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**JOB SATISFACTION AMONG ROYAL MALAYSIA AIR FORCE
PERSONNEL AT PANGKALAN UDARA SENDAYAN**

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UUM
Universiti Utara Malaysia

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**JOB SATISFACTION AMONG ROYAL MALAYSIA AIR FORCE PERSONNEL
AT PANGKALAN UDARA SENDAYAN**

By

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**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
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ABSTRACT

Job satisfaction is a positive and favourable feeling towards one's job. Satisfied personnel perform better and retain longer in their job. This paper focuses on Royal Malaysia Air Force (RMAF) personnel at Pangkalan Udara Sendayan due to increasing disciplinary related cases among personnel such as absent without leave (THTC), criminal cases and loan defaulter. Relationship with peers, superior subordinate relationship, organizational climate, and economy rewards were tested towards job satisfaction among personnel. The research instrument used in this study is a questionnaire adopted and adapted from Mahussain (2007) on military discipline affecting military personnel. Questionnaires were sent to personnel using online survey form. The results indicated that all independent variables are related to job satisfaction with economic rewards as the most influential variable to job satisfaction, followed by organizational climate and superior-subordinate relationship. However, relationship with peers is an influential factor towards job satisfaction.

Keywords: *Job satisfaction; peer relationship; superior subordinate relationship; organizational climate; economy rewards.*



ABSTRAK

Kepuasan kerja adalah perasaan seseorang yang positif dan menyenangkan terhadap kerja mereka. Kakitangan yang berpuashati bekerja lebih baik dan kekal lebih lama dalam kerja mereka. Kertas penyelidikan ini menumpu ke atas kakitangan Tentera Udara Malaysia (RMAF) di Pangkalan Udara Sendayan kerana peningkatan kes berkaitan disiplin kakitangan seperti tidak hadir tanpa cuti (THTC), kes jenayah dan tidak membayar pinjaman. Perkaitan perhubungan rakan sekerja, hubungan pegawai atasan-pekerja bawahan, suasana organisasi dan ganjaran ekonomi diuji ke atas kepuasan kerja di kalangan kakitangan. Instrumen penyelidikan yang digunakan dalam kajian ini dipinjam dan disesuaikan dari kajian Mahussain (2007) berkaitan pengaruh disiplin ketenteraan ke atas anggota tentera. Soalselidik dihantar kepada kakitangan menggunakan borang tinjauan atas talian Google. Keputusan menunjukkan bahawa kesemua angkubah tidak bersandar adalah berberkaitan dengan kepuasan kerja di mana ganjaran ekonomi sebagai mempengaruhi utama kepada kepuasan kerja, diikuti oleh suasana organisasi dan hubungan pegawai atasan-pekerja bawahan. Bagaimanapun, hubungan rakan sekerja tidak mempunyai pengaruh ke atas kepuasan kerja.

Kata kunci: *Kepuasan kerja; hubungan rakan sekerja; hubungan pegawai atasan-pekerja bawahan; persekitaran organisasi; ganjaran ekonomi.*



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LIST OF ABBREVIATIONS

MAF	Malaysian Armed Forces
RMAF	Royal Malaysian Air Force



CHAPTER 1

INTRODUCTION

1.1 Background of the Study

The Malaysian Armed Forces is the backbone on security of Malaysia, providing protection from any external threat by air, sea or land. There are two categories of military personnel in the Malaysian Armed Forces; the officers and other ranks. All the officers are commissioned by the Seri Paduka Baginda Yang DiPertuan Agong, which includes the cadet officers, graduate officers, cadets who graduated from the University of Malaysian Defence and qualified duty officers into several schemes. However, the other ranks are not commissioned. The rank of Sergeant and above (or equivalent), are known as Senior Non Commissioned Officers (SNCO) and the rank of Corporal (or equivalent) is known as a Non Commissioned Officer (NCO). To keep personnel's morale in good condition, they need to be conscious of any contributing factors that could impact their morale. One factor that is obviously synonymous with morale is job satisfaction. Job satisfaction has always interest the researchers in organizational study. The researchers are interested in exploring the underlying reason why employees are satisfied with their job and vice versa. Earlier studies on job satisfaction has cover on various types of job and very few on the army personnel especially in Royal Malaysia Air Force (RMAF). A career involving national security and defence is a very challenging and demands high discipline among its members (Baker & Ibrahim, 2014; 2017). Career in the army is associated with a very

discipline career but this has evolved so much over the years that career as army personnel also faced challenges just as other white and blue collar jobs.

