them needs to be increase in order to enhance Royal Malaysian Navy (RMN) readiness and preparedness.

Due to geographical distance, large number of sampling and respondents' availability, a proper schedules and timing need to be plan in advance. A few appointments with

the respondents are being cancelled due to the unavailability of the respondent especially for those who are not on board of the ships or at the bases. Nevertheless in order to ensure high return rate of sampling, the researcher had to reappoint and travel to the respondent's places on different dates.

1.8 ORGANIZATION OF THE STUDY

This study is arranged systematically into five chapters. In the Chapter One, researcher described the introduction, background of the Royal Malaysian Navy (RMN) organization, the research questions and objectives, significant, scope as well as the limitation of the study.

Chapter Two of this project paper reviews literature on variables related to the job satisfaction and the factors influencing the job satisfaction. This chapter also discussed the details of the underpinning theory and model of job satisfaction.

Chapter Three presents the theoretical framework, method and the approach of the research. The researcher explained further on the data collection method, the sampling design and instrument used. This chapter ended with an overall explanation and further description on analysis approach of the data collected that were used to evaluate the survey.

In Chapter Four, researcher explained the finding of the survey result based on the analysed data. This chapter covered the descriptive statistical analysis, correlation and

regression analysis report. The results of the study are shown in the tables to assist clarification for the reader.

Chapter Five discussed on the research finding and recapitulation on the research objectives in Chapter One. Researcher also described the contribution of the study in the aspect of academic and managerial. This chapter ended with recommendations for future research and the conclusion of the research.



CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter defines the concept of job satisfaction based on the philosophy associated with job satisfaction, assessment of the concept of job satisfaction in general and specific reviews of job satisfaction research. The review of the literature briefly examines previous researchers at the end of their studies in relation to job satisfaction. Researcher discussed further about the factors influencing job satisfaction in several perspectives. It includes the definition of job satisfaction and the relationship between the factors that contribute to job satisfaction. Selected factors influencing job satisfaction is also described in this chapter to enlighten the research objectives.

The study of job satisfaction is one of the problems discussed worldwide and became an interest to many organizations. Job satisfaction is always associated with factors such as motivation, performance, leadership, attitude, conflicts, as well as ethical behaviour. Reserchers have tried to identify the factors that influence job satisfaction, measurement of the comparative insignificance of each factor and learned what consequences this factor has on employee's productivity.

The military career is continually expected to be a complex organization with a need of highest level of discipline and motivated personnel. Thus, job satisfaction has to be measured to describe the level of motivation, attitude, behavior and their desire to

defend national sovereignty. Therefore, job satisfaction is very important to ensure the military personnel are always ready in defending the country.

2.2 JOB SATISFACTION

Literatures review is conducted to identify the definition and detailed explanation regarding job satisfaction. Some researchers define job satisfaction in a variety term and different angles. Schermerhorn (1993) defined job satisfaction as a reprisal to the emotional or expressive characteristics of each employee to the work undertaken. However, Spector (1997) describes job satisfaction is viewed from the aspect of how an employee were appreciated of the work undertaken and it has different characteristics from their work. Ellickson and Logsdon (2002), supporting this definition by describing job satisfaction is a sense in which the extent of the employees liked the work they performed. In the other views, Kreitner and Kinicki (2005) illustrate job satisfaction as an emotional reaction to some aspects of employment. Job satisfaction can be defined as an encouraging touch about the work which results from appraising the job characteristics.

According to Nelson and Quick (2006), job satisfaction is a progressive emotional statement resultant from one's appreciation concerning one's job or job involvement. Lambrou, Kontodimopoulos and Niakas (2010) define Job Satisfaction as a positive emotional state, resulting from the assessment of work experience. They discussed that job satisfaction will increases work performance and that organizations should take steps to encourage job satisfaction, for example, the interest of current and future staff development.

Evaluating job satisfaction can be confusing, because the characterization of satisfaction may be different for different people. Research conducted by Qasim *et al.* (2012), on exploring the factors affecting the satisfaction of employees at work, concluded that in order to gain a competitive advantage and to adapt to dramatic changes in the condition, it is important for them to accomplish management effectiveness by increasing employee satisfaction within the organization.

Pushpakumari (2008), in her impact research article titled *he Impact of Job Satisfaction on Job Performance*, evaluated that the attitude of employees is important for management because they determine the behaviour of workers in the organization. The results showed that there was a significant effect on job satisfaction and employee performance in private sector organizations. Satisfied employees have a positive attitude about their work. Satisfied workers tend to participate in work on time, concerns about a given target, working quickly, working without errors and omissions, loyalty and high commitment to self-employment, recommending new ideas, are likely to increase their knowledge, more responsibility, compliance to the rules and regulations, less absenteeism and shows efforts to maintain in their work. These positive attitudes will improve the employee performance.

According to Jawahir (2009), the interrelated scholarship on job satisfaction has been begun in 1920s in the United States. In general, job satisfaction seems when the employees wants to be recognized, rise self-achievement and develop self-status. The desire is also variable according to the needs and times. Individual who have a high job satisfaction will give full responsiveness to his career, with no easy exhausted, extra hardworking, highly motivated, and will endeavour to increase their work

performance. Persons who feel unhappy with their job will demonstrate indicators of withdrawal, less interested and not try to increase work performance. However, the measurements of job satisfaction are differs between one individual and another.

Molla (2014) in his paper on Ensuring Job Satisfaction for Managing People at Work said that to manage people in the workplace, job satisfaction is very important to the survival of the organization in a competitive market, as well as to maintain and affect the staff to give their maximum effort. If an organization is concerned about employee satisfaction, management can conduct a survey to determine what type of strategy to adopt. This approach will helps the management to identify the job satisfaction spectrums clearly.

Ajmal *et al.* (2015) conducted a study on The Effects of Intrinsic and Extrinsic Rewards on Employee Attitudes; Mediating Role of Perceived Organizational Support found that job satisfaction of employees can be increased in different ways by different tools. There are two main factors that will increase the level of staff satisfaction that are intrinsic and extrinsic motivators in the form of a reward system. Job satisfaction refers to the output from employee compensation and other incentives from the organization. Job satisfaction is a manifest from the effects of intrinsic and extrinsic rewards following by the attitude and the positive performance of employees. In general, job satisfaction is the factors that give fulfilment in the accomplishment of work and help to generate the quality of life and satisfaction to the individual.

Based on the literatures, job satisfaction is an personalized in nature and it is important to organization as it could rise efficiency, improve organization commitment, reduce absenteeism and turnover, and finally upturn organization efficiency. Each individual has different levels of satisfaction. Job satisfaction can be subjective by individual ability to complete the necessary work, the level of communication in business, and the organization means that will pleasure their workers.

2.3 UNDERPINNING THEORY

In order to enhanced understand which factors can increase employee's job satisfaction and which factors can increase job dissatisfaction, it can be explained by The Job Satisfaction Model of Field (2008) shown in Figure 1.1. Field (2008) discusses, the dissatisfaction of workers and worker satisfaction happens when the factors set out in the model is present. Field stressed that job satisfaction was abolished when the factors mentioned is optimum, however, hygiene factors do not improve job satisfaction. Conversely when the motivational factors are optimal, job satisfaction increases. As the model shows, factors influencing job dissatisfaction do not necessarily have to influence one's job satisfaction. This model shows that there are complexities of job satisfaction.

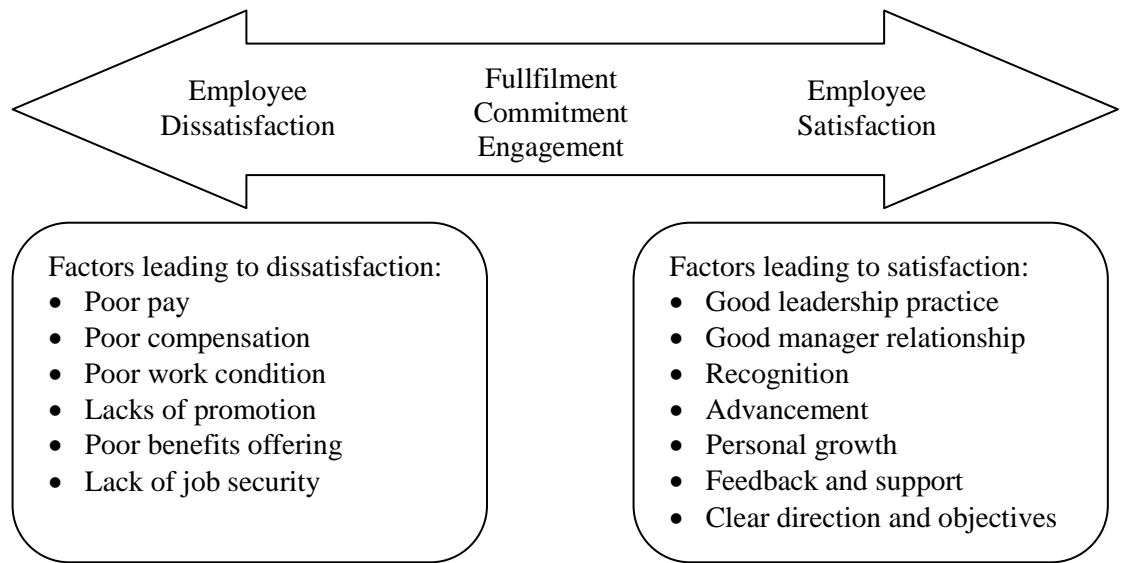


Figure 1.1
Job Satisfaction Model (Field, 2008)

Chen (2010) has conducted a survey on job satisfaction among 294 secondary school teachers in China. He found that they are satisfied with their job. The teachers reported to have satisfactory with employment conditions, leadership and opportunities for cooperation, while job dissatisfaction was found to be related to income, workload and demands, and opportunities for career development. The results also showed that teachers who want to stay in their teaching job are more happy with the direction of the sub-factors which are the opportunities, the workload and the demands, and the salary compared to those who want to leave the career and looking for other job rather than education field.

Rashid *et al.*, (2014), in experiments with the 200 Pakistan Telecom employees found that a major factor contributing to the promotion of employee satisfaction of employment, remuneration, justice and conditions of work. Salaries and compensation

is the most important factor that can determining the level of job satisfaction for the telecommunications company employees in Pakistan. In work situations, conditions and the physical design of the office condition is also to some extent affect the aspects of employees' job satisfaction.

Divyaranjani and Rajasekar (2014) have conducted a research of job satisfaction after training and development programs at the insurance company. Generally, the research was conducted in order to discover factors of satisfaction at work in the insurance company. The results of the study show that the main driving factor to job satisfaction are the career promotion, job security, performance, motivation, worker relationships and the practise of individual skills. The employee must be cross-trained and make them voluntarily to do something different, while job security and relationship between colleagues should be improved. Beside that, interpersonal relationships between employers and employees also must be enhanced, the form of job redesign should be conducted to make the work more interesting and stimulating. The improving quality of life and work benefits also should be linked to employees performance.

Peng (2014) conducted a study among the university librarian in Taiwan to identify the relationship between job satisfaction and the performance of their work. This study offer useful information on job satisfaction and performance in the context of the university library. The results showed that satisfaction with intrinsic and extrinsic work contributes to the expected level of implementation of the tasks of participation and contextual performance. However, he also found that the effects of intrinsic job satisfaction on work performance is greater than extrinsic job satisfaction. Therefore,

he create the idea of offering a tangible incentive for those working in the non-profit sector with a lower salary can be effective, but in careers such as librarian, intrinsic factor have a bigger role and contribute more to the realization of the work.

2.4 FACTORS INFLUENCING JOB SATISFACTION

2.4.1 Nature of Job

Robbins et al. (2003) described the nature of job as the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth, and the chance to be responsible and accountable for results. Based on this definition, the nature of work can be described as the type of work that the employees does. This can refer to the basic daily tasks that they carries out as part of their job, and it can refer to other non-routine tasks that may be required by the job also. Added together, the characteristics of these tasks comprise the nature of an employee's work. The nature of this work may be summed up in the employee's title.

2.4.1.1 Relationship between Nature of Job and Job Satisfaction

Robbins *et al.* (2003) refers to the nature of job as the extent to which work gives individuals the task of stimulating, opportunity for learning and self-fulfillment, and the capability to be accountable and responsible for outcomes.

Hackman and Oldham (1976) formulated the Job Characteristics Model (JCM) and found that specified job enrichment characteristics is an important factor in making

employees satisfied with their job. This model identifies five main job characteristics that make it challenging, rewarding work, and to build jobs that offer them a more satisfying and exciting work that gives them a lower rate:

1. Task identity - the extent to which one can view the work from start to the end;
2. Task significance - the extent of implementation of tasks is considered important and significant;
3. Skill variety - the extent to which the work allows employees to perform multi tasks;
4. Autonomy - the extent to which workers have control and discretion over how to do their work; and
5. Feedback - the extent to which the work itself provide response on how the employee does the job.

According to Kessuwan and Muenjohn (2010) in their study of 579 employees working for multinational cooperation in Thailand, found that employees have moderate satisfaction with the work of the entire employment situation (overall job satisfaction). He stated that the greater satisfaction is in the work itself, supervision and relationship with colleague. The employees were very satisfied with their jobs because they feel that their work is interesting, challenging and enjoyable and has enough authority and freedom to perform their job.

Raza *et al.* (2015) examined the effect of intrinsic motivation (safety, efficiency, responsibility and work) and job satisfaction among employees in the city of

Islamabad, Pakistan. The results showed that the intrinsic motivator linked significantly to employee satisfaction. These results may have implications for manager to exercise the intrinsic motivation strategies. The employees will have the chance to state their needs in terms of autonomy, competitiveness and social cohesion to meet the basic requirements. As a result, the employee should choose to take part and experience a sense of accomplishment and other opportunities to create understanding with their co-workers.

2.4.2 Working Condition

According to Jain and Kaur (2014), the working condition can be described as the condition in which people are working. The concept of working condition is an actual comprehensive one including the physical, psychological and social aspects that mark up the working condition. Raziq and Maulabakhsh (2015) added that working condition includes the working hours, job safety, job security, relationship among employees, esteem needs of employees and the influence of top management on the work of employees.

2.4.2.1 Relationship between Working Condition and Job Satisfaction

Chandrasekar (2011) argues that in order to increase the organization's profits, the management should consider creating a good working condition that will enhance the capability of employees to be more productive. Good working conditions will lead to the highly motivated employees. On the other hand, poor working conditions will

contribute to health problems among the employees. A more comfortable working condition will produce more productive employees.

Bakotic and Babic (2013) found that for those working in difficult condition, working conditions are an important factor in job satisfaction. They agreed that workers in precarious working conditions are not satisfied with these factors. To improve job satisfaction among employees who work in difficult working conditions, the management should improve the quality of their working condition. This will enable them to be more satisfied with the implementation of their work in normal working conditions and performance of employees will be increased as a whole.

According to Jain and Kaur (2014), job satisfaction involves all aspects of the working condition includes act and react on the physically and mentality of a worker. The working condition is one of the integrated concepts because it includes aspects of physical, psychological and social working conditions. If working condition is good, the employees can minimize fatigue, monotony and boredom and increase thier performance. The working condition also can have positive or negative effects on the psychological health to the employee. In the organizations with highly professional demands and pressure, they tend to cause stress for employees.

The study also shows that good working conditions, beverage and recreational facilities, health and safety, and ease of fun in the place of work will improve job satisfaction levels. In addition, stress, overtime, fatigue, and boredom are the several factors that will decrease job satisfaction. The effective management of human

resources and conditional sustainability progressive work will lead to job satisfaction and organizational performance and the overall wealth.

Pitaloka and Sofia (2014) in their study on the effects of working condition to the job satisfaction and organizational commitment among internal auditors in Jakarta, Indonesia have shown that the working condition significantly affects satisfaction at work. Organizations need to improve the empowerment of the internal auditor through employment condition. There should be a regular evaluation of the working condition to monitor and assess the physical condition of the job, the climate of communication, and how the rules and procedures adapt the organization's strategy. It aims to improve the listener's empowerment and internal psychological performance.

Based on this research, the working condition variables that have proven to be the job satisfaction of the internal auditor. Working condition will lead to physical satisfaction as well as employee satisfaction. Job satisfaction is a translating of feelings and attitudes of individuals in the organization by comparing what is expected and what is received by the employee.