1.2 Royal Malaysia Air Force (RMAF)

Human resource is one of the most important elements for RMAF. RMAF is an arm of the Malaysian Armed Forces (MAF) with the mission of protecting Malaysia sovereignty's as a country from external or other interference, besides protecting Malaysia interest and natural resources. The RMAF needs a strong and reliable force to fulfil its roles and tasks in order to achieve that. While maintaining its strength, through its modernization program, the Army purchased the weapons, internally or externally performed training and drills, the human resource played a crucial role.

From the point of view of the government and top management of TUDM, discipline is the cornerstone of an organization's excellence. They agreed that the chance of winning a war is slim if the soldiers have various disciplinary problems (Syed Othman, 2005). An exclusive interview with YB Dato' Dr Abd Latif bin Hj Ahmad, Deputy Minister of Defence in September 11, 2011 mentioned that the management strives to improve and refine living standards through housing facilities, salaries, rewards, career advancement, training and human capital. The RMAF's Human Resource Department also faced a challenging task in handling the human resource issues. During the Malayan emergency period against communist insurgents, RMAF role was initially limited to communications and supporting ground operations. Today, the administrative proceedings are on the increase due to external influence of the surrounding. Although criminal, defaulting loans cases are very few among the soldier, but it could give a negative impact to RMAF as an organization entrust to

protect the country. RMAF need to focus its time and resources to train its army personnel rather than stretching it to unwanted human resource issues.

According to Lee (2010), an increase in disciplinary violations among members of the Armed Forces Malaysia (ATM) where nearly 60% of disciplinary violations statistics come from among the lower-ranking military personnel. Statistics in RMAF also showed that disciplinary cases are increasing every year. In fact, there have been other studies carried out that found the crisis of misconduct among the soldiers were increasing worrying (Bujai & Hashim, 2015; Saud, 2008). Even though the challenges are still not significant, but these current problems have to be addressed again. Among the challenges faced by the management are absent without leave (THTC), criminal cases and loan defaulter.

1.3 Problem Statement

For those who served in RMAF, they go through a sound and successful basic requisite recruitment training to prepare for future RMAF duties. In the first year, the army personnel are exposed to numerous external and internal factors. This could shape the personnel potential directions or acts. Some acts could trigger fatality while on duty or off duty. Army personnel, especially the privates are the core of the army. They represent the largest group of the total RMAF population, and any disciplinary proceedings would certainly have an impact on RMAF effectiveness and efficiency. Generally young personnel are easily influenced. Therefore it is utmost importance to identify the needs of this specific group of RMAF personnel. This is such as the causes and factors that affect their job satisfaction individually where it could give an impact to RMAF in general. Thus, career in the military is found to face higher

pressures than a career in other sectors (Pflanz and Sonneks, 2002). Work stress occurs when employees are faced with job demands and demands that do not fit their skills and knowledge level and challenge them to address these issues (Leka, Griffiths and Cox, 2004).

RMAF management are very concern regarding the increased number of recruitment and training expenses, decreases operational productivity and a lack of qualified candidate. During the Military Affairs Revolution saw the rapid development of military equipment which is extremely complex; a highly trained and motivated workforce is required. A supply of skilled human resources is necessary to ensure the operational readiness is very much needed by RMAF.

In the military, Pflanz, and Ogle (2006) found that the main cause of work stress is a lack of weakness, high workload, working time length, work schedules and time with family often clash, battle training, operations, military discipline issues, issues with superiors and a number of other job related issues such as leadership, pay, lack of training and negative attitude towards teammates. In Malaysia, some local researchers such as Ab Aziz (2005) and Mohd Kenali (2007), have identified the role of morale in organization and task by relating needs and life satisfaction such as achievements, awards, salaries, job guarantees and frustrations can be make a huge impact on organizational excellence Therefore, this study intends to investigate the level of job satisfaction among RMAF personnel.