Raziq and Maulabakhsh (2015) in their study on the impact of the working condition on job satisfaction among the bank's, telecommunication's and universitie's employee in the city of Quetta, Pakistan. The study found that there are relationship between the work condition and job satisfaction. Most of the employees working in banks, universities and telecommunications agreed that the working condition plays an significant role in achieving job satisfaction. Therefore, it is important that organizations have to identify the necessities of their workers and fulfil them to

ensure the objectives and goals succeed. Retain the good employee will rising working condition, the level of commitment, efficiency and effectiveness, productivity, as well as developing a sense of belonging among employees. This factors ultimately will improve the organizational effectiveness and reduce the resulting costs prohibit caused by an unhappy employee.

2.4.3 Compensation

Bernadin (2007) described compensation as a financial returns and tangible benefits that employee receives as part of employment relationship. Compensation as it were is divided into two parts and these are cash compensation which is the direct pay provided by employer for work performed by the employee and fringe compensation which refers to employee benefit programs. In other words, compensation is the monetary benefit provided to an employee by the employer as a reward for services they have provided to their employer. Compensation is a most important aspect that will affects the employee's performance. If the employee is convinced that the organization offers a good compensation then their improved motivation levels and therefore the performance of their work have also increased. Robbins (2001) believed that when workers are feel happy to thier compensation, thier motivation towards the work will increase and the performance of the organization will also improves.

2.4.3.1 Relationship between Compensation and Job Satisfaction

According to Sing and Mini (2013), they found that salary is a key aspect of job satisfaction among the employees in the automotive industry. The results showed that

the increase in salaries of workers as a reward for their performance is a key element that drives the motivation to work while earning was ranked as a second item contributed to job satisfaction.

Anitha (2011) conducted a research on employee satisfaction in a paper mill company. This research analyzes that job satisfaction is the general attitude towards work. The result of the study found that there is a significant difference between the amount of remuneration received by the employee and the amount they feel they deserve. Employees are the strength of any organization, thus if there are no workers, work can not be done. Therefore worker satisfaction is very important to the operation of an organization. Job satisfaction is an aspect related to the inner feelings of an employee and the employee will feel more satisfied if they get what they need. It was concluded that organizations need to change the reward system. Promotion of employees should be based on merit, qualifications and experience. If these factors are given a priority, the organization can sustain a good staff performance with a high level of satisfaction, organizational commitment and participation. This will cause the efficiency and effectiveness of their work which will lead to increased productivity.

Godday *et al.* (2013) carried out a study on worker benefits in Nigeria banking sector to determine whether job satisfaction and employment benefits has any significant correlation. The study found that job satisfaction is associated with extrinsic rewards for intrinsic reward. The results also revealed that the age differences and moderate sex relationship between job satisfaction and work reward that older employees were more satisfied than younger employees. While the level of job satisfaction for the employee benefits received by men and women are vary. The study recommends that

the knowledge of moderating has influence of age differences and gender. This factors should be adopted in the recruitment, placement, evaluation and compensation of employees The study also suggested that adoption of a combination of intrinsic and extrinsic rewards such as the strategy of job satisfaction that is more effective than using them separately.

Research by Devaney and Chen (2003) concluded that wages are an important factor in job satisfaction. They measured in relation to the wages of other employees and the work itself. Value to be paid is not measured by the number of employees actually paid. According to Aziri (2011) in his study in the Republic of Macedonia found that there is a significant impact on the perception of the nature of work and the level of job satisfaction of employees. He also found that financial impact have a main impact on the overall employee job satisfaction.

Gurusamy and Mahendran (2013), conducted thier study of job satisfaction among 300 respondents in the auto industry in India. The study was found that the first rank salary to determine job satisfaction compared to other major determinants. Based on studies by Neog and Barua (2014) on the employee job satisfaction in the car service workshop. They found that majority of respondents felt unhappy with their pay and should be revised to improve the level of job satisfaction.

Yasin (2013) conducted a study on the Effect of Compensation Factors on Employee Satisfaction - A Study of Doctor's Dissatisfaction in Punjab to discovers for more information on various issues in Civil Hospital doctors' remuneration. Based on the study, results showed that wages and recognition can have a significant relationship

with job satisfaction, but the key issues are the career promotion and significant of work that does not get by a doctor. The results also shown that doctors would have to pay well to retain and motivate them. The issues of brain drain can only be resolve if the government reward the doctors well. Job satisfaction is an important element for the motivation and performance of doctors.

2.4.4 Career Advancement

Career advancement or career progression was defined as an ongoing effort and formally by an organization that is focused on developing and enriching human resources management between workers and employers in accordance with the desired requirements (Byars and Rue, 2004). The conception of career development can be seen as a mechanism that will assist employees to see beyond their current job and prepare for a bright future position in the organization. This method lets organizations to have sufficient, necessary and resilient human capitals for progression and significance in the business. Adeniji and Osibanjo (2012) argues that career advancement can help reduce the costs involved in recruiting and training new employees in the organization.

2.4.4.1 Relationship between Career Advancement and Job Satisfaction

Kreitner and Kinicki (2004) agreed that career development has an influence to organizational growth and survival containing psychological processes that lead to the encouragement, direction and persistence of voluntary actions targeted goals. Morris (2004) found a good chance of promotion based on the abilities and skills of

employees that will makes employees more loyal to their jobs and become the basis of relevant work capacity for employees.

Mustapha and Zakaria (2013) in their study focuses on the relationship between the advancement opportunity and job satisfaction of lecturers in Malaysia. They found that the potential for progress has a positive correlation with job satisfaction. These results are particularly useful in determining lecturers' job satisfaction. High daily expenses require them to find other options to make more income than accepting additional class or invitation talks that could interfere with their daily class schedule. Severe impact on university is that lecturers are looking for other employment opportunities outside.

Therefore, most organizations especially the education sectors, should consider opportunities for academic promotion offered meet the criteria to qualify for promotion to a higher position with the higher salary package. This requirement is the primary goal of all academics, so the organizations can use the variable as a tool to improve customer satisfaction and retain the best talent. This can be understood as an opportunity for advancement and development in their present work or provide a better opportunity to look for another job. It is expected that the level of job satisfaction will decrease if people think they have less career development opportunities.

2.4.5 Supervision

According to Inskipp and Proctor (1993), the supervision can be defined as a partnership between supervisors and workers where supervisors can offer direction and guidance to the employee in performing a particular task. The main objective of this cooperation is to allow workers to work more efficiently, confident and creative to serve their customer. Heery and Noon (2001), defined supervisor as a front-line managers who are responsible for supervising employees. While Nel *et al.* (2004) deliberate that supervisor is the workers who control the activity of lower level workers.

Supervisor support is an important factor in retaining an employee. Supervisor support can be defined as the extent to which managers are concerned about the welfare of their employees and appreciate their involvement and contribution to the organization. A leader with the characteristics of high supervisor support is one factor that will make employees feel appreciated and treated well. An employee with good working relationship with the boss is important to create common understanding, provides professional feedback and gets a constructive criticism.

2.4.5.1 Relationship between Supervision and Job Satisfaction

To increase the number of satisfied employee, employee-centered supervisors normally will show their interest to the employees by pay attention to what they have to say. Muhammad and Akter (2010) conducted a study on ‘Supervision, Salary and Opportunities for Promotion as Related to Job Satisfaction’ among employees of

garments factories at the different areas of Dhaka City. The study found that to increase the employees' satisfaction, supervision is one of the most important factors that need to be focused. The outcome of the study also shown that high morale employees and job satisfaction depend on supervisors' employee centered attitude and their well considered behaviour. Employee centered supervisor can uphold good human relationships in business that can benefit to accomplish the organizational mission.

Rast and Tourani (2012) conducted a research which intended to identify level of job satisfaction among the employees at three private airlines company in Iran. Based on the study, the result shown that the most satisfactory factors are supervision, followed by relationship with co-worker, nature of work, opportunities for advancement, and present salary. The result shown that satisfaction with supervision was the topmost factors in all three airlines companies and concluded that supervisors show their role relatively good.

Other research by Opare and Saani (2014) in the University of Cape Coast Health Service determined that the employees are mostly does not satisfied with the form of supervision implemented by the management even though they perceived the working condition in positive terms. The results shown that working condition does not directly influence to health workers commitment for the University. It is affect only if it increase the workers satisfaction with their work in their own departments or units. If the workers are satisfied in their various departments or units, they are likely to be committed for work, and ultimately they will be predisposed to be committed to the

University. Consequently it is necessary for the University to foster the kind of condition that will make employees happy and committed to their work.

2.5 SUMMARY

This chapter has discussed a review of literature that focused on job satisfaction and its contributing factors. The study tries to identify the factors that contribute to the job satisfaction and its relationship. The next chapter described the theoretical framework that was identified and developed based on the literature reviews. Further explanation on the methodology of data collection and sampling towards the analysis of the finding is described in Chapter Three.



CHAPTER 3

METHODOLOGY

3.1 INTRODUCTION

This chapter describe the research framework and hypotheses, research design, operational definition, research measurement/instrumentation as well as data collection methodology. This chapter ended with technique of data analysis that have been used by researcher.

3.2 RESEARCH FRAMEWORK AND HYPOTHESES

Figure 3.1 shows the theoretical framework developed in this study based on the theory of satisfaction and review of literatures. According to the research topics, what are the factors that affect job satisfaction of other ranks personnel of Royal Malaysian Navy, researcher has identified the following diagram shows the relationship that influence job satisfaction. At the same time, researchers will examine demographic factors such as gender, rank, occupation and work location which have a significant relationship with job satisfaction.

The theoretical framework of the research is as follows:

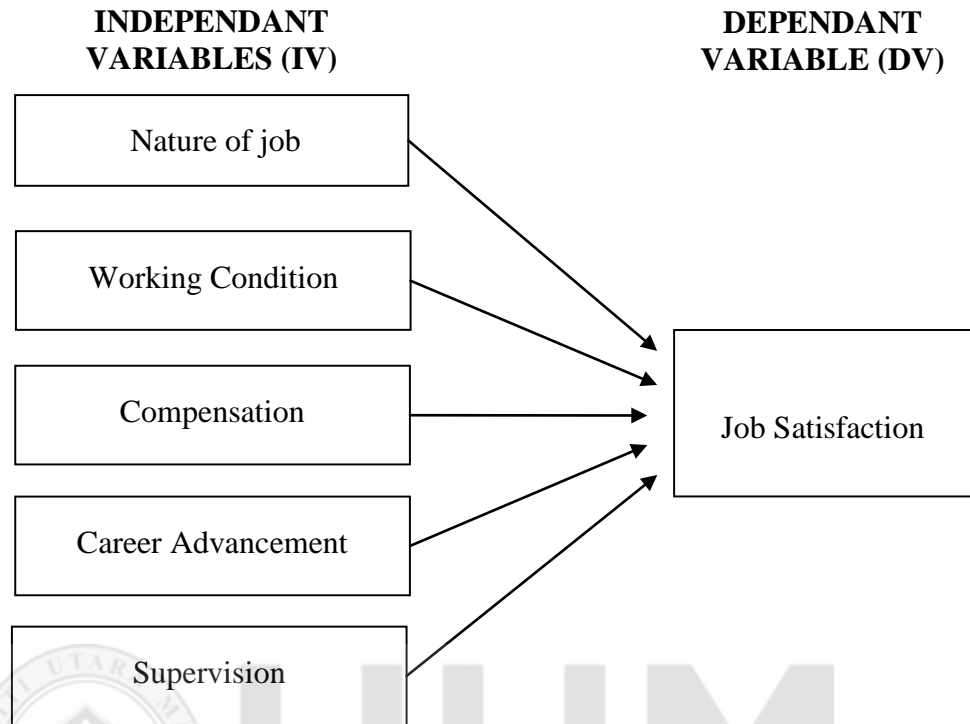


Figure 3.1
Theoretical framework

Based on the literature and past studies explained in Chapter 2, the hypotheses can be concluded as below:

- H₁ There is a significant relationship between nature of job and job satisfaction among other ranks personnel in the Royal Malaysian Navy (RMN).
- H₂ There is a significant relationship between working condition and job satisfaction among other ranks personnel in the Royal Malaysian Navy (RMN).
- H₃ There is a significant relationship between compensation and job satisfaction among other ranks personnel in the Royal Malaysian Navy (RMN).

- H₄ There is a significant relationship between career advancement and job satisfaction among other ranks personnel in the Royal Malaysian Navy (RMN).
- H₅ There is a significant relationship between supervision and job satisfaction among other ranks personnel in the Royal Malaysian Navy (RMN).
- H₆ There is an effect of nature of job, working condition, compensation, career advancement and supervision to the job satisfaction among other ranks personnel in the Royal Malaysian Navy (RMN).

3.3 RESEARCH DESIGN

Polit and Hungler (1999) explained that the research design as a blueprint, or an outline to conduct research in such a way that maximum control will be made on factors that may interfere with the validity of the research results. The design of the study is also known as the overall design of the research which is mainly to find answers to the research questions based on study guidelines. According to Majid (2000), research design refers to the means for information to reach the objective in the study. While, Sabitha (2009) explains that the design can be described as a map that shows in detail how an investigation should be conducted. It is a framework that would refer to matters related to sampling, measurement and analysis of data. Meanwhile, Sekaran and Bougie (2013) defined a research design as a blueprint for the collection, measurement and analysis of data based on the research questions of the study.

Bailey (1992) describes the research method as the philosophy related to the research technique which contains all values that are the foundation of study and it will measure by researchers to interpret data and find the conclusions of the study. O'Leary (2004) defined research design as a strategy to implement quantitative or qualitative research that includes methodology, methods and tools involved in. According to Sekaran (2003) there are differences between these two types of method as quantitative is related to numbers and fractions while qualitative is related to the observation of the phenomena and experience of an individual or a certain group of people. Babbie (2010) support the definition by describes the research design as a precise preparation to get a preferred result; furthermore it gave enlightenment to the problem being studied.

Sekaran (1992) explained that the questionnaire's method is one of the most common techniques used of gathering data on large population. Burns and Grove (2001) stated that designing of studies help the researchers to plan and conduct their research in a way that it will help them to get the intended results and will increase the chances of getting the information which can be related to the actual situation.

Hence, in this study, the researcher decided to use a causal study method because it involves a test whether independent variables causes a dependent variable. This research is a causal study which tested the influencing between independent variables and dependant variable. In other words, researcher intended to do a causal study in order to be able to state that independent variables such as nature of job, working condition, compensation, career advancement and supervision causes' job satisfaction among other ranks personnel in Royal Malaysian Navy (RMN). So, this study

illustrated the data and the characteristics of the factors that influence job satisfaction among other ranks personnel by using a survey. The survey method used in this study includes setting the objectives for data collection, the study design, prepared for valid survey instrument, survey administration, data analysis and result reporting. An overview of this study provided some important indications on the factors that could be tested as quantitative variables.

3.4 OPERATIONAL DEFINITION

3.4.1 Job Satisfaction

According to Spector (1997), job satisfaction is viewed from the aspect of how an employee was appreciated of the work undertaken and it has different characteristics from their work. For researchers to study employees' satisfaction, they required identifying the job satisfaction's factors and its related characteristics. Job satisfaction's factors can be defined as any part of a job that creates emotional state of satisfaction or dissatisfaction among the employees. Job satisfaction will measure the overall attitude of the respondents towards the job. In this study, job satisfaction refers to the level of satisfaction or dissatisfaction of the other ranks in the Navy.

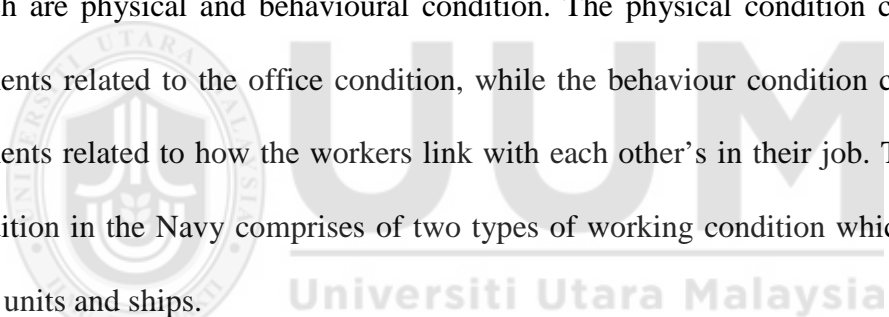
3.4.2 Nature of Job

Robbins *et al.* (2003) defined job as the extent to which work offers individuals challenging tasks, opportunities for learning and self-fulfilment, and the ability to be accountable and responsible for the outcomes. There are several main job

specializations in the Royal Malaysian Navy (RMN) which includes combat and security, aviation, management, engineering, intelligence, information technology, hospitality, logistics and administration.