1.4 Research Question

Questions formulated are as following:

1. Are RMAF personnel at Pangkalan Udara Sendayan satisfied with their job?
2. Does relationship with peers related to job satisfaction among RMAF personnel at Pangkalan Udara Sendayan?
3. Does superior-subordinate relationship related to job satisfaction among RMAF personnel at Pangkalan Udara Sendayan?
4. Is organizational climate related to job satisfaction among RMAF personnel at Pangkalan Udara Sendayan?
5. Are economic rewards related to job satisfaction among RMAF personnel at Pangkalan Udara Sendayan?
6. What is the effect of relationship with peers, superior-subordinate relationship, organizational climate and economic rewards on job satisfaction among RMAF personnel at Pangkalan Udara Sendayan?

1.5 Research Objective

1. To analyse the level of job satisfaction among the RMAF personnel at Pangkalan Udara Sendayan.
2. To analyse the association between relationship with peers and job satisfaction among RMAF personnel at Pangkalan Udara Sendayan.

3. To analyse the association between superior-subordinate relationship and job satisfaction among RMAF personnel at Pangkalan Udara Sendayan.
4. To analyse the association between organizational climate and job satisfaction among RMAF personnel at Pangkalan Udara Sendayan.
5. To analyse the association between economic rewards and job satisfaction among RMAF personnel at Pangkalan Udara Sendayan.
6. To examine the effect of relationship with peers, superior-subordinate relationship, organizational climate and economic rewards on job satisfaction among RMAF personnel at Pangkalan Udara Sendayan.

1.6 Significance of the Study

This is essential and vital for RMAF as it will be the first study, and ground breaking undertakes to address and examine the basic or fundamental needs of the soldiers. RMAF couldn't afford to have a workforce that doesn't adhere to its strategic values and goals. Leadership needs clear guidance and guidelines in resolving disciplinary issues so that it will not hamper RMAF's progress and development in achieving people's hopes of having a credible and effective force when needed.

This study focused on measuring job satisfaction among the new RMAF personnel in view of raising the problem resulting from those disciplinary cases. This study examines the influences of the significant variables which contribute to job satisfaction. Knowledge of these factors was hoped to result in appropriate management strategies that could concentrate on job satisfaction to the solution.

Thus outcome could be highlight among reasons of the level of job satisfaction while maintaining the strength of RMAF's in defending the sovereignty of the country.

1.7 Scope and Limitation of the Study

1. There are other RMAF air force bases in Malaysia. This study only focuses on RMAF personnel at Pangkalan Udara Sendayan.
2. The collection of data is cross sectional and not longitudinal.
3. Some information cannot be accessed as it is considered as national security information.
4. The study only focuses on the variables selected in this study.

1.8 Organization of the Thesis

Chapter 1 covers the background of job satisfaction and RMAF. The problem statement highlights the current morale challenges in RMAF. The research questions, research objectives and scope and limitation are also covered.

In literature review chapter, the discussion covers the review of literature for each variable and the interaction among the variables.

Methodology chapter discusses the framework and the research design employed for the study, which includes sampling, measurement, collection of primary data, and

statistical analysis of data. Results and discussion presents the statistical analysis on the research hypothesis testing. It is presented in the form of text, figures and table.

The conclusion and recommendation chapter starts with recapitalization of the study. This is followed by the conclusion according to the research objectives. The implications and recommendations if the research were to be replicated conclude the report.



CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

Discussion on individual variable and the interaction among them is the centre of this chapter. A summary of the discussion summarized this chapter.

2.2 Job Satisfaction

Numerous studies (Lee *et al.*, 2016; Qureshi, 2015; Mansor *et al.*, 2012; Skaalvik, 2011; Bhatti & Azri, 2011; Lu, While & Barriball, 2005; Lofquist & Dawis, 1969, Porter *et al.*, 1975; Locke, 1976) describe job satisfaction as pleasurable, favourable, positive, motivated, satisfaction feelings towards one's job; also related to personnel's attitude towards job issues (McCormick & Illgen, 1985; Davis, 1974). Interestingly, it is said to have a 'U' shape where high motivation is identified in the beginning and later period of employment period. The motivation is low at the mid period of employment (Hoboubi *et al.*, 2017; Clark, Oswald & Warr, 1996). Herzberg study indicated that work satisfaction is intrinsic, related to job issues covers job context and content.

Organizational researchers are always interested in reasons why people are satisfied or less satisfied with their job. Earlier studies indicated that job satisfaction is influenced by utilitarian and humanitarian reasons (Locke, 1976). Utilitarian reasons are seen in increased in productivity, organizational engagement, reduced absenteeism, attrition, and organizational effectiveness. From humanitarian

perspectives, employees respect besides their psychological and physical well-being. Employment satisfaction is the degree to which one is pleased with their work and therefore the ability of an employee to perform at an optimal level (Hoffman-Miller 2013). Aziri (2011) note that there is no accepted definition of what job satisfaction is or what it represents; but the essence and value of the work must be taken into consideration. The article presents definitions from various authors who define job satisfaction as: (i) Positive and favourable attitudes towards the job (Armstrong, 2006); (ii) a collection of feeling and beliefs that people have about their current job (George *et al.*, 2008), and (iii) as a multidimensional¹ term (Ravari *et al.*, 2012). Comparison of all the above writers usually points to the positive or negative attitudes of the workers towards their work.

According to DiPietro *et al.* (2014) workers are motivated by intrinsic and extrinsic factors. The intrinsic factor is guided by the interest or enjoyment of the task. Extrinsic are items that come from outside the individual, such as money or reward. This is similar to Cho & Perry (2012) study that stated that intrinsically individuals are inherently motivated when pursuing pleasure, but they became extrinsically motivated when participating in activities to accomplish a purpose that is separate from the work itself where they could fulfil their interest, curiosity, self-expression, and personal challenge in the work. This is reflected through their expected features such as salary, promotion, and autonomy. Unmet expectations lead to less job satisfaction, shown through withdrawal behaviour (Pearson, 1995).

Over the years, research has been undertaken to explain the relationship between work environment and job satisfaction worldwide in various contexts. They also

defined job satisfaction aspect known as the background of physical working conditions and social working conditions (Sousa-Poza & Sousa-Poza, 2000; Gazioglu & Tanselb, 2006; Skalli, Theodossiou, & Vasileiou, 2008). Baah and Amoako (2011) described that the motivational factors (the essence of the job, the sense of accomplishment of their jobs, the appreciation, the obligation provided to them and opportunities for personal development and advancement) enable workers to find their worth in terms of the importance provided to them by the company. Bakotic and Babic (2013) found that staffs who work under challenging working conditions are a significant factor in job satisfaction, and employees are disappointed by this factor under challenging working conditions. Job satisfaction is also affect by low job performance, aggressiveness and over expectations. Employees' negative actions such as sabotaging, low productivity and carelessness towards the job problem can lead to organizational failure

Employees in higher ranking jobs correlate job satisfaction to job level as these jobs are usually related to better compensation, promotion, working conditions, autonomy, obligation, opportunities, and supervision (Robie *et al.*, 1998). Employees' view on management atmosphere, job quality, incentives fairness, work group impact, and promotion opportunities are clarified as job satisfaction (Zeitz & Gerald, 1990).

Lawler (1995) stated that the reward system of an organization can be used for strategy implementation and organization effectiveness. Reward system is an important strategy to attract and retain employees. This is such as performance-based compensation system to attract credible candidates (Gibbons, 1998). This could provide alternatives of job satisfaction to the Army.

2.3 Relationship with Peers

Relationships with peer refer to the relations among personnel, especially at the same level as there is less formal authority practised (Saias, 2009). While co-worker refers to all personnel, including supervisors and subordinate at the workplace. Co-worker is also a source of control among personnel.

Quality of peer relationship influences personnel's intention to stay (Gailliard, Myers & Seibold, 2010; Myers & Oetzel, 2003), to feel satisfy with employee satisfaction, communication, engagement, and organizational identity (Fay & Kline, 2012). High quality peer relationships offer a relaxed feeling of disagreement about their organization, less cohesion (Myers & Johnson, 2004), lower volumes of information (Sias, 2005), experience less openness to contact (Myers *et al.*, 1999), and use less affinity-seeking techniques (Gordon & Hartman, 2009).