3.4.3 Working Condition

Jain and Kaur (2014) described the working condition as the condition in which people are working. The concept of working condition is an actual comprehensive one including the physical, psychological and social aspects that mark up the working condition. The working condition is deliberate as the combination of two elements which are physical and behavioural condition. The physical condition comprises of elements related to the office condition, while the behaviour condition comprises of elements related to how the workers link with each other's in their job. The working condition in the Navy comprises of two types of working condition which are at the base units and ships.



3.4.4 Compensation

Bernadin (2007) described compensation as a financial returns and tangible benefits that employee receives as part of employment relationship. Compensation as it were is divided into two parts and these are cash compensation which is the direct pay provided by employer for work performed by the employee and fringe compensation which refers to employee benefit programs. In other words, compensation is the monetary benefit provided to an employee by the employer as a reward for services they have provided to their employer. Compensation can be defined as the monetary

and non-monetary benefits provided by employers to employees as a reward for their service to the company such as pay, reward and recognition and other benefits. There are lists of rewards and recognitions introduced in the Navy such as Service Excellence Award, Sailor of the Year, Creative and Innovative Sailor, state and federal medal awards and other rewards. There are also lots of benefits given by the government to the personnel such as leave, allowance, hospital benefits, married quarters, mess and others.

3.4.5 Career Advancement

Byars and Rue (2004) defined career advancement as a continuous effort unveiled by an organization that focuses on developing and enriching the organization of human resources in light of both employees and the needs of the organization. Career advancement is an important factor in motivating and satisfying employees and its makes one of the study particularly concerning. Career advancement is one of the most significant characteristics to be considered for improve employees' satisfaction and retention of staff in every organization. When an employee's career path is clear, the individual likely to be more inspired, with tangible aims to look forward. When organization is not able to provide a clear career paths or career path were not exist to the employees, they tended to be less interested, less motivated and more unreliable.

Aspects of career advancement in the Navy could be dealt with, in order to improve the chances of advancement, commitment and loyalty of staff an important part of the career advancement plan. The initiatives can be done such as broadening the skills of employees, giving them extra accountabilities that lead to change or change their role,

recognition of achievements through salary increases and promotions, proposes a career development plan that are tailored to each staff member and compatible with the objectives of their professional life.

3.4.6 Supervision

According to the definition by Inskipp and Proctor (1993), they pointed out that supervision is collaboration between supervisors and their employees in which supervisors can give guidance to the employee to perform their task. In addition, the relationship between job satisfaction with supervisor relationship and the various responsibilities were also studied. It is essential to deliberate the outcome of supervisor associations on the variety of jobs that Navy personnel were tasked to accomplish. It is possible that the pattern becomes a more positive relationship; various responsibilities will increase, which will resulting a positive and linear correlation. If the relationship between the other ranks and their boss is good, it makes sense to assume that the supervisor would trust the sailors with tasks that are more important and varied.

3.5 RESEARCH MEASUREMENT / INSTRUMENTATION

The Job Satisfaction Index (JSI) (Brayfield and Rothe's, 1951), Job Satisfaction Survey (JSS) (Spector, 1997) and Career Satisfaction Scale (CSS) (Greenhaus *et al.*, 1990) were selected to measure the variables of this study. The items selected for the instruments are shown in Table 3.1.

Table 3.1
Items of job satisfaction

Items of Job Satisfaction	Source
Overall Job Satisfaction 1. I feel fairly satisfied with my present job. 2. Most days I am enthusiastic about my work. 3. Each day at work seems like it will never end. (R) 4. I find real enjoyment in my work. 5. I consider my job to be rather unpleasant.	Job Satisfaction Index (Brayfield and Rothe's, 1951)
Nature of job 1. I like doing the things I do at work. 2. I sometimes feel my job is meaningless. (R) 3. I feel a sense of pride in doing my job. 4. My job is enjoyable.	Job Satisfaction Survey (Spector, P. ,1997)
Working Condition 1. It is easy to get supplies and equipment I need to do my job. 2. I am informed of the development and activities in my own department. 3. If I do not understand job related procedures, I feel comfortable asking for assistance. 4. I feel my comments and feedback are taken into consideration.	Job Satisfaction Survey (Spector, P. ,1997)
Compensation Pay 1. I feel I am being paid a fair amount for the work I do. 2. Raises are too few and far between. (R) 3. I feel unappreciated by the organization when I think about what they pay me. (R) 4. I feel satisfied with my chances for salary increases. Benefit 1. I am not satisfied with the benefits I receive. (R) 2. The benefits we receive are as good as most other organization offer. 3. The benefits package we have is equitable.	Job Satisfaction Survey (Spector, P. ,1997)

Table 3.1 (*continued*)

<p>4. There are benefits we do not have which we should have. (R)</p> <p>Reward</p> <p>1. When I have done a good job, I receive the recognition for it that I should receive.</p> <p>2. I do not feel that the work I do is appreciated. (R)</p> <p>3. There are few rewards for those who work here. (R)</p> <p>I don't feel my efforts are rewarded the way they should be (R).</p>	
<p>Career Advancement</p> <p>1. I am satisfied with the success I have achieved in my career.</p> <p>2. I am satisfied with the progress I have made towards meeting my overall career goals.</p> <p>3. I am satisfied with the progress I have made towards meeting my goals for income.</p> <p>4. I am satisfied with the progress I have made towards meeting my goals for advancement.</p> <p>I am satisfied with the progress I have made towards meeting my goals for the development of new skills</p>	<p>Career Satisfaction Scale (Greenhaus <i>et al.</i>, 1990)</p>
<p>Supervision</p> <p>1. My supervisor is quite competent in doing his/her job.</p> <p>2. My supervisor is unfair to me. (R)</p> <p>3. My supervisor shows too little interest in the feelings of subordinates. (R)</p> <p>4. I like my supervisor.</p>	<p>Job Satisfaction Survey (Spector, P. ,1997)</p>

(R) – Reverse question.

Job Satisfaction Index (JSI) was developed to provide a global appraisal of job satisfaction applicable across occupational categories. This 18-item instrument was designed to measure the individual's attitude toward their work. Reliability of the Job Satisfaction Index was 0.77 and when corrected by application of the well-known Spear- man-Brown formula was 0.87.

The Job Satisfaction Survey (JSS) is a tool that has been used to evaluate 5 dimensions of job satisfaction interrelated to the overall employees' satisfaction. This tool is a well-established instrument compared the other job satisfaction's tool. This instrument has been recognized and used widely for reliability and validity test of the job satisfaction. The nine sub-scales of JSS are internally consistence which there is moderately to well relation between each other by a score of 0.06 for co-worker to 0.91 for the total scale.

Overall career satisfaction was measured by the CSS shown the Cronbach's Alpha 0.90 for overall sample, 0.92 for physicians, 0.92 for economists, 0.89 for engineers and 0.88 for teachers. Spurke at al. (2016) analyse the influence of the work context on the conceptualization of job satisfaction, as measured by CSS. The analysis of inter-measure invariant work reveals that CSS would be partly conceptualized differently from physicians, economists, engineers and teachers. However, the constancy of the difference in quantitative CSS mean was not affected by the different conceptualization of CSS work. In short, their study showed that the employment context is an important variable in the success of research careers and will influence the meaningful evaluation of the subjective career.

Sekaran and Bougie (2013) describe that the language of the questionnaire should approximate the level of understanding of the respondents. Thus, the questionnaire then translated to Bahasa Malaysia for clearly understanding of respondents. There are also 11 reversed or negatively worded questions which marked with (R), so the tendency in respondents to mechanically mark the points toward one end of the scale is minimized. This helped the researcher to identify and detect such bias.

3.5.1 Scale of Measurement

A survey questionnaire is divided into 7 sections (Refer to Appendix A) and the descriptions of each part are described as below:

1. Section A: Demographic (Respondent Background). This section aims to collect data on the background of the respondents. 9 questions in this section have been identified to obtain personal records of respondents. This data is important to analyse the details of respondents' information. The items of this section are listed below:
 - a. Rank.
 - b. Gender.
 - c. Race.
 - d. Age.
 - e. Years of Work Experience.
 - f. Branches.
 - g. Place of Work
 - h. Academic qualifications.
 - i. Marital status.
2. Section B: Overall Job Satisfaction. This section comprises of 5 questions related to the overall job satisfaction.
3. Section C: Nature of Job. This section comprises of 4 questions related to the nature of job itself.
4. Section D: Working Condition. This section comprises of 4 questions related to working condition.

5. Section E: Compensation. This section comprises of 12 questions related to compensation.
6. Section F: Career Advancement. This section comprises of 5 question related to career advancement.
7. Section G: Supervision. This section comprises of 4 questions related to supervision.

In order to respond to the questions in Section B, C, D, E, F and G, Likert Scale is used for respondents to answer the questions. Respondents have to select the appropriate answer between the scales of 1 to 5 based on the Five-point Likert Scale shown in Table 3.2.

Table 3.2
Five-point Likert scale

Choices	Scale
Strongly Disagree	1
Disagree	2
Slightly Agree	3
Agree	4
Strongly Agree	5

3.6 DATA COLLECTION

Data collection is an integral part of the research design where the researcher can use a different method of collecting data such as interview, observation, questionnaires, physical measurement and unobtrusive. According to Sekaran and Bougie (2013), data can be obtained from primary and secondary sources where a primary data is

first-hand information by the researcher with regards to the specific variables of the study. While the secondary data is gathered from the information that already exist. For this study, researcher decided to use questionnaire as a method to collect data from the respondents.

3.6.1 Population

The researcher decided to distribute the questionnaire to four main bases of the Royal Malaysian Navy (RMN), namely, the Navy Headquarters Kuala Lumpur, Lumut Naval Base, Kuantan Naval Base and Kota Kinabalu Naval Base. The respondents in these areas make up the major population of the Royal Malaysian Navy (RMN). The ranks of the respondents were made up of other ranks personnel from Junior Able Rating to Warrant Officer. The selection of this group was because of they make up the largest population of the Royal Malaysian Navy (RMN) and they have contributed significantly towards the effectiveness of the organization. The population of respondent in the locations selected for this study shown in Table 3.3.

Table 3.3
Population of respondent

Location	Total Population
Naval Headquarters, Kuala Lumpur	2,217
Lumut Naval Base	8,439
Kuantan Naval Base	1,082
Kota Kinabalu Naval Base	1,707
Total	13,445

3.6.2 Sampling

According to Barbie (2010), researcher required using their personal finding to choose the most suitable respondent to represent the whole research population. To determine the sample size for descriptive studies, Sekaran (2007) described that as a general rule the sample size is between 30 and 500 may be effective and most appropriate for most research. According to Salkind (2006), the larger sample will cause the smaller sampling error because the big sample approach the size of population thus are more representative of the population. However, Krejcie and Morgan (1970) provided a sample size formula table for selection of population as Figure 3.2 below.

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size
"S" is sample size.

Source: Krejcie & Morgan, 1970

Figure 3.2
Table for determining sample size for a given population

According to the total population of the four main naval bases shown in Table 3.3 above, the researcher chose a cluster sampling where the targeted population is

divided into clusters. Then random samples of clusters are drawn and for each cluster a sample of elements are included in the sample. Taking into consideration of approximately of non-return rates and any other eventuality, researcher decided to takes a sample size of 450 respondents. A breakdown of the respondents is shown in Table 3.4 below.

Table 3.4
Sampling size

Location	Sampling Size
Naval Headquarters, Kuala Lumpur	100
Lumut Naval Base	150
Kuantan Naval Base	100
Kota Kinabalu Naval Base	100
Total	450

3.6.3 Data Collection Procedure

Data collection is an essential part of this research where the researcher used a questionnaire to collect the data. By using the questionnaire, researcher can collected large number of quantitative data, reduced the time of collecting data as well as it was less expensive. The researcher personally administered the questionnaires at each location by divided into small group of respondents. By doing this method, the researcher can collected all the completed responses within a short period. Any doubt that the respondents have on any question had been clarified on the spot.

Prior to the survey exercise, the researcher had to get an approval from the respective administration offices at the selected Royal Malaysian Navy (RMN) Bases to commence the research. The respondents were guaranteed of the confidentiality and

secrecy of their responses and their ability to terminate participation at any time and for any reason without prejudice. The distribution of the questionnaire forms took about three weeks where the researcher distributed questionnaires by several means such as face-to-face approach, mail and online survey.

The researcher gave respondents time to fill out their questionnaire set. For face-to-face approach, the researcher decided to wait until they were finished their survey, in order to avoid the risk of loss and damaged survey forms. The questions in the survey forms have been processed easily and were easily understood by respondents, and the researcher believes that the respondents did not take too long to answer, which enabled the researchers to easily collect data and information from them. The data collected then entered into SPSS program manually for analysis purposes later.

3.6.4 Pilot Testing

In order to test the reliability of the instrument developed, pilot testing is conducted to 45 respondents in Naval Headquarters. This pilot testing is conducted to find out if the survey, key informant interview guide or observation form will work in the real survey later. The purpose of this pilot testing is to make sure that every respondent not only understood the questions, but understood them in the same way. By doing this step, researcher can see if any questions make respondents feel uncomfortable. Researcher is also able to find out how long it takes to complete the survey in real time. After the data collected, the researcher conducted a reliability test to check the values of Cronbach's alpha for the instruments.

3.7 TECHNIQUE OF DATA ANALYSIS

The Statistical Package for Social Science (SPSS) for Windows version 19 application program was used to analyse the data collected. Several tests were carried out to test the hypotheses and to answer the research questions. The tests includes normality test, reliability test, descriptive statistics, correlation and multiple regression analysis tests to measure the relationship between two variables (independent and dependent variables) and the strength of their relationship.

According to Coakes *et al.* (2003), to determine the characteristics of the data and describe observations, the descriptive statistics is used. It is appropriate to use descriptive statistics when the primary data is collected using questionnaire as an instrument so that the findings can be certainly and clearly described. In this study, descriptive statistics was used to define the mean, frequency and standard deviation of the respondent.

3.7.1 Data Coding

After data have been collected form the respondents, the researcher analysed them to test the research hypotheses. However, before researcher can start the analysing process, data coding was conducted where data were coded, keyed in and edited. Data coding involves assigning a number to respondents before entered into the database. After responses have been coded, the process of key in raw data into SPSS program was conducted. After data have been keyed in, they need to be edited, where the researcher detected and corrected illogical, inconsistence, illegal data and omissions

in the information returned by the respondents. Data transformation also has been done which involves the process of changing the original numerical representation of quantitative data to another value. Data are typically changed to avoid problems during the data analysis process. Reverse scoring for the negative questions also have been done in data transformation process.

3.7.2 Cleaning of Data

In the data cleaning process, researcher deals with detecting and removing errors and inconsistencies from data in order to improve the quality of data. The data cleaning process demands careful consideration, as it will significantly affect the final statistical results. The entire process is guided by the preliminary plan of data analysis, which was formulated in the research design phase. Cleaning the data requires consistency checks and treatment of missing responses, generally done through SPSS. Consistency checks serve to identify the data, which are out of range, logically inconsistent or have extreme values. The missing responses are treated carefully to minimise their adverse effects by assigning a suitable value (neutral or imputed) or discarding them methodically.

3.7.3 Reliability Analysis

Reliability test conducted in this study to identify the reliability of measures are established by testing for both consistency and stability. Nunally (1967) stated that in order to test the reliability of the instrument, Cronbach's Alpha coefficient is used in order to ensure that they measured consistently what they are supposed to measure.

Reliability analysis was used to test the reliability coefficient of the instrument. The reliability of the instruments was indicating by Cronbach's Coefficient Alpha values. Kumar *et al.* (2013) indicates that the reliability coefficients value closer to 1.0 is better, the range between 0.7 to 0.8 is consider acceptable and the value below 0.6 it is to be poor.

According to Hair *et al.* (2003), the level of reliability of an instrument of acceptance showed that the respondents had to answer questions or statements in a constant state. He has given recommendations on the Cronbach's Alpha which describes the strength of the relationship as shown in Table 3.3 below:

Table 3.5
Cronbach's alpha coefficient size (general rules)

Alpha Coefficient Range	Strength of the Relationship
< 0.6	Poor
0.6 < 0.7	Medium
0.7 < 0.8	Good
0.8 < 0.9	Very good
> 0.9	The best

3.7.4 Descriptive Analysis

Researcher used a descriptive statistics to describe the basic features of the data in this study. Descriptive statistic provided simple summaries about the sample and the measures together with simple graphics analysis. They form the basis of virtually every quantitative analysis of data and simply described what the data shows. Descriptive statistics are used to present quantitative descriptions in a manageable form and it help researcher to simplify large amounts of data in a sensible

way. Each descriptive statistics reduces lots of data into a simpler summary. Descriptive statistics allow researcher to make conclusions beyond the data that have been analysed or reach conclusions regarding any hypotheses made.

3.7.5 Inferential Analysis

Researcher had used inferential statistics to assume from the sample data what the population might think. Inferential statistics are using to reach conclusions that extend beyond the immediate data alone. Researcher also used inferential statistics to make judgments of the probability that an observed difference between groups is a dependable one or one that might have happened by chance in this study. Thus, inferential statistics used to make inferences from the data to more general conditions.

Correlation coefficient was used to measure the correlation between independent variables and dependant variable. Sekaran and Bougie (2013) describe that Pearson correlation will indicate the direction, strength and significant of the bivariate relationships among all the measured variables. Pearson correlation coefficients (r) can only take on values from -1 to $+1$. The sign out the front indicates whether there is a positive correlation (as one variable increases, so too does the other) or a negative correlation (as one variable increases, the other decreases). The size of the absolute value provides an indication of the strength of the relationship. A perfect correlation of 1 or -1 indicates that the value of one variable can be determined exactly by knowing the value on the other variable. On the other hand, a correlation of 0 indicates no relationship between the two variables. A correlation of 0 indicates no relationship at all, a correlation of 1.0 indicates a perfect positive correlation, and a

value of -1.0 indicates a perfect negative correlation. This value will indicate the strength of the relationship between two variables. Different authors suggest different interpretations; however, Davis (1971) indicated level of strength of the relationship as Table 3.6 below.

Table 3.6
Relationship between variables and r value

Correlation Values, r	Strength of Relationship
$\pm .70$ or higher	Very high relationship
$\pm .50$ to $\pm .69$	High relationship
$\pm .30$ to $\pm .49$	Moderate relationship
$\pm .10$ to $\pm .29$	Low relationship
$\pm .01$ to $\pm .09$	Very low relationship
0.00	No relationship

Multiple regression analysis was performed to examine the hypothesis identified earlier. Kumar et al. (2013) described that multiple regression is a statistical tool which will predicting and explaining the variance occurs in the dependant variable by regressing the independent variable against it. Regression analysis will identify the significant relationship between dependant and independent variables.

3.8 SUMMARY

This chapter described the research design, the implementation of the questionnaires design and the data analysis technique used in this research. The demonstrated clarity, validity, readability and reliability of the questionnaire that were developed for this

study were adequately reliable and valid. As a conclusion, the research design, data collection, sampling design, research instrument, data processing, and data analysis have been described in this chapter. The results of all data will be analysed academically with details in Chapter Four.



CHAPTER 4

RESULTS AND DISCUSSION

4.1 INTRODUCTION

This chapter presented the results and discussed further the data analysis of the research. The objectives of this study were to identify the level of job satisfaction and to discover all factors that can lead to job satisfaction among other ranks in the Royal Malaysian Navy (RMN). The finding of this research related to the research questions that have been set earlier. The data were analysed to explore, identify and describe the relationship between job, working condition, compensation, career advancement and supervision with job satisfaction among other ranks in the Royal Malaysian Navy (RMN). Data were obtained from self-administered questionnaires, completed by 438 other ranks in the Royal Malaysian Navy (RMN) (n=438). A response rate is 97.3% with a sample size of 450 was expected (n=450). Of the remaining 12 questionnaires seemed unusable whereby the respondents did not completed the questionnaire given.

The first section explained on the pilot testing result that has been done prior to the actual survey. Then researcher conducted a cleaning process of data and normality test to assess whether a data set is approximately normally distributed or not. The second section was the demographic of the respondent includes rank, gender, race, age, years of service, organization, academic qualifications and marital status. The third section outlined the reliability test result and descriptive analysis result. The fourth section outlined the discussion on the level of job satisfaction, the factors that leading to job satisfaction, the relationship between all the factors with job

satisfaction and the effect of independent variables to job satisfaction among other ranks in the Royal Malaysian Navy (RMN).

4.2 PILOT TESTING

A pilot testing is conducted to identify unclear or ambiguous items in a questionnaire. This test also indicated whether the proposed methods and instruments used are appropriate. Based on the test conducted for 45 respondents, the reliability result of Cronbach's alpha are shown in Table 4.1 below.

Table 4.1
Reliability for pilot testing result

Variables	Number of Items	Pilot Testing Cronbach's Alpha
Job Satisfaction	5	.746
Nature of Job	4	.673
Working Condition	4	.673
Compensation	12	.891
Career Advancement	5	.930
Supervision	4	.865

Based on the result shown above, the values of Cronbach's alpha for all the variables are more than .600. Thus, researcher concluded that the instruments are reliable and can be used for the purposed of this study.

4.3 CLEANING OF DATA

Cleaning of data procedure was done before researcher proceed with the analysis of data. The cleaning of data significantly affected the final statistical result of the study.

The Table 4.2 below shows that all the item variables have a minimum number not less than 1 and a maximum number not more than 5.

Table 4.2
Cleaning of data result

Items	Minimum	Maximum	Items	Minimum	Maximum
B1	1	5	E5	1	5
B2	1	5	E6	1	5
B3	1	5	E7	1	5
B4	1	5	E8	1	5
B5	1	5	E9	1	5
C1	1	5	E10	1	5
C2	1	5	E11	1	5
C3	1	5	E12	1	5
C4	1	5	F1	1	5
D1	1	5	F2	2	5
D2	2	5	F3	2	5
D3	1	5	F4	1	5
D4	1	5	F5	1	5
E1	1	5	G1	1	5
E2	1	5	G2	1	5
E3	1	5	G3	1	5
E4	1	5	G4	1	5

4.4 NORMALITY TEST

In order to assess whether a data set is approximately normally distributed or not, the normality test was used. The actual shape of the distribution for dependant variable can be seen in the histogram shown in Figure 4.1. The histogram showed that scores appear to be reasonably normally distributed. This is also supported by an inspection of the normal probability plots (Figure 4.2). In this plot, the observed value for each

score is plotted against the expected value from the normal distribution. A reasonably straight line suggests a normal distribution.

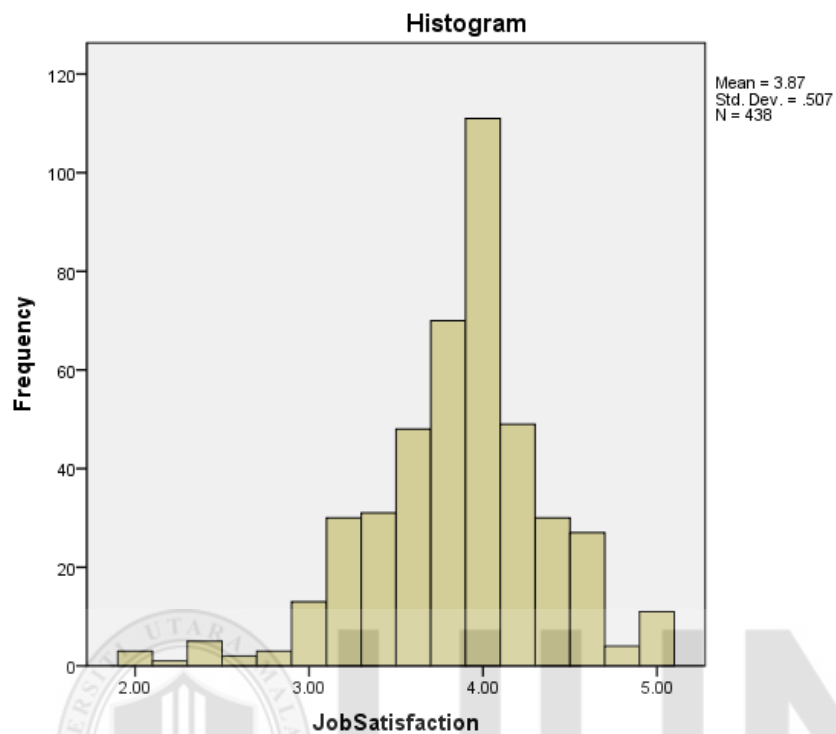


Figure 4.1
Histogram

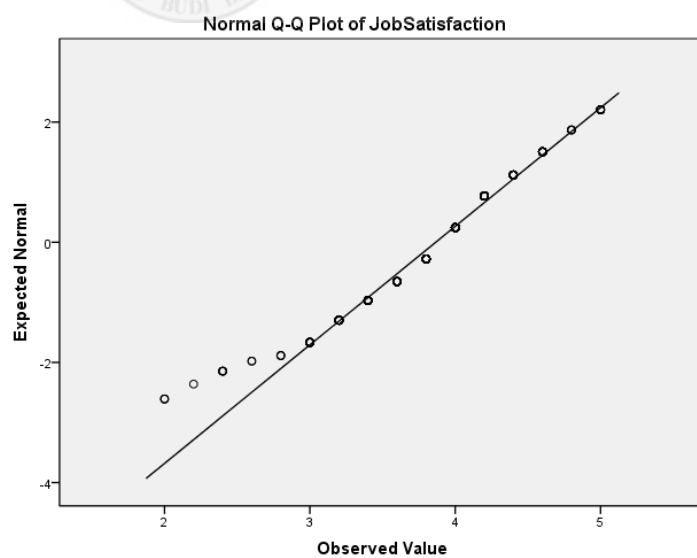


Figure 4.2
Normal Q-Q Plot for Job Satisfaction

4.5 DEMOGRAPHIC ANALYSIS

A total number of 450 respondents involved in this study and 12 respondents are rejected as they were incomplete. The details response of the respondents is shown in Table 4.3.

Table 4.3
Demographic profile of respondents

Profiles		Frequency	Percent
Ranks	Warrant Officer 1	45	10.3
	Warrant Officer 2	39	8.9
	Chief Petty Officer	58	13.2
	Petty Officer	87	19.9
	Leading Rate	140	32.0
	Able Rate Class 1	29	6.6
	Able Rate Class 2	40	9.1
	Total	438	100.0
Gender	Male	401	91.6
	Female	37	8.4
	Total	438	100.0
Race	Malay	414	94.5
	Chinese	1	0.2
	Indian	6	1.4
	Others	17	3.9
	Total	438	100.0
Age	40 and above	66	15.1
	30 - 39	284	64.8
	20 - 29	88	20.1
	Total	438	100.0
Years of Working Experience	1 - 5 years	49	11.2
	6 - 10 years	39	8.9
	11 - 15 years	123	28.1
	16 - 20 years	190	43.4
	More than 21 years	37	8.4
	Total	438	100.0

Table 4.3 (*continued*)

Branches	Seaman	170	38.8
	Supply and Admin	153	34.9
	Technical	115	26.3
	Total	438	100.0
Units	Headquarters	138	31.5
	Units	107	24.4
	Ships	193	44.1
	Total	438	100.0
Academic Qualification	SRP/PMR	1	0.2
	SPM	362	82.6
	STPM/Certificate	12	2.7
	Diploma	59	13.5
	Degree	4	0.9
	Total	438	100.0
Marriage Status	Single	52	11.9
	Married	384	87.7
	Divorce	2	0.5
	Total	438	100.0

From the frequency distribution of respondent profile in Table 4.3, it was found that majority of the respondent are from the rank of Leading Rate (32%), followed by Petty Officer (19.9%), Chief Petty Officer (13.2%), Able Rate Class 2 (11.5%), Warrant Officer 1 (10.3%), Warrant Officer 2 (8.9%) and Able Rate Class 1 (6.6%). It also found that majority of the respondent are male (91.6%) and only 37 respondents are female (8.4%).

On the ethnicity, majority respondents are Malay (94.5%) followed by Others (3.9%), Indian (1.4%) and Chinese (0.2%). Based on category of age, majority respondents are at the range of 31 to 41 (64.8%), 20 to 30 (20.1%) and above 40 years old (15.1%). On the years of working experience, majority respondents are between 16 – 20 years of

service (43.4%), followed by 11 – 15 years of service (28.1%), 1 – 5 years of service (11.2%), 6 – 10 years of service (8.9%) and above 21 years of service (8.4%).

Seaman Branch is the majority respondents in this study that is 38.8%, followed by Supply and Admin Branch (34.9%) and Engineering Branch (26.3%). Majority respondents work at the ship (44.1%), followed by 31.5% worked at headquarters and 24.4% worked at base unit.

On the academic qualification, majority of the respondents hold SPM qualification that is 82.6%, followed by Diploma holder 13.5%, STPM/Certificate holder 2.7%, Degree holder 0.9% and SRP/PMR holder only 0.2%. Majority of the respondents are married (87.7%), 11.9% are single and only 0.5% are divorced.

4.6 RELIABILITY ANALYSIS

Researcher used reliability coefficient test to test the reliability of the instruments.

The reliability test results are shown in Table 4.4.

Table 4.4
Reliability test result

Variables	Number of Items	Cronbach's Alpha
Overall Job Satisfaction	5	.734
Nature of Job	4	.638
Working Condition	4	.715
Compensation	12	.789
Career Advancement	5	.888
Supervision	4	.725

The alpha coefficient for all factors or variables in this study is 0.902. Based on the alpha coefficients for the variable are as shown in Table 4.3, it shown that the alpha coefficient for job satisfaction factors scores high than 0.60. It shown that the scale used in this study is reliable. The career advancement factor had the highest value of reliability that is 0.888 followed by compensation 0.789, overall job satisfaction 0.734, supervision 0.725, working condition 0.715 and lastly nature of job 0.638. According to the reliability test result shown above, it can be concluded that all variables in this study are related positively with one another.

4.7 DESCRIPTIVE ANALYSIS

Descriptive analysis was used to examine and identify the general statistic description of variables in this study. Descriptive statistics used in this study described the research objective 1 and 2 in a meaningful way. In order to describe the level of job satisfaction as well as the factors that influence job satisfaction, researcher used the mean value range shown in Table 4.5 below.

Table 4.5
Range for level of satisfaction

Mean Value	Level of Satisfaction
≤ 2.722	Low
2.723 to 3.056	Moderate
≥ 3.057	High

Research Objective 1: To identify the level of job satisfaction on other ranks personnel in the Royal Malaysian Navy (RMN).

The level of job satisfaction among the other ranks in Royal Malaysian Navy (RMN) was determined by the questions in Section B of the questionnaire. Mean value exceeding of 3.057 is consider high level of satisfaction and mean value less than 2.722 is considered low level of satisfaction. Based on the survey result, the overall mean of job satisfaction is 3.8658. Hence, it is showed that the level of job satisfaction among other ranks personnel on Royal Malaysian Navy (RMN) is high. The mean value for each question for job satisfaction is shown in Table 4.6.

Table 4.6
Mean for job satisfaction questions

	Mean	Std. Deviation	Std. Error Mean
I feel fairly satisfied with my present job	4.0753	.70713	.03379
Most days I am enthusiastic about my work	3.9361	.72265	.03453
Each day at work seems like it will never end (R)	3.8196	.78713	.03761
I find real enjoyment in my work	3.8105	.68537	.03275
I consider my job to be rather unpleasant	3.6872	.73511	.03512
Grand Mean	3.8658		

The Table 4.6 shown that the respondents feel very satisfied with their present job which scores a highest mean of 4.0753, followed by the level of enthusiastic of work 3.9361. The respondents also feel that each day at work seems like it will never end which scored 3.8196 and they also had found real enjoyment at work 3.8105. The level of feel that their job to be rather unpleasant scores 3.6872 which is the lowest mean.

Research Objective 2: To identify the levels of nature of job, working condition, compensation, career advancement and supervision among other ranks personnel in the Royal Malaysian Navy (RMN).

The descriptive statistics tabulated in Table 4.6 showed the level of the factors contributed to job satisfaction among the other ranks personnel in Royal Malaysian Navy (RMN).