2.3.1 The Association between Relationship with Peers and Job Satisfaction

Relationship with peers such as through social connections, communication, and exchange of common things act as source of job satisfaction. Working group developed criteria such as group behaviour, performance level and work pattern. Thus relationship with peers would provide an employee with a feeling of job satisfaction whereas group separation can cause negative feelings.

Katz (1964) note that the acceptance and encouragement from communicating with fellow employees form a powerful form of motivation. Working group satisfaction may also improve if the participants have similar attitudes and values.

The work group spirit or life-force is new attribute related to job satisfaction. It refers to the degree where members are proud of their group. It is a vital component of the psychological atmosphere of an organization (Jones & James, 1979). This is thought to affect job satisfaction for employees (James & James, 1992).

The interpersonal relationships between workers can contribute to group dynamics. This would impacts employees' efficiency and job satisfaction. Relationship with peers has huge influence on job satisfaction, for example in the banking industry in India (Bhatt, 1997). Harmonies working relationship in that company should produce a better production output and thus increasing the benefit. The research also showed that there is a strong likelihood for workers to leave the company if the work environments between the employees are not favourable.

2.4 Superior-Subordinate Relationship

The superior-subordinate relationship establishes several interactions that support organizations. Many research related to superior-subordinate relationship have been shown to lead to better job roles, obligation, autonomy, delegation, flexibility, influence judgment, and commitment feelings (Gomez & Rosen 2001). Higher superior-subordinate relationship leads to higher the job satisfaction.

A strong superior-subordinate relationship at workplace leads to employees' confidence of skill, appearance, and power of employees. Employees with better interactions with their superiors are usually with better character (Buss, 2001).

2.4.1 The Association of Superior-Subordinate Relationship and Job Satisfaction

Superior enjoys obedience from his subordinate (Simon, 1974). Superior has a motivational contributing factor and could impact on employees job satisfaction. Superior influences subordinate by motivating or de-motivating them. Superior leadership style affects group's effectiveness through their active role on employees' performance, morale and job satisfaction (Fiedler, 1967).

The concept of supervision at work refers to the relationship of immediate superior and individual employee (Hopkins, 1983). Positive relationships lead to higher job satisfaction (Kahn, 1972). Ting (1997) observed higher job satisfaction in supportive relationship among government employees. Thus, quality supervision ensures positive job satisfaction among employees.

Fiedler's Contingency Model demonstrates that good superior partnership with employees is a major influence on organization's performance (Robbins & Judge, 2001). Superior communication style determines leader's control and influence

2.5 Organizational Climate

Work stresses are produced in high-risk environment. This is such as managing explosive kits, flying operations; high-intensity physical training, wilderness training, and durability training require high endurance. To order to train themselves and their troops, army officers are always exposed to that climate. Long period of high risk setting may cause poor performance and stress at work.

Ahmadi and Alireza (2007) observed stress and job satisfaction among Iranian pilots. They identified a connection between job satisfaction and life, organizational and flight environment that could lower job satisfaction and their performance.

Over the years, research has been undertaken to explain the relationship between work environment and job satisfaction worldwide in various contexts. A Danish study findings indicate that an organization can improve its profitability by improving the physical dimensions of the work environment (internal climate) and can have a positive effect on the competitiveness of the companies (Buhai, Cottini, & Nielsen, 2008).

Baah and Amoako (2011) explained that the motivational factors (the essence of the job, the sense of accomplishment from their job, the recognition, the obligation provided to them and opportunities for personal growth and advancement) help employees find their worth in terms of the importance provided to them by the organization. Therefore, this will increase the motivational level of employees which will eventually boost employees' internal happiness and trigger satisfaction from the internal happiness.

Sell and Cleal (2011) built a job satisfaction model by combining economic variables and work environment variables to test employee reaction in dangerous work environment with high monetary benefits and low monetary benefits. The study found that various psychosocial and work environment variables such as workplace, social support have a direct effect on job satisfaction and that increased incentives do not raise the degree of employee dissatisfaction.

Workers who work under stressful working conditions are a significant factor in job satisfaction, and workers are disappointed by this factor under difficult working conditions (Bakotic & Babic, 2013).