Table 4.7
Descriptive statistics

Variables	N	Minimum	Maximum	Mean	SD
Job Satisfaction	438	2.00	5.00	3.87	.51
Nature of job	438	2.00	5.00	3.95	.54
Working Condition	438	1.25	5.00	3.59	.57
Compensation	438	1.92	4.58	3.30	.50
Career Advancement	438	1.80	5.00	3.79	.62
Supervision	438	1.50	5.00	3.86	.68

Table 4.7 provides summary statistics for each variable in this study. The mean score shows the level of the factors studied. Based on the result shown, all the mean values of the factor scored more than 3.057. The nature of job scored the mean value of 3.95 which is a high level of satisfaction. The next highest mean value is supervision with mean value is 3.86 followed by career advancement with mean value is 3.79. While working condition scored a mean value 3.59 and compensation scored 3.30. The result showed that the highest level of satisfaction is nature of job, followed by supervision, career advancement, working condition and compensation.

4.8 INFERENTIAL ANALYSIS (HYPOTHESES TESTING)

As discussed in the previous chapter, the researcher has developed 6 hypotheses in order to fulfil research objective 3, 4, 5, 6, 7 and 8 as follows:

1. **Research Objective 3:** To determine the relationship of job with job satisfaction of other ranks personnel in the Royal Malaysian Navy (RMN).
2. **Research Objective 4:** To determine the relationship of working condition with job satisfaction of other ranks personnel in the Royal Malaysian Navy (RMN).
3. **Research Objective 5:** To determine the relationship of compensation with job satisfaction among other ranks personnel in the Royal Malaysian Navy (RMN).
4. **Research Objective 6:** To determine the relationship of career advancement with job satisfaction of other ranks personnel in the Royal Malaysian Navy (RMN).
5. **Research Objective 7:** To determine the relationship of supervision with job satisfaction of other ranks personnel in the Royal Malaysian Navy (RMN).
6. **Research Objective 8:** To determine the effects of nature of job, working condition, compensation, career advancement and supervision on job satisfaction of other ranks personnel in the Royal Malaysian Navy (RMN).

All hypotheses above were tested using inferential statistics. The first to fifth hypotheses were tested using Pearson correlation, while the sixth hypothesis is tested using multiple regressions.

4.5.1 Pearson Correlation

Pearson correlation test was used to test hypotheses 1 to 5 whether five dimensions of job satisfaction have any relationship with job satisfaction. The result of the test is shown in Table 4.8.

Table 4.8
Result of Pearson correlation analysis

	JS	NJ	WE	COM	CA	SVN
Job Satisfaction (JS)	1	.674**	.583**	.323**	.496**	.474**
Sig. (2-tailed)		.000	.000	.000	.000	.000
Nature of Job (NJ)	.674**	1	.530**	.510**	.504**	.500**
Sig. (2-tailed)	.000		.000	.000	.000	.000
Working Condition (WC)	.583**	.530**	1	.363**	.411**	.310**
Sig. (2-tailed)	.000	.000		.000	.000	.000
Compensation (COM)	.323**	.510**	.363**	1	.306**	.439**
Sig. (2-tailed)	.000	.000	.000		.000	.000
Career Advancement (CA)	.496**	.504**	.411**	.306**	1	.431**
Sig. (2-tailed)	.000	.000	.000	.000		.000
Supervision (SVN)	.474**	.500**	.310**	.439**	.431**	1
Sig. (2-tailed)	.000	.000	.000	.000	.000	

** . Correlation is significant at the 0.01 level (2-tailed).

Pearson correlation matrix shown in Table 4.7 above indicated the direction, strength and significant of the variables. Generally, the result shows that the job satisfaction is

significantly correlated to nature of job, work condition, compensation, career advancement and supervision. The detail of the result described below:

1. Hypothesis 1

Hypothesis 1 is stated as follow:

H₁: There is a significant relationship between nature of job and job satisfaction among other ranks personnel in the Royal Malaysian Navy (RMN).

Table 4.9
Correlation between nature of work and job satisfaction

Nature of Job	Job Satisfaction	
	Pearson Correlation	.674**
	Sig. (2-tailed)	.000

** . Correlation is significant at the 0.01 level (2-tailed).

The Table 4.9 above showed that there is a significant positive relationship between nature of job and job satisfaction ($r = 0.674$, $p < 0.01$). The value of $r = 0.674$ indicated that the relationship between this two variables is high. The finding specified that Royal Malaysian Navy (RMN) personnel s who likes their job will be satisfied in their job. As a conclusion, H₁ is accepted.

2. Hypothesis 2

Hypothesis 2 is stated as follow:

H₂ There is a significant relationship between working condition and job satisfaction among other ranks personnel in the Royal Malaysian Navy (RMN).

Table 4.10

Correlation between working condition and job satisfaction

Working Condition	Job Satisfaction	
	Pearson Correlation	.583 ^{**}
	Sig. (2-tailed)	.000

^{**}. Correlation is significant at the 0.01 level (2-tailed).

The Table 4.10 above showed that working condition has a significant positive relationship with job satisfaction ($r = 0.583$, $p < 0.01$). The value of $r = 0.583$ indicated that there is high relationship between this two variables. The finding specified that other ranks personnel in Royal Malaysian Navy (RMN) who feel comfortable at work place will be satisfied in their job. As a conclusion, H₂ is accepted.

3. Hypothesis 3

Hypothesis 3 is stated as follow:

H₃ There is a significant relationship between compensation and job satisfaction among other ranks personnel in the Royal Malaysian Navy (RMN).

Table 4.11

Correlation between compensation and job satisfaction

		Job Satisfaction
Compensation	Pearson Correlation	.323**
	Sig. (2-tailed)	.000

**. Correlation is significant at the 0.01 level (2-tailed).

The Table 4.11 above showed that compensation has a significant positive relationship with job satisfaction ($r = 0.323$, $p < 0.01$). The value of $r = 0.323$ indicated that there is moderate relationship between this two variables. The finding specified that other ranks personnel in Royal Malaysian Navy (RMN) who satisfied with their pay, benefits and rewards that they received will be satisfied in their job. As a conclusion, H_3 is accepted.

4. Hypothesis 4

Hypothesis 4 is stated as follow:

H_4 There is a significant relationship between career advancement and job satisfaction among other ranks personnel in the Royal Malaysian Navy (RMN).

Table 4.12

Correlation between career advancement and job satisfaction

		Job Satisfaction
Career Advancement	Pearson Correlation	.496**
	Sig. (2-tailed)	.000

**. Correlation is significant at the 0.01 level (2-tailed).

The Table 4.12 above showed that career advancement has a significant positive relationship with job satisfaction ($r = 0.496$, $p < 0.01$). The value of $r = 0.496$ indicated that there is moderate relationship between this two variables. The finding specified that other ranks personnel in Royal Malaysian Navy (RMN) who satisfied with career advancement will be satisfied in their job. As a conclusion, H_4 is accepted.

5. Hypothesis 5

Hypothesis 5 is stated as follow:

H_5 There is a significant relationship between supervision and job satisfaction among other ranks personnel in the Royal Malaysian Navy (RMN).

Table 4.13
Correlation between supervision and job satisfaction

Supervision	Job Satisfaction	
	Pearson Correlation	.474**
	Sig. (2-tailed)	.000

** . Correlation is significant at the 0.01 level (2-tailed).

The Table 4.13 above showed that supervision has a significant positive relationship with job satisfaction ($r = 0.474$, $p < 0.01$). The value of $r = 0.474$ indicated that there is moderate relationship between this two variables. The finding specified that other ranks personnel in Royal Malaysian Navy (RMN) who likes their supervisor will be satisfied in their job. As a conclusion, H_5 is accepted.

4.5.1 Multiple Regressions

Researcher used a multiple regression to examine the natural combination of independent variables and to determine if there is a significant relationship between dependent variables and independent variables when it was combined into a group. Multiple regression tells how much of the variance in the dependant variable can be explained by the independent variables. This method is used to test hypothesis 6, it is shown as below.

H₆ There is an effect of nature of job, working condition, compensation, career advancement and supervision to the job satisfaction among other ranks personnel in the Royal Malaysian Navy (RMN).

Table 4.14
Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.751 ^a	.564	.559	.33646

a. Predictors: (Constant), Supervision, Working Condition, Compensation, Career Advancement, Nature of job

Table 4.14 above shows several coefficient models such as R square, adjusted R square and standard error of the estimate. The R square of .564 means that only 56.4% of variance in job satisfaction is explained by the entire factors on independent variables used in this study. The adjusted R² value is 0.559 means that the independent variables which are nature of job, working condition, compensation, career advancement and supervision contributed 55.9% of job satisfaction. The

remaining 44.1% were contributed by other factors that were not included in this study.

The one-way analysis of variance (ANOVA) used to determine whether there are any statistically significant differences between the means of independent variable.

Table 4.15
ANOVA

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	63.362	5	12.672	111.942	.000 ^a
	Residual	48.904	432	.113		
	Total	112.266	437			

a. Predictors: (Constant), Supervision, Working Condition, Compensation, Career Advancement, Nature of job

b. Dependent Variable: Job Satisfaction

The Table 4.15 above showed that there was a statistically significant difference between groups as determined by one-way ANOVA ($F(5,432) = 111.942, p = .000$).

The value of F is 111.942 which are bigger than the regression value of df that is 5.

This model tells the coefficient is not 0 (beta not equal zero). It can also be obtained by referring to the probability significant model whether it is smaller than 0.05 or not.

From the result above, p value is 0.00 which is p value < 0.05, thus model can be accepted.

Multiple regression is an extension of simple linear regression and it is used to predict the value of a dependant variable towards the independent variables. Multiple regression analysis was performed to examine the hypotheses defined earlier. The nature of job, working condition, compensation, career and supervision are entered as

predictor variables for job satisfaction. Based on the test, the regressions between the variables in this study are provided in the Table 4.16 below.

Table 4.16
The Standardized Beta Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.857	.141		6.065	.000
Nature of job	.404	.042	.433	9.704	.000
Working Condition	.263	.034	.295	7.667	.000
Compensation	-.115	.039	-.114	-2.974	.003
Career Advancement	.098	.031	.120	3.116	.002
Supervision	.122	.029	.165	4.231	.000

a. Dependent Variable: Overall Job Satisfaction

Adjusted $R^2 = .564$

F = 111.942

** p < 0.05

$$Y = 0.857 + 0.404X_1 + 0.263X_2 - 0.115X_3 + 0.098X_4 + 0.122X_5$$

The multiple regression analysis shown in Table 4.16 above indicates the contribution of each independent variable to the model. If the p value is smaller than alpha value which is 0.05, the coefficient is significant. Based on the result, all the independent variables have a significant relationship with job satisfaction among the other ranks in Royal Malaysian Navy (RMN). Among the variables, the nature of job is the most predictive factors towards job satisfaction ($\beta=0.433$, $p<0.05$) followed by working condition ($\beta=0.295$, $p<0.05$), supervision ($\beta=0.165$, $p<0.05$), career advancement ($\beta=0.120$, $p<0.05$) and lastly is compensation ($\beta= -0.114$, $p<0.05$). Thus it can be concluded that the nature of job, working condition, compensation, career advancement and supervision have a significant effect to job satisfaction. Hence, H_6 is accepted.

Summary of the hypotheses testing results are shown in Table 4.17.

Table 4.17
Hypotheses testing result

Hypotheses	Result
H ₁ There is a significant relationship between nature of job and job satisfaction among other ranks in the Royal Malaysian Navy (RMN).	Accepted
H ₂ There is a significant relationship between working condition and job satisfaction among other ranks in the Royal Malaysian Navy (RMN).	Accepted
H ₃ There is a significant relationship between compensation and job satisfaction among other ranks in the Royal Malaysian Navy (RMN).	Accepted
H ₄ There is a significant relationship between career advancement and job satisfaction among other ranks in the Royal Malaysian Navy (RMN).	Accepted
H ₅ There is a significant relationship between supervision and job satisfaction among other ranks in the Royal Malaysian Navy (RMN).	Accepted
H ₆ There is an effect of nature of job, working condition, compensation, career advancement and supervision to the job satisfaction among other ranks personnel in the Royal Malaysian Navy (RMN).	Accepted

4.9 SUMMARY

In this chapter, researcher has explained the data analysis methods; the results of the study as well as discussion on the findings. Data findings were further described as correlations to the study variables and presented into the tabulations format. In the next chapter, researcher explained the recapitulation of the study, contribution of research, recommendation for future research and the conclusion of the research are discussed.

CHAPTER 5

CONCLUSION AND RECOMMENDATION

5.1 INTRODUCTION

This chapter discussed the research finding from Chapter Four. Several recommendations were highlighted in order to improve job satisfaction among other ranks in Royal Malaysian Navy (RMN). Researcher gave several recommendations for the future research in order to improve job satisfaction among other ranks personnel of Royal Malaysian Navy (RMN).

5.2 RECAPITULATION OF THE STUDY

Navy personnel are trained to work differently than civilians, and these characters can give them a competitive advantage in the job exploration. The study have identified the important factors that influences the other ranks job satisfaction in the Royal Malaysian Navy (RMN) and to what extent their satisfaction respect to these major factors. As recapitulation of the study, the research objectives stated in earlier chapter are described base on the finding discover in Chapter Four.

5.2.1 Research Objective 1: To identify the level of job satisfaction on other ranks personnel in the Royal Malaysian Navy (RMN)

The first objective of this study is to identify the level of job satisfaction among the other ranks of Royal Malaysian Navy (RMN). The level of job satisfaction is based on

the mean value score for Job Satisfaction Questionnaire in Section B. Based on the results the mean score of overall job satisfaction among other ranks in Royal Malaysian Navy (RMN) is 3.8658. This result revealed that the majority of respondents have a moderate level of job satisfaction. The finding is aligned with the previous study by Mohd Bokti and Abu Talib (2009) which stated that the level among the male Navy personnel in Royal Malaysian Navy (RMN) Lumut Naval Base is moderate. This result also shows that other ranks in the Royal Malaysian Navy (RMN) were highly satisfied with their current job. They also feel passionate and eager to accomplish their task as required by the superior. The other ranks also found that they are enjoyed with their work and moderately consider their job to be challenging in the future.

5.2.2 Research Objective 2: To identify the levels of nature of job, working condition, compensation, career advancement and supervision among other ranks personnel in the Royal Malaysian Navy (RMN)

Based on the result discussed in Chapter Four, the mean values of factors that influenced job satisfaction among the other ranks in Royal Malaysian Navy (RMN) are the nature of job (mean = 3.95), supervision (mean = 3.86), career advancement (mean = 3.79), working condition (mean = 3.59) and compensation (mean = 3.30). Based on the result, it shows that other ranks personnel in Royal Malaysian Navy (RMN) experience high level of satisfaction on nature of job, supervision, career advancement, working condition and compensation. According to the previous study, there are several factors that influenced the job satisfaction among employees in every organization. Chen (2010) in his study among the teachers in China found that the

factors that influence job satisfaction are working conditions, leadership, worker relation, income, workload and demands, and career development. While Rashid *et al.* (2014) found that employment, remuneration, justice and working condition are the significant factors influence job satisfaction among Pakistan Telecom employees. Meanwhile, research by Rajasekar and Divyaranjani (2014) conclude that promotion, job security, performance, motivation, worker relationship and individual skills are the factors contributed to job satisfaction in insurance company.

5.2.3 Research Objective 3: To determine the relationship of nature of job with job satisfaction of other ranks personnel in the Royal Malaysian Navy (RMN)

Based on the result, the researcher found that there is a significant relationship between nature of job and job satisfaction among other ranks in the Royal Malaysian Navy (RMN) ($r = 0.674$, $p < 0.01$). The finding showed that personnel who like their job will significantly satisfied with their job. This result shown that as Navy personnel, they doesn't have any issues in performing their roles and tasks given to them. The training that they had undergone during basic, intermediate and advance training helps them in performed their job. The result aligned with the pervious study by Davey et al (2001) on the nature of work and Alpass et al (1997) on job challenges as part of job satisfaction in military nature. In order to increase job satisfaction, the concept of 'right man for right job' must be implemented where the personnel are satisfied with their job if they do what they are capable for.

5.2.4 Research Objective 4: To determine the relationship of working condition with job satisfaction among other ranks personnel in the Royal Malaysian Navy (RMN)

Based on the result, the researcher found that there is a significant relationship between working condition and job satisfaction among other ranks in the Royal Malaysian Navy (RMN) ($r = 0.583$, $p < 0.01$). The working condition at the ship is much different with at the base. Working condition has a positive influence on the job satisfaction of the Royal Malaysian Navy (RMN) personnel. Thus, inconvenient working conditions limit the personnel to perform their actual capabilities and achieve high job performance, so it is vital that the management realize the importance of good working condition. The result was supported by previous research by Razib and Maulabakhsha (2015) which inconvenient working conditions will limit workers to show their capabilities and achieve full potential. It is authoritative that every organization recognizes the importance of a good working condition.

5.2.5 Research Objective 5: To determine the relationship of compensation with job satisfaction of other ranks personnel in the Royal Malaysian Navy (RMN)

Based on the result, the researcher found that there is a significant relationship between compensation and job satisfaction among other ranks in the Royal Malaysian Navy (RMN) ($r = 0.323$, $p < 0.01$). With the current economic situation, it has raised employees' expectations of higher pay and richer benefits. It not only impact to the Royal Malaysian Navy (RMN) personnel but for the entire country. Compensation is

a most motivating factor that will lead the other ranks of Royal Malaysian Navy (RMN) to satisfy with their job. These include the pay, benefit and reward that they should receive. From this research, it can be stated that if the personnel are compensated well, they will be encouraged, assured and will have positive attitudes towards their job and this would effect to job satisfaction.

5.2.6 Research Objective 6: What is the relationship between career advancement and job satisfaction among other ranks in the Royal Malaysian Navy (RMN)?

Based on the result, the researcher found that there is a significant relationship between career advancement and job satisfaction among other ranks in the Royal Malaysian Navy (RMN) ($r = 0.496$, $p < 0.01$). Career structure and development of the other ranks in the Royal Malaysian Navy (RMN) were clearly outlined in the *Panduan Pengurusan Kerjaya Anggota LLP TLDM*. This book of reference describes the details of the other ranks career development includes training, promotion, placement and job rotation. As military personnel, the career progression is an important aspect to enhance their leadership and command. It is essential to every Royal Malaysian Navy (RMN) personnel to progress in the career development in line with their seniority.

5.2.7 Research Question 7: To determine the relationship of supervision with job satisfaction of other ranks personnel in the Royal Malaysian Navy (RMN).

Based on the result, the researcher found that there is a significant relationship between supervision and job satisfaction among other ranks in the Royal Malaysian Navy (RMN) ($r = 0.474$, $p < 0.01$). Dependence is a primary characteristic of naval personnel and is embedded since their joining entry. When they asked to do something, they have to execute and ensure the task given accomplished whether it's simple or complex tasks. Navy personnel are trained to ensure all tasks given complete successfully by using all the resources and means that they need to accomplish the task. The superior rank personnel play the important roles to ensure the smooth, effective and efficient work done by their subordinates, they needs to plan and execute properly the entire tasks in order to ensure the task given by management achieved. Navy personnel are trained to look for additional tasks, go beyond, and perform tasks with the speed and direction of at least or the direction of their senior rank. If they are clear on the task given, they will be driven all the way and exceeded expectations result.

5.2.8 Research Question 8: To determine the effects of nature of job, working condition, compensation, career advancement and supervision on job satisfaction of other ranks personnel in the Royal Malaysian Navy (RMN)

Generally, job satisfaction is a complex and dynamic construct composed of many influences. Based on the result, the researcher found that all the independent variables showed a positive and significant relationship with job satisfaction. The study found

that the nature of job is the most significant factor to job satisfaction ($\beta = .433$, $p < 0.05$) followed by working condition ($\beta = .295$, $p < 0.05$), supervision ($\beta = .165$, $p < 0.05$), career advancement ($\beta = .120$, $p < 0.05$) and lastly is compensation ($\beta = -.114$, $p < 0.05$). All these factors will leads to high levels of employee satisfaction in order to create more loyal staff to their superiors, more inspired to work harder and more motivated. The employees with these values will produce high productivity for the organizations and to uphold their organization excellence in the future. This result shows that military personnel are concern on their nature of job, encouraging working condition, good supervision, clearer career advancement and good compensation is vital to increase job satisfaction among the other rank in Royal Malaysian Navy (RMN). The r^2 of 0.564 showed that all the independent variables contributed 56.4% to that amount of influence on their job satisfaction and only 44.1% were contributed by other factors.

5.3 CONTRIBUTION OF RESEARCH

Job satisfaction is an important field that could enhance organizational effectiveness in achieving their mission and vision. Thus, the management should consider resolving some issues related to the dissatisfaction among the personnel. The findings of the study contributed to academic and managerial aspect as below.

5.3.1 Academic Contribution

1. The nature of job, work condition, compensation, career advancement and supervision can be considered as significant factors that can enhanced job

satisfaction among the employees. Thus, scholars can consider the contribution factors identified in this study to conduct further research on this related topic.

2. Proper training and knowledge given to the employees make them satisfied and enjoyed with their job. Without sufficient knowledge the employees felt inconvenience to perform their job and it can cause job dissatisfaction.

3. The concept of job satisfaction and the contribution factors which is valued by any organization should be understood and embraced by human resource specialist.

5.3.2 Managerial Contribution

1. The concept of the right man for the job have to take in place whereby selecting the right person for the job has never been more important than it is today. The concept were introduced a few years back but the implementation of the concept still not clearly done.

2. Review on other ranks pay scheme should be considered to suite with current situation and trend. Royal Malaysian Navy (RMN) should benchmark the pay scheme with other countries Navy to identify the appropriate pay scheme that they used. Therefore the Royal Malaysian Navy (RMN) should address personnel pay scheme issues in order to enhance their job satisfaction.

3. Introduce new benefits scheme and rewards that can increase motivation of the personnel. This benefits and rewards can be implemented within the capability of Royal Malaysian Navy (RMN) itself. Royal Malaysian Navy (RMN) should reward personnel with extraordinary hard work by tangible and quantifiable rewards to encourage and motivate them for better job that have been done.

4. The working condition should be improved in order to increase job satisfaction among the other ranks. The management should provide necessary tools and equipment for personnel to conduct their job efficiently. Thus, Head of Division and supervisors should find out what are the tools and equipment need by their subordinates in order to do their tasks.

5. Workers relation is one of the elements in the working condition that will lead to job satisfaction. Thus harmonise working condition are important to create motivated workforce.

6. The roles of management and supervisors are very important to ensure the personnel can work together in achieve the tasks assigned. New initiatives should be implemented in the Royal Malaysian Navy (RMN) in order to enhancing the cooperation and harmonization amongst the personnel.

5.4 RECOMMENDATION FOR FUTURE RESEARCH

To further expand the knowledge on job satisfaction in the Royal Malaysian Navy, a comparison study of job satisfaction between officers and other ranks as well as Seaman, Supply and Engineering Branch could also be conducted to identify differences between this two group of personnel and branches in the Royal Malaysian Navy (RMN). An open ended survey will help Royal Malaysian Navy (RMN) to identify the significant factors of dissatisfaction among the personnel.

5.5 CONCLUSION

Job satisfaction is vital to every organization and it guides human resource's internal assessment of causes which affect job satisfaction. This research has provided a very significant contribution to the literature on factors that influence job satisfaction among other ranks in Royal Malaysian Navy. The study concluded that nature of job, working condition, supervision, career advancement and compensation have a significant influence on job satisfaction. Informal and formal learning experiences also provided Royal Malaysian Navy (RMN) personnel with a more comprehensive skill set and reassurance that their supervisor recognizes their value. Royal Malaysian Navy (RMN) personnel also prepared with new knowledge and abilities to handle new technologies and assets which may be able to contribute to enhancing the organization objectives.

The improvement of pay scheme which last review in 2010 should be considers in order enhancing the level of job satisfaction. The amount of compensation the

personnel receive in comparison to that of their counter parts in the civil service and the allowances given to the other personnel are some of the major factors that influence other ranks' job satisfaction. The researcher suggests that the other factors could be considered when conducted a research on employee job satisfaction. It is hope that the researchers, scholars and the management will have a comprehensive understanding of job satisfaction among employees in order to uphold the organization toward excellence.



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SOAL SELIDIK KEPUASAN KERJA

Kajian ini merupakan kajian tahap kepuasan kerja di kalangan anggota Lain-Lain Pangkat (LLP) Tentera Laut Diraja Malaysia bagi mengenal pasti faktor yang menyumbang kepada peningkatan tahap kepuasan bekerja. Kajian ini merupakan sebahagian syarat untuk memenuhi pengajian Sarjana Pengurusan Sumber Manusia, Universiti Utara Malaysia. Maklumat yang dikumpul daripada kajian ini adalah terkawal dan tidak akan digunakan untuk tujuan lain. Anda dijemput untuk menyertai kajian.

Lt Kdr Shamsul Amery bin Zainuddin TLDM
shamsul@navy.mil.my | 019-7843577

Seksyen A – Maklumat Responden

Sila tandakan [✓] pada maklumat berkenaan diri anda:

1. Pangkat

- ☐ Pegawai Waran 1
- ☐ Pegawai Waran 2
- ☐ Bintara Kanan
- ☐ Bintara Muda
- ☐ Laskar Kanan
- ☐ Laskar Kelas 1
- ☐ Laskar Kelas 2
- ☐ Laskar Muda

5. Cawangan Kepakaran

- ☐ Kelasi
- ☐ Bekalan dan Urus Setia
- ☐ Kejuruteraan

6. Tempat Bertugas

- ☐ Markas
- ☐ Unit
- ☐ Kapal

2. Jantina

- ☐ Lelaki
- ☐ Perempuan

7. Tahap Akademik

- ☐ SRP/PMR
- ☐ SPM
- ☐ STPM/Sijil
- ☐ Diploma
- ☐ Ijazah Sarjana Muda
- ☐ Sarjana

3. Bangsa

- ☐ Melayu
- ☐ Cina
- ☐ India
- ☐ Lain-lain

4. Umur: _____ tahun

8. Status Perkahwinan

- ☐ Bujang
- ☐ Berkahwin
- ☐ Berceraai

5. Tahun Berkhidmat

- ☐ 1 – 5 tahun
- ☐ 6 – 10 tahun
- ☐ 11 – 15 tahun
- ☐ 16 – 20 tahun
- ☐ Lebih 21 tahun

No	Sila bulatkan satu nombor pada setiap soalan yang menggambarkan pandangan anda terhadap perkara yang berkenaan	Sangat Tidak Setuju	Tidak Setuju	Agak Setuju	Setuju	Sangat Setuju
----	--	---------------------	--------------	-------------	--------	---------------

Seksyen B – Kepuasan Kerja Keseluruhan

1.	Saya berpuas hati dengan kerja saya sekarang	1	2	3	4	5
2.	Kebanyakan hari, saya sangat bersemangat dengan tugas saya	1	2	3	4	5
3.	Setiap hari, di tempat kerja saya seolah-olah ia tidak akan berakhir	1	2	3	4	5
4.	Saya berasa sangat seronok di tempat kerja	1	2	3	4	5
5.	Saya beranggapan kerja saya akan menjadi lebih mudah	1	2	3	4	5

Seksyen C – Faktor Tugas

1.	Saya suka melakukan tugas di tempat kerja	1	2	3	4	5
2.	Kadang-kadang saya berasa tugas saya tidak berguna	1	2	3	4	5
3.	Saya berasa bangga dalam melaksanakan tugas	1	2	3	4	5
4.	Tugas saya menyeronokkan	1	2	3	4	5

Seksyen D – Faktor Persekitaran Tempat Kerja

1.	Mudah untuk mendapatkan peralatan dan keperluan yang diperlukan bagi melaksanakan tugas saya	1	2	3	4	5
2.	Saya sentiasa dimaklumkan tentang aktiviti dan perkembangan di tempat kerja saya	1	2	3	4	5
3.	Saya berasa selesa untuk meminta bantuan sekiranya saya tidak memahami sesuatu prosedur kerja yang berkenaan	1	2	3	4	5
4.	Saya berasa komen dan maklum balas saya diambil perhatian	1	2	3	4	5

Seksyen E – Faktor Imbuhan

1.	Gaji saya adalah setimpal dengan tugas saya	1	2	3	4	5
2.	Jumlah kenaikan gaji adalah sedikit dan tempoh masa kenaikan adalah jauh	1	2	3	4	5

No	Sila bulatkan satu nombor pada setiap soalan yang menggambarkan pandangan anda terhadap perkara yang berkenaan	Sangat Tidak Setuju	Tidak Setuju	Agak Setuju	Setuju	Sangat Setuju
----	--	---------------------	--------------	-------------	--------	---------------

3.	Saya berasa tidak dihargai oleh organisasi saya apabila difikirkan berkenaan jumlah gaji yang diterima	1	2	3	4	5
4.	Saya berpuas hati dengan peluang kenaikan gaji	1	2	3	4	5
5.	Saya tidak berpuas hati dengan ganjaran yang diterima	1	2	3	4	5
6.	Ganjaran yang diterima adalah baik dan sama seperti yang diterima oleh organisasi lain	1	2	3	4	5
7.	Ganjaran yang diterima adalah berpatutan	1	2	3	4	5
8.	Terdapat ganjaran yang sepatutnya diterima tetapi tidak diterima	1	2	3	4	5
9.	Saya menerima penghargaan yang sewajarnya apabila melaksanakan tugas dengan baik	1	2	3	4	5
10.	Saya merasakan tugas yang dilaksanakan tidak dihargai	1	2	3	4	5
11.	Hanya sedikit penghargaan yang diterima oleh mereka yang bekerja di sini	1	2	3	4	5
12.	Saya merasakan hasil usaha saya tidak diberi penghargaan sepatutnya	1	2	3	4	5

Seksyen F – Faktor Peningkatan Kerjaya

1.	Saya berpuas hati dengan kejayaan yang telah dicapai dalam kerjaya saya	1	2	3	4	5
2.	Saya berpuas hati dengan kemajuan yang telah saya lakukan bagi mencapai matlamat keseluruhan kerjaya	1	2	3	4	5
3.	Saya berpuas hati dengan kemajuan yang telah saya lakukan bagi mencapai matlamat kewangan saya	1	2	3	4	5
4.	Saya berpuas hati dengan kemajuan yang telah saya lakukan bagi mencapai matlamat peningkatan kerjaya saya	1	2	3	4	5
5.	Saya berpuas hati dengan kemajuan yang telah saya lakukan bagi mencapai matlamat peningkatan kemahiran baharu dalam kerjaya	1	2	3	4	5

No	Sila bulatkan satu nombor pada setiap soalan yang menggambarkan pandangan anda terhadap perkara yang berkenaan	Sangat Tidak Setuju	Tidak Setuju	Agak Setuju	Setuju	Sangat Setuju
----	--	---------------------	--------------	-------------	--------	---------------

Seksyen G – Faktor Penyeliaan

1.	Penyelia saya cekap dalam melaksanakan tugas	1	2	3	4	5
2.	Penyelia saya berlaku tidak adil kepada saya	1	2	3	4	5
3.	Penyelia saya tidak menunjukkan minat kepada anggota bahawan	1	2	3	4	5
4.	Saya suka penyelia saya	1	2	3	4	5

Terima kasih atas kerjasama anda.



APPENDIX B

PILOT TESTING RESULT

Reliability

Notes		
Output Created		19-Apr-2017 18:35:06
Comments		
Input	Data	H:\6th draft MHRM\jobsatisfactionreal1addrecode.s av
	Active Dataset	DataSet1
	Filter	<none>
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	N of Rows in Working Data	45
	File	
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=c1 c2 c3 c4 /SCALE('Nature of Job') ALL /MODEL=ALPHA.
Resources	Processor Time	00 00:00:00.031
	Elapsed Time	00 00:00:00.031

[DataSet1] H:\6th draft MHRM\jobsatisfactionrealladdrecode.sav

Scale: Nature of Job

Case Processing Summary

		N	%
Cases	Valid	45	100.0
	Excluded ^a	0	.0
	Total	45	100.0

Case Processing Summary

		N	%
Cases	Valid	45	100.0
	Excluded ^a	0	.0
	Total	45	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.673	4

GET

FILE='H:\6th draft MHRM\jobsatisfactionrealladdrecode.sav'.

DATASET NAME DataSet1 WINDOW=FRONT.

RELIABILITY

/VARIABLES=c1 c2 c3 c4

/SCALE('Nature of Job') ALL

/MODEL=ALPHA.

RELIABILITY

/VARIABLES=b1 b2 b3 b4 b5

/SCALE('Overall Job Satisfaction') ALL

/MODEL=ALPHA.