A research by Tariq et al (2013) in the telecommunications sector revealed that there are multiple variables such as workload, wage, occupational stress and work-related disputes with family due to job leads an employee to discontent resulting in more turnovers.

Chandrasekar (2011) said that a company needs to be vigilant about developing a work atmosphere that increases employees 'ability to become more competitive in order to maximize organizational income.

Earlier studies have identified the second aspect of job satisfaction known as context that involves physical conditions of work and social conditions of work (Sousa-Poza & Sousa-Poza, 2000; Gazioglu & Tanselb, 2006; Skalli, Theodossiou, & Vasileiou, 2008). Job satisfaction is affected by various considerations in the workplace such as compensation, working hours, employee flexibility, organizational structure and staff-management contact (Lane et al., 2010).

2.5.1 The Association Organizational Climate and Job Satisfaction

This aspect relates to the objectives and strategies of the organization, structure, decision-making process and organization in attaining the said purpose and vision. Simon (1947) mention that an individual is willing to accept membership of an organization if their actions in the organization directly or indirectly contribute to

their personal goals. For the employee, he places his time and effort at the disposal of those who direct the company, to be used in return as they see fit within certain limits, to achieve personal goals (induction). The promise of inducements entitles the company to introduce the individuals into the organization's jurisdiction and structure for the achievement of the objectives of the organization.

Therefore, an organization's structure plays a contributing role to job satisfaction. Ivancevich and Donnelly (1975) found that there is a connection between the structure of the organizations and job satisfaction. Employees in a flatter organisation, with 25 fewer hierarchical levels and greater involvement in decision-making, experienced more fulfilment in terms of flexibility and self-actualisation. External working conditions play a part in improving job satisfaction as well. Conditions such as air conditioning, cleanliness, and adequate facilities impact the attitude of an employee and his superior towards the job. Miller and Ellis (1990) and Eugene (1999) note the workplace or organizational atmosphere correlated with negative organizational climate, lack of privacy, a great deal of work-related hassle and physical distraction. These causes or climate have a significant impact on higher stress, thereby impacting the work satisfaction of the employee.

2.6 Economic Rewards

EC are both extrinsic and intrinsic rewards. Extrinsic rewards in the form of emoluments and other monetary-value types of compensation such as promotions and housing loan. Monetary reward is a common conditioned reinforce factor (Opsahi & Dunette, 1966). Employees perform better in-line with their reward expectation as

stipulated by Vroom (1964). However, employees also prefer intrinsic EC as incentives.

Intrinsic EC come within, such as self-esteem, pride and developing new skills. Promotion is seen as the second determinant of job satisfaction. However, it may serve as a limitation if seniority rules for promotion and career advancement.

2.6.1 The Association between Economic Rewards and Job Satisfaction

Economic rewards especially monetary rewards could condition employees towards the feeling of satisfaction with their job. Receiving money act helps to drive-increasing research as money is easy to get. It also serves as a reducer of anxiety, reducing anxiety when there is money available and rising anxiety when there is no income. Herzberg Two Factor Theory discusses two components, namely the motivator and hygiene. Motivators or inward factors are achievement and recognition which will affect job satisfaction while hygiene or extrinsic factors such as salary and job security will result in job dissatisfaction (Lindner, 1998). The presence of these factors will determine whether the employee is experiencing job satisfaction or lack of job satisfaction is not a feeling of dissatisfaction. Therefore, these two factors must be applied concurrently.

A study by Bailey (2007) found that salary offered by the Army is the most important factor in attracting people to them. Attractive compensation package have greater influence on job satisfaction. However, with today life style of little patience with economic hardship, increased compensation package overtime is required to attract and retain employees.

Starling (1998) carried a research among local government municipal workers. Their perception on career incentives, compensation, and fringe benefits significantly influences job satisfaction. This is true for both public and private sectors.

2.7 Uunderpinning Theory - Herzberg Motivation-Hygiene Theory

Herzberg's (1959) popularized the dual sources of job satisfaction – motivation and hygiene - which ultimately lead to job motivation. Most people have both sets of needs but dominated by one set or the other. High growth-oriented employees will experience unhappiness when deprived of motivators. Whereas hygiene seekers employees tend to be motivated over short time periods and require constant doses of hygiene factor to obtain same level of performance. During crisis, hygiene seekers employees cannot be relied upon. Therefore Herzberg emphasizes strongly the need for companies to build motivators into their jobs.

Job satisfaction is viewed through five intrinsic aspects of the work itself - achievement, recognition, challenging work, responsibility, and promotion. Here employees will be satisfied and will result in improved performance. Whereas job dissatisfaction results from the context in which the work is performed. These are company policy and administrative practices, supervision, supervisor-subordinate relations, physical working conditions, job security, benefits, and salary. It can remove dissatisfaction and improve performance up to a point, but it cannot generate positive job feelings or high performance. Good hygiene is important but up to a certain point. Therefore management must focus on the intrinsic aspects of the work itself to realize a sense of achievement and of personal growth in their job.

2.8 Summary

The review of the literature on each variables and the interaction between the variables are presented in this chapter. The following section focuses on the methodology engaged.



CHAPTER 3

METHODOLOGY

3.1 Introduction

This chapter discusses the research methodology employed, specifically the research framework, hypotheses development, research design, operational definition, instrumentation, sampling, data collection method and technique of data analysis.

3.2 Research Framework

The research framework below illustrates the relationship among the variables.

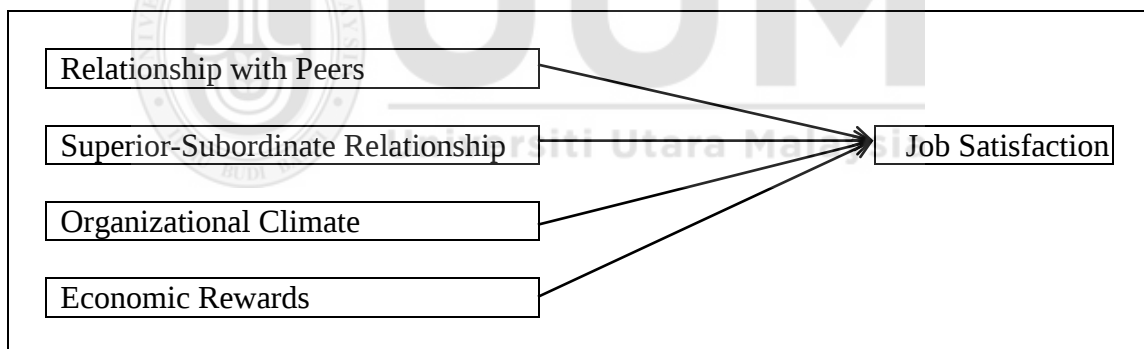


Figure 1: *Research Framework*

3.3 Hypotheses Development

Based on previous chapter, the research hypotheses are as follows:

H1: Relationship with peers is associated to job satisfaction among RMAF personnel at Pangkalan Udara Sendayan.

- H2: Superior-subordinate relationship is associated to job satisfaction among RMAF personnel at Pangkalan Udara Sendayan.
- H3: Organizational climate is associated to job satisfaction among RMAF personnel at Pangkalan Udara Sendayan.
- H4: Economic reward is associated to job satisfaction among RMAF personnel at Pangkalan Udara Sendayan.
- H5: Relationship with peers, superior-subordinate relationship, organizational climate, economic reward has an effect on job satisfaction among RMAF personnel at Pangkalan Udara Sendayan.

3.4 Research Design

The discussion on research design covers the following: (i) the research strategy, (ii) extent of the researcher's interference, (iii) study setting, and (iv) unit of analysis, and (v) time horizon.

This study employs the quantitative approach. The cross-sectional online survey research is employed as the research strategy as not all RMAF personnel are available during the data collection period. In conducting this study, there is very minimal interference of the researcher on the respondents during the data collection period.

Table 3.1: *Research Design*

Items	Approach Used
Research strategy	Quantitative
Extent of researcher's interference	Minimal
Study setting	Field Study
Unit of Analysis	Individual
Time Horizon	Cross-sectional

3.5 Operational Definition

In order to assure similar understanding among researchers, here are the definitions of all variables and terminologies used in the study.