Reliability

Notes

Output Created		19-Apr-2017 18:35:35
Comments		
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	Split File	<none>
	N of Rows in Working Data	45
	File	
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.

Cases Used		Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=b1 b2 b3 b4 b5 /SCALE('Overall Job Satisfaction') ALL /MODEL=ALPHA.
Resources	Processor Time	00 00:00:00.000
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Scale: Overall Job Satisfaction

Case Processing Summary

		N	%
Cases	Valid	45	100.0
	Excluded ^a	0	.0
	Total	45	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.746	5

RELIABILITY
/VARIABLES=e1 e2 e3 e4 e5 e6 e7 e8 e9 e10 e11 e12
/SCALE('Compensation') ALL
/MODEL=ALPHA.

Reliability

Notes	
Output Created	19-Apr-2017 18:36:22
Comments	
Input	Data
	H:\6th draft
	MHRM\jobsatisfactionreal1addrecode.s
	av
	DataSet1
	<none>
	Active Dataset
	Filter

	Weight	<none>	
	Split File	<none>	
	N of Rows in Working Data File		45
	Matrix Input		
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.	
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.	
Syntax		RELIABILITY /VARIABLES=e1 e2 e3 e4 e5 e6 e7 e8 e9 e10 e11 e12 /SCALE('Compensation') ALL /MODEL=ALPHA.	
Resources	Processor Time		00 00:00:00.000
	Elapsed Time		00 00:00:00.000

[DataSet1] H:\6th draft MHRM\jobsatisfactionrealladdrecode.sav

Scale: Compensation

Case Processing Summary

		N	%
Cases	Valid	45	100.0
	Excluded ^a	0	.0
	Total	45	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.891	12

```
RELIABILITY
/VARIABLES=c1 c2 c3 c4
/SCALE('Work Environment') ALL
/MODEL=ALPHA.
```

Reliability

Notes		
Output Created		19-Apr-2017 18:36:53
Comments		
Input	Data	H:\6th draft MHRM\jobsatisfactionreal1addrecode.s av
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data	45
	File	
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=c1 c2 c3 c4 /SCALE('Work Environment') ALL /MODEL=ALPHA.
Resources	Processor Time	00 00:00:00.000
	Elapsed Time	00 00:00:00.000

[DataSet1] H:\6th draft MHRM\jobsatisfactionrealladdrecode.sav

Scale: Work Environment

Case Processing Summary		
	N	%
Cases Valid	45	100.0
Excluded ^a	0	.0

Total	45	100.0
-------	----	-------

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.673	4

```
RELIABILITY
/VARIABLES=f1 f2 f3 f4 f5
/SCALE('Career Advancement') ALL
/MODEL=ALPHA.
```

Reliability



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Notes

Output Created		19-Apr-2017 18:37:29
Comments		
Input	Data	H:\6th draft MHRM\jobsatisfactionreal1addrecode.sav
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	Weight	<none>
	Split File	<none>
	N of Rows in Working Data	45
	File	
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.

Syntax		RELIABILITY
		/VARIABLES=f1 f2 f3 f4 f5
		/SCALE('Career Advancement') ALL
		/MODEL=ALPHA.
Resources	Processor Time	00 00:00:00.000
	Elapsed Time	00 00:00:00.000

[DataSet1] H:\6th draft MHRM\jobsatisfactionrealladdrecode.sav

Scale: Career Advancement

Case Processing Summary			
		N	%
Cases	Valid	45	100.0
	Excluded ^a	0	.0
	Total	45	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
.930	5

```
RELIABILITY
/VARIABLES=g1 g2 g3 g4
/SCALE('Supervision') ALL
/MODEL=ALPHA.
```

Reliability

Notes

Output Created		19-Apr-2017 18:37:52
Comments		
Input	Data	H:\6th draft MHRM\jobsatisfactionreal1addrecode.s av
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data	45
	File	
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=g1 g2 g3 g4 /SCALE('Supervision') ALL /MODEL=ALPHA.
Resources	Processor Time	00 00:00:00.000
	Elapsed Time	00 00:00:00.000

[DataSet1] H:\6th draft MHRM\jobsatisfactionrealladdrecode.sav

Scale: Supervision

Case Processing Summary			
		N	%
Cases	Valid	45	100.0

Excluded ^a	0	.0
Total	45	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.865	4

```
DESCRIPTIVES VARIABLES=OvJS JobItself WorkEnvironment Compensation
CareerAdv Supervision
/STATISTICS=MEAN STDDEV MIN MAX.
```

Descriptives



Notes

Output Created		19-Apr-2017 18:38:17
Comments		
Input	Data	H:\6th draft MHRM\jobsatisfactionreal1addrecode.sav
	Active Dataset	DataSet1
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	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	45
Missing Value Handling	Definition of Missing	User defined missing values are treated as missing.
	Cases Used	All non-missing data are used.

Syntax	DESCRIPTIVES VARIABLES=OvJS JobItself WorkEnvironment Compensation CareerAdv Supervision /STATISTICS=MEAN STDDEV MIN MAX.	
Resources	Processor Time	00 00:00:00.016
	Elapsed Time	00 00:00:00.017

[DataSet1] H:\6th draft MHRM\jobsatisfactionrealladdrecode.sav

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
OvJS	45	2.00	5.00	3.7289	.62691
JobItself	45	2.00	5.00	3.8000	.64535
WorkEnvironment	45	1.25	5.00	3.4722	.89064
Compensation	45	1.92	4.33	3.3519	.59668
CareerAdv	45	2.00	5.00	3.7511	.72883
Supervision	45	1.75	5.00	3.7222	.74663
Valid N (listwise)	45				

CORRELATIONS

/VARIABLES=OvJS JobItself WorkEnvironment Compensation CareerAdv
Supervision
/PRINT=TWOTAIL NOSIG
/MISSING=PAIRWISE.

Correlations

Notes		
Output Created		19-Apr-2017 18:38:44
Comments		
Input	Data	H:\6th draft MHRM\jobsatisfactionreal1addrecode.s av
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>

	N of Rows in Working Data	45
	File	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics for each pair of variables are based on all the cases with valid data for that pair.
Syntax		CORRELATIONS /VARIABLES=OvJS JobItself WorkEnvironment Compensation CareerAdv Supervision /PRINT=TWOTAIL NOSIG /MISSING=PAIRWISE.
Resources	Processor Time	00 00:00:00.016
	Elapsed Time	00 00:00:00.015

[DataSet1] H:\6th draft MHRM\jobsatisfactionrealladdrecode.sav

		Correlations			
		OvJS	JobItself	WorkEnvironment	Compensation
OvJS	Pearson Correlation	1	.809**	.753**	.491**
	Sig. (2-tailed)		.000	.000	.001
	N	45	45	45	45
JobItself	Pearson Correlation	.809**	1	.756**	.606**
	Sig. (2-tailed)	.000		.000	.000
	N	45	45	45	45
WorkEnvironment	Pearson Correlation	.753**	.756**	1	.586**
	Sig. (2-tailed)	.000	.000		.000
	N	45	45	45	45
Compensation	Pearson Correlation	.491**	.606**	.586**	1
	Sig. (2-tailed)	.001	.000	.000	
	N	45	45	45	45
CareerAdv	Pearson Correlation	.685**	.733**	.733**	.477**
	Sig. (2-tailed)	.000	.000	.000	.001
	N	45	45	45	45
Supervision	Pearson Correlation	.666**	.628**	.646**	.387**
	Sig. (2-tailed)	.000	.000	.000	.009
	N	45	45	45	45

Correlations

		CareerAdv	Supervision
OvJS	Pearson Correlation	.685**	.666**
	Sig. (2-tailed)	.000	.000
	N	45	45
JobItself	Pearson Correlation	.733**	.628**
	Sig. (2-tailed)	.000	.000
	N	45	45
WorkEnvironment	Pearson Correlation	.733**	.646**
	Sig. (2-tailed)	.000	.000
	N	45	45
Compensation	Pearson Correlation	.477**	.387**
	Sig. (2-tailed)	.001	.009
	N	45	45
CareerAdv	Pearson Correlation	1	.576**
	Sig. (2-tailed)		.000
	N	45	45
Supervision	Pearson Correlation	.576**	1
	Sig. (2-tailed)	.000	
	N	45	45

** . Correlation is significant at the 0.01 level (2-tailed).

GET

FILE='H:\6th draft MHRM\jobsatisfactionrealladdrecode.sav'.

Warning # 67. Command name: GET FILE

The document is already in use by another user or process. If you make changes to the document they may overwrite changes made by others or your changes may be overwritten by others.

File opened H:\6th draft MHRM\jobsatisfactionrealladdrecode.sav

DATASET NAME DataSet2 WINDOW=FRONT.

MEANS TABLES=OvJS BY JobItself WorkEnvironment Compensation CareerAdv Supervision

/CELLS MEAN COUNT STDDEV.

Means

Notes

Output Created	19-Apr-2017 18:46:59	
Comments		
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Missing Value Handling	Definition of Missing	For each dependent variable in a table, user-defined missing values for the dependent and all grouping variables are treated as missing.
	Cases Used	Cases used for each table have no missing values in any independent variable, and not all dependent variables have missing values.
Syntax		MEANS TABLES=OvJS BY Jobltself WorkEnvironment Compensation CareerAdv Supervision /CELLS MEAN COUNT STDDEV.
Resources	Processor Time	00 00:00:00.015
	Elapsed Time	00 00:00:00.017

[DataSet2]

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
OvJS * Jobltself	438	100.0%	0	.0%	438	100.0%
OvJS * WorkEnvironment	438	100.0%	0	.0%	438	100.0%
OvJS * Compensation	438	100.0%	0	.0%	438	100.0%
OvJS * CareerAdv	438	100.0%	0	.0%	438	100.0%
OvJS * Supervision	438	100.0%	0	.0%	438	100.0%

OvJS * Jobltself

OvJS

Jobltself	Mean	N	Std. Deviation
2.00	2.0000	2	.00000
2.25	2.0000	1	.
2.50	3.0667	3	.41633
2.75	2.8857	7	.36253
3.00	3.2211	19	.46617
3.25	3.4143	28	.52473
3.50	3.7038	52	.35533

3.75	3.9057	53	.34553
4.00	3.8593	118	.33518
4.25	3.9938	65	.38401
4.50	4.0909	44	.29713
4.75	4.3231	26	.33022
5.00	4.7000	20	.25547
Total	3.8658	438	.50686

OvJS * WorkEnvironment

OvJS

WorkEnvironment	Mean	N	Std. Deviation
1.25	2.0000	2	.00000
1.50	2.6000	1	.
1.75	3.2000	2	1.13137
2.00	2.4000	1	.
2.25	3.1750	8	.51755
2.50	3.6000	4	.43205
2.75	3.5778	18	.61697
3.00	3.4383	47	.46183
3.25	3.7860	57	.42905
3.50	3.8156	64	.32719
3.75	3.9667	96	.41515
4.00	3.9929	84	.33645
4.25	4.2846	26	.38020
4.50	4.3889	18	.33936
4.75	4.7333	3	.23094
5.00	4.4571	7	.39521
Total	3.8658	438	.50686

OvJS * Compensation

OvJS

Compensation	Mean	N	Std. Deviation
1.92	2.5333	3	.92376
2.08	3.3200	5	.26833
2.25	3.4500	4	.64031
2.33	3.8286	7	.49570
2.42	3.7000	6	.46904
2.50	3.7667	6	.38816
2.58	3.6444	9	.76667
2.67	3.7200	10	.40222
2.75	3.6667	12	.39389

2.83	3.9750	16	.68069
2.92	3.8286	21	.56315
3.00	3.6111	36	.46092
3.08	3.5935	31	.50460
3.17	3.9391	23	.50248
3.25	3.9000	22	.41289
3.33	3.8800	35	.58652
3.42	3.9875	16	.46458
3.50	4.0516	31	.27309
3.58	3.9680	25	.43848
3.67	3.9852	27	.34608
3.75	3.9333	21	.34833
3.83	4.0000	18	.50410
3.92	3.9000	10	.43461
4.00	4.0588	17	.27170
4.08	4.1400	10	.55015
4.17	4.6000	3	.52915
4.25	3.7333	3	.11547
4.33	4.1333	3	.57735
4.42	4.2667	3	.57735
4.50	4.4000	4	.00000
4.58	4.0000	1	.
Total	3.8658	438	.50686

OvJS * CareerAdv

OvJS

CareerAdv	Mean	N	Std. Deviation
1.80	3.2000	2	.00000
2.00	3.4400	5	.60663
2.20	3.6667	3	.11547
2.40	3.1400	10	.92880
2.60	3.2000	1	.
2.80	3.2000	4	.65320
3.00	3.5488	43	.43664
3.20	3.4500	24	.58458
3.40	3.7297	37	.56414
3.60	3.7833	24	.39526
3.80	3.8186	43	.37496
4.00	3.9761	142	.34393
4.20	4.1167	36	.38359
4.40	4.2667	18	.42288

4.60	4.0545	11	.45687
4.80	4.1429	14	.54591
5.00	4.3143	21	.36645
Total	3.8658	438	.50686

OvJS * Supervision

OvJS

Supervision	Mean	N	Std. Deviation
1.50	2.6000	1	.
1.75	2.0000	2	.00000
2.00	3.2667	3	.11547
2.25	3.6000	3	1.03923
2.50	3.7600	5	.38471
2.75	3.2800	5	.74297
3.00	3.5939	66	.49981
3.25	3.5826	23	.48585
3.50	3.7400	40	.47111
3.75	3.8808	52	.46906
4.00	3.9032	95	.35112
4.25	4.0286	35	.45021
4.50	3.9902	41	.36318
4.75	4.2811	37	.36654
5.00	4.2000	30	.48990
Total	3.8658	438	.50686

SET Printback=On.

STUDY RESULT

Descriptives

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Statistic
OvJS	438	2.00	5.00	3.8658	.50686
JobItself	438	2.00	5.00	3.9532	.54235
WorkEnvironment	438	1.25	5.00	3.5936	.56735
Compensation	438	1.92	4.58	3.3029	.50329
CareerAdv	438	1.80	5.00	3.7913	.62211
Supervision	438	1.50	5.00	3.8602	.68240
Valid N (listwise)	438				

Descriptive Statistics		
	Skewness	
	Statistic	Std. Error
OvJS	-.569	.117
JobItself	-.399	.117
WorkEnvironment	-.608	.117
Compensation	-.130	.117
CareerAdv	-.503	.117
Supervision	-.353	.117
Valid N (listwise)		

```

DESCRIPTIVES VARIABLES=OvJS JobItself WorkEnvironment Compensation
CareerAdv Supervision
/SAVE
/STATISTICS=MEAN STDDEV MIN MAX SKEWNESS.

```

Notes		
Output Created		05-Apr-2017 21:40:54
Comments		
Input	Data	C:\Users\pcadmin\Desktop\4rd draft\jobsatisfactionreal1addrecode.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>

	N of Rows in Working Data	438
	File	
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=OvJS JobItself WorkEnvironment Compensation CareerAdv Supervision /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=SCALE /SUMMARY=MEANS.
Resources	Processor Time	00 00:00:00.000
	Elapsed Time	00 00:00:00.000

Notes

Output Created		05-Apr-2017 21:41:41
Comments		
Input	Data	C:\Users\pcadmin\Desktop\4rd draft\jobsatisfactionreal1addrecode.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data	438
	File	
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.

Syntax		RELIABILITY /VARIABLES=OvJS JobItself /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=SCALE /SUMMARY=MEANS.
Resources	Processor Time	00 00:00:00.000
	Elapsed Time	00 00:00:00.000

```
RELIABILITY
/VARIABLES=b1 b2 b3 b4 b5
/SCALE('Ov JS') ALL
/MODEL=ALPHA.
```

Reliability

Notes		
Output Created		05-Apr-2017 21:42:56
Comments		
Input	Data	C:\Users\pcadmin\Desktop\4rd draft\jobsatisfactionreal1addrecode.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data	438
	File	
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=b1 b2 b3 b4 b5 /SCALE('Ov JS') ALL /MODEL=ALPHA.
Resources	Processor Time	00 00:00:00.015
	Elapsed Time	00 00:00:00.004

[DataSet1] C:\Users\pcadmin\Desktop\4rd
draft\jobsatisfactionrealladdrecode.sav

Scale: Overall JobSatisfaction

Case Processing Summary

		N	%
Cases	Valid	438	100.0
	Excluded ^a	0	.0
	Total	438	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.734	5

```
RELIABILITY
/VARIABLES=c1 c2 c3 c4
/SCALE('Job Itself') ALL
/MODEL=ALPHA.
```

Reliability

Notes

Output Created		05-Apr-2017 21:44:01
Comments		
Input	Data	C:\Users\pcadmin\Desktop\4rd draft\jobsatisfactionreal1addrecode.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	438
	Matrix Input	
	Missing Value Handling	User-defined missing values are treated as missing.
	Definition of Missing	
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.

Syntax	RELIABILITY		
	/VARIABLES=c1 c2 c3 c4		
	/SCALE('Job Itself') ALL		
	/MODEL=ALPHA.		
Resources	Processor Time	00 00:00:00.016	
	Elapsed Time	00 00:00:00.014	

[DataSet1] C:\Users\pcadmin\Desktop\4rd
draft\jobsatisfactionrealladdrecode.sav

Scale: Job Itself

Case Processing Summary

		N	%
Cases	Valid	438	100.0
	Excluded ^a	0	.0
	Total	438	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's	
Alpha	N of Items
.638	4

RELIABILITY
/VARIABLES=d1 d2 d3 d4
/SCALE('Work Environment') ALL
/MODEL=ALPHA.

Reliability

Notes

Output Created	05-Apr-2017 21:44:47	
Comments		
Input	Data	C:\Users\pcadmin\Desktop\4rd draft\jobsatisfactionreal1addrecode.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>

	N of Rows in Working Data	438
	File	
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=d1 d2 d3 d4 /SCALE('Work Environment') ALL /MODEL=ALPHA.
Resources	Processor Time	00 00:00:00.000
	Elapsed Time	00 00:00:00.000

[DataSet1] C:\Users\pcadmin\Desktop\4rd draft\jobsatisfactionrealladdrecode.sav

Scale: Work Environment

Case Processing Summary

		N	%
Cases	Valid	438	100.0
	Excluded ^a	0	.0
	Total	438	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.715	4

```
RELIABILITY
/VARIABLES=e1 e2 e3 e4 e5 e6 e7 e8 e9 e10 e11 e12
/SCALE('Compensation') ALL
/MODEL=ALPHA.
```

Reliability

Notes		
Output Created		05-Apr-2017 21:45:23
Comments		
Input	Data	C:\Users\pcadmin\Desktop\4rd draft\jobsatisfactionreal1addrecode.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data	438
	File	
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=e1 e2 e3 e4 e5 e6 e7 e8 e9 e10 e11 e12 /SCALE('Compensation') ALL /MODEL=ALPHA.
Resources	Processor Time	00 00:00:00.000
	Elapsed Time	00 00:00:00.000

[DataSet1] C:\Users\pcadmin\Desktop\4rd draft\jobsatisfactionreal1addrecode.sav

Scale: Compensation

Case Processing Summary			
		N	%
Cases	Valid	438	100.0
	Excluded ^a	0	.0
	Total	438	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.789	12

RELIABILITY

```

/VARIABLES=f1 f2 f3 f4 f5
/SCALE('Career Advancement') ALL
/MODEL=ALPHA.

```

Reliability

Notes

Output Created	05-Apr-2017 21:46:08
Comments	
Input	Data
	C:\Users\pcadmin\Desktop\4rd draft\jobsatisfactionreal1addrecode.sav
	DataSet1
	<none>
	<none>
	<none>
	N of Rows in Working Data
	438
	File
	Matrix Input
Missing Value Handling	Definition of Missing
	User-defined missing values are treated as missing.
	Cases Used
	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax	RELIABILITY
	/VARIABLES=f1 f2 f3 f4 f5
	/SCALE('Career Advancement') ALL
	/MODEL=ALPHA.
Resources	Processor Time
	00 00:00:00.000
	Elapsed Time
	00 00:00:00.000

[DataSet1] C:\Users\pcadmin\Desktop\4rd draft\jobsatisfactionreal1addrecode.sav

Scale: Career Advancement

Case Processing Summary

		N	%
Cases	Valid	438	100.0
	Excluded ^a	0	.0
	Total	438	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.888	5

```
RELIABILITY
/VARIABLES=g1 g2 g3 g4
/SCALE('Supervisor') ALL
/MODEL=ALPHA.
```

Reliability

Notes

Output Created	05-Apr-2017 21:46:34	
Comments		
Input	Data	C:\Users\pcadmin\Desktop\4rd draft\jobsatisfactionreal1addrecode.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data	438
	File	
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.

Syntax		RELIABILITY /VARIABLES=g1 g2 g3 g4 /SCALE('Supervisor') ALL /MODEL=ALPHA.
Resources	Processor Time	00 00:00:00.000
	Elapsed Time	00 00:00:00.000

[DataSet1] C:\Users\pcadmin\Desktop\4rd
draft\jobsatisfactionrealladdrecode.sav

Scale: Supervisor

Case Processing Summary

		N	%
Cases	Valid	438	100.0
	Excluded ^a	0	.0
	Total	438	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's	
Alpha	N of Items
.725	4

RELIABILITY

/VARIABLES=b1 b2 b3 b4 b5 c1 c2 c3 c4 d1 d2 d3 d4 e1 e2 e3 e4 e5 e6
e7 e8 e9 e10 e11 e12 f1 f2 f3 f4 f5 g1 g2 g3 g4 OvJS
/SCALE('Overall Job Satisfaction') ALL
/MODEL=ALPHA.

Reliability

Notes

Output Created		05-Apr-2017 21:50:11
Comments		
Input	Data	C:\Users\pcadmin\Desktop\4rd draft\jobsatisfactionreal1addrecode.sav
	Active Dataset	DataSet1

	Filter	<none>	
	Weight	<none>	
	Split File	<none>	
	N of Rows in Working Data		438
	File		
	Matrix Input		
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.	
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.	
Syntax		RELIABILITY /VARIABLES=b1 b2 b3 b4 b5 c1 c2 c3 c4 d1 d2 d3 d4 e1 e2 e3 e4 e5 e6 e7 e8 e9 e10 e11 e12 f1 f2 f3 f4 f5 g1 g2 g3 g4 OvJS /SCALE('Overall Job Satisfaction') ALL /MODEL=ALPHA.	
Resources	Processor Time		00 00:00:00.000
	Elapsed Time		00 00:00:00.000

Scale: Overall Job Satisfaction

Case Processing Summary

		N	%
Cases	Valid	438	100.0
	Excluded ^a	0	.0
	Total	438	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.907	35

Notes

Output Created		05-Apr-2017 22:12:56
Comments		
Input	Data	C:\Users\pcadmin\Desktop\4rd draft\jobsatisfactionreal1addrecode.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data	438
	File	
Missing Value Handling	Definition of Missing	User defined missing values are treated as missing.
	Cases Used	All non-missing data are used.
Syntax		DESCRIPTIVES VARIABLES=b1 b2 b3 b4 b5 c1 c2 c3 c4 d1 d2 d3 d4 e1 e2 e3 e4 e5 e6 e7 e8 e9 e10 e11 e12 f1 f2 f3 f4 f5 g1 g2 g3 g4 /STATISTICS=MEAN STDDEV MIN MAX.
Resources	Processor Time	00 00:00:00.015
	Elapsed Time	00 00:00:00.017

Notes

Output Created		05-Apr-2017 22:15:38
Comments		
Input	Data	C:\Users\pcadmin\Desktop\4rd draft\jobsatisfactionreal1addrecode.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data	438
	File	
Missing Value Handling	Definition of Missing	For each dependent variable in a table, user-defined missing values for the dependent and all grouping variables are treated as missing.

Syntax	Cases Used	Cases used for each table have no missing values in any independent variable, and not all dependent variables have missing values. MEANS TABLES=OvJS BY JobItself WorkEnvironment Compensation CareerAdv Supervision /CELLS MEAN COUNT STDDEV.
Resources	Processor Time	00 00:00:00.016
	Elapsed Time	00 00:00:00.015

CORRELATIONS
/VARIABLES=OvJS JobItself WorkEnvironment Compensation CareerAdv Supervision
/PRINT=TWOTAIL NOSIG
/STATISTICS DESCRIPTIVES
/MISSING=PAIRWISE.

Correlations

Notes		
Output Created		05-Apr-2017 22:22:19
Comments		
Input	Data	C:\Users\pcadmin\Desktop\4rd draft\jobsatisfactionreal1addrecode.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data	438
	File	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics for each pair of variables are based on all the cases with valid data for that pair.

Syntax		CORRELATIONS	
		/VARIABLES=OvJS JobItself	
		WorkEnvironment Compensation	
		CareerAdv Supervision	
		/PRINT=TWOTAIL NOSIG	
		/STATISTICS DESCRIPTIVES	
		/MISSING=PAIRWISE.	
Resources	Processor Time	00 00:00:00.047	
	Elapsed Time	00 00:00:00.033	

[DataSet1] C:\Users\pcadmin\Desktop\4rd
draft\jobsatisfactionrealladdrecode.sav

Descriptive Statistics

	Mean	Std. Deviation	N
OvJS	3.8658	.50686	438
JobItself	3.9532	.54235	438
WorkEnvironment	3.5936	.56735	438
Compensation	3.3029	.50329	438
CareerAdv	3.7913	.62211	438
Supervision	3.8602	.68240	438

Correlations

		OvJS	JobItself	WorkEnvironment	Compensation
OvJS	Pearson Correlation	1	.674**	.583**	.323**
	Sig. (2-tailed)		.000	.000	.000
	N	438	438	438	438
JobItself	Pearson Correlation	.674**	1	.530**	.510**
	Sig. (2-tailed)	.000		.000	.000
	N	438	438	438	438
WorkEnvironment	Pearson Correlation	.583**	.530**	1	.363**
	Sig. (2-tailed)	.000	.000		.000
	N	438	438	438	438
Compensation	Pearson Correlation	.323**	.510**	.363**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	438	438	438	438
CareerAdv	Pearson Correlation	.496**	.504**	.411**	.306**

	Sig. (2-tailed)	.000	.000	.000	.000
	N	438	438	438	438
Supervision	Pearson Correlation	.474**	.500**	.310**	.439**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	438	438	438	438

Correlations

		CareerAdv	Supervision
OvJS	Pearson Correlation	.496**	.474**
	Sig. (2-tailed)	.000	.000
	N	438	438
JobItself	Pearson Correlation	.504**	.500**
	Sig. (2-tailed)	.000	.000
	N	438	438
WorkEnvironment	Pearson Correlation	.411**	.310**
	Sig. (2-tailed)	.000	.000
	N	438	438
Compensation	Pearson Correlation	.306**	.439**
	Sig. (2-tailed)	.000	.000
	N	438	438
CareerAdv	Pearson Correlation	1	.431**
	Sig. (2-tailed)		.000
	N	438	438
Supervision	Pearson Correlation	.431**	1
	Sig. (2-tailed)	.000	
	N	438	438

** . Correlation is significant at the 0.01 level (2-tailed).

Notes

Output Created		05-Apr-2017 22:33:20
Comments		
Input	Data	C:\Users\pcadmin\Desktop\4rd draft\jobsatisfactionreal1addrecode.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data	438
	File	

Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the model.
Syntax		PLUM OvJS BY JobItself WorkEnvironment Compensation CareerAdv Supervision /CRITERIA=CIN(95) DELTA(0) LCONVERGE(0) MXITER(100) MXSTEP(5) PCONVERGE(1.0E-6) SINGULAR(1.0E-8) /LINK=LOGIT /PRINT=FIT PARAMETER SUMMARY.
Resources	Processor Time	00 00:00:00.234
	Elapsed Time	00 00:00:00.264

```

REGRESSION
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS R ANOVA
  /CRITERIA=PIN(.05) POUT(.10)
  /NOORIGIN
  /DEPENDENT OvJS
  /METHOD=ENTER JobItself WorkEnvironment Compensation CareerAdv
  Supervision.

```

Regression

Notes

Output Created		05-Apr-2017 22:34:25
Comments		
Input	Data	C:\Users\pcadmin\Desktop\4rd draft\jobsatisfactionreal1addrecode.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data	438
	File	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on cases with no missing values for any variable used.

Syntax	REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT OvJS /METHOD=ENTER JobItself WorkEnvironment Compensation CareerAdv Supervision.		
Resources	Processor Time		00 00:00:00.016
	Elapsed Time		00 00:00:00.048
	Memory Required		3668 bytes
	Additional Memory Required for Residual Plots		0 bytes

[DataSet1] C:\Users\pcadmin\Desktop\4rd
draft\jobsatisfactionrealladdrecode.sav

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	Supervision, WorkEnvironment, Compensation, CareerAdv, JobItself	.	Enter

a. All requested variables entered.

b. Dependent Variable: OvJS

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.751 ^a	.564	.559	.33646

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.751 ^a	.564	.559	.33646

a. Predictors: (Constant), Supervision, WorkEnvironment, Compensation, CareerAdv, JobItself

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	63.362	5	12.672	111.942	.000 ^a
Residual	48.904	432	.113		
Total	112.266	437			

a. Predictors: (Constant), Supervision, WorkEnvironment, Compensation, CareerAdv, JobItself

b. Dependent Variable: OvJS

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.857	.141		6.065	.000
	JobItself	.404	.042	.433	9.704	.000
	WorkEnvironment	.263	.034	.295	7.667	.000
	Compensation	-.115	.039	-.114	-2.974	.003
	CareerAdv	.098	.031	.120	3.116	.002
	Supervision	.122	.029	.165	4.231	.000

a. Dependent Variable: OvJS

```
SAVE OUTFILE='H:\6th draft MHRM\jobsatisfactionrealladdrecode.sav'
/COMPRESSED.
```

```
SAVE OUTFILE='H:\6th draft
MHRM\jobsatisfactionrealladdrecodepilot.sav'
/COMPRESSED.
```

```
SAVE OUTFILE='H:\6th draft
MHRM\jobsatisfactionrealladdrecodepilot.sav'
/COMPRESSED.
```

```
BOOTSTRAP
/SAMPLING METHOD=SIMPLE
/VARIABLES INPUT=OvJS JobItself WorkEnvironment Compensation
CareerAdv Supervision
/CRITERIA CILEVEL=95 CITYPE=PERCENTILE NSAMPLES=1000
/MISSING USERMISSING=EXCLUDE.
```


Bootstrap

Notes

Output Created	09-Apr-2017 19:13:12
Comments	
Input	Data
	H:\6th draft
	MHRM\jobsatisfactionreal1addrecodepi
	lot.sav
Active Dataset	DataSet1
Filter	<none>
Weight	<none>
Split File	<none>
N of Rows in Working Data	45
File	
Syntax	BOOTSTRAP /SAMPLING METHOD=SIMPLE /VARIABLES INPUT=OvJS JobItself WorkEnvironment Compensation CareerAdv Supervision /CRITERIA CILEVEL=95 CITYPE=PERCENTILE NSAMPLES=1000 /MISSING USERMISSING=EXCLUDE.
Resources	
Processor Time	00 00:00:00.031
Elapsed Time	00 00:00:00.030

[DataSet1] H:\6th draft MHRM\jobsatisfactionrealladdrecodepilot.sav

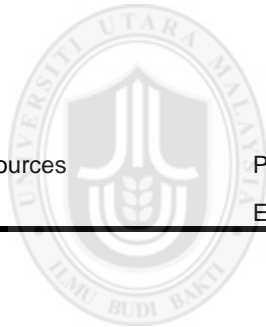
Bootstrap Specifications

Sampling Method	Simple
Number of Samples	1000
Confidence Interval Level	95.0%
Confidence Interval Type	Percentile

DESCRIPTIVES VARIABLES=OvJS JobItself WorkEnvironment Compensation
 CareerAdv Supervision
 /STATISTICS=MEAN STDDEV MIN MAX.

Notes

Output Created		09-Apr-2017 19:13:13
Comments		
Input	Data	H:\6th draft MHRM\jobsatisfactionreal1addrecodepi lot.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	28656
Missing Value Handling	Definition of Missing	User defined missing values are treated as missing.
	Cases Used	All non-missing data are used.
Syntax		DESCRIPTIVES VARIABLES=OvJS JobItself WorkEnvironment Compensation CareerAdv Supervision /STATISTICS=MEAN STDDEV MIN MAX.
Resources	Processor Time	00 00:00:00.500
	Elapsed Time	00 00:00:00.588



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