3.5.1 Job Satisfaction

Job satisfaction refers as the pleasurable, favourable, positive, motivated, satisfaction feelings towards one's job; also related to personnel's attitude towards job issues (Lee *et al.*, 2016).

3.5.2 Relationship with Peers

Relationship with peers refers to respondent's satisfaction interacting as a team and enjoyed working with the people within the organization.

3.5.3 Superior-Subordinate Relationship

Superior-subordinate relationship refers to respondent's satisfaction with formal structures of the organization and acceptance of the formal structure.

3.5.4 Organizational Climate

Organizational climate refers the working conditions, the facilities available and the current policies practices by the organization.

3.5.5 Economic Reward

Economic reward refers to the monetary gain from the job.

3.6 Measurement of Variables

The discussion covers the discussion on the research instrument, research items, measurement scale and pilot test.

3.6.1 Research Instrument

Various research instruments available with the specific objective to collect both secondary and primary data required. This study adopts quantitative method which requires primary data collection. Closed ended questionnaire is research instrument used to collect the required primary data.

3.6.2 Research Items

The questionnaire is in the form of close-ended question and has been adopted from the relevant previous online survey questionnaire (Wei, 2011). A few changes to the original instrument were made. A close-ended question was selected because is easier for the respondent to analyse while limiting the choices they have to consider.

The research items refer to the construct of a variable in this study. This is shown as in the table below.

Table 3.2: Research Items

No	Job Satisfaction
1	I am being provided with clear instructions and sufficient facilities regarding new assignments.
2	I am clearly informed about what exactly is expected of me regarding my work.
3	I get all information about the events and affairs of the organization which have an effect on my work.
4	I find my work interesting and challenging.
5	I am treated with trust and respect.
6	I feel my contributions are adequately recognized and rewarded.
Relationship with Peers	
1	I can work well with my peers.
2	I get on well with my peers at the workplace.
3	I can work collaboratively with my peers to complete any tasks. I understand with my peer's different points of view.
5	I have the ability to interact with my peers from different cultural backgrounds. Superior-Subordinate Relationships
6	I feel free to discuss my personal and professional problems with my peers.
Superior-Subordinate Relationship	
1	I have the ability to work under pressure.
2	I have the capacity to be flexible with the instructions from my superior at the workplace.
3	I understand the nature of my task in my organisation.
4	My superiors demonstrate leadership skills
5	My superiors demonstrate management skills.
6	My superiors are responsible for personnel professional development.
7	My superiors demonstrate initiatives at the workplace.
8	I feel free to discuss any personal and professional problems with my superiors.
9	I am satisfied with the level of support and guidance provided by my superior.
Organizational Climate	
1	The company provides excellent benefits and welfare facilities for the employees and their families.
2	Everyone in this organization trusts each other.
3	I feel totally secure in this job.
4	The management of this organization is supportive towards employee.
5	I am being provided with all trainings necessary for me to perform my job.
6	The office/ department where I work are well managed.
Economic Reward	
1	The skills that I learn would be valuable in doing a task better.
2	All the allowances and advances are provided on time.
3	Medical facilities are adequate and provided on time.
4	My salary is appropriate based on my responsibilities and experience.

The questionnaire is in three parts. The first part of the questionnaire concerns the respondents' demographic characteristic like age, gender, ethnic group, field of study and job satisfaction experience are included in this part.

The second part of the questionnaire focuses on an overview of the respondents' perceived benefits which are superior-subordinate relationship, relationship with peers, organization climate and economic reward. In the third part of the questionnaire, the question is on job satisfaction.

3.6.3 Measurement Scale

The questionnaire adopts two different type of scale. Demographic variable uses the nominal scale. While the dependent and independent variables uses the Likert scale as the measurement scale as shown below.

Table 3.3 *Measurement Scale*

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

3.6.4 Pilot Test

The questionnaire was tested for its reliability by distributing 30 questionnaires to selected people who possessed similar characteristics with the target sample. Below is the reliability result of the questionnaire.

Table 3.4: *Pilot Test Reliability Results*

Variable	Cronbach Alpha
Job Satisfaction	.774
Relationship with Peers	.814
Superior-Subordinate Relationship	.850
Organizational Climate	.722
Economic Reward	.899

3.7 Sampling

The discussion on sampling is divided into: (1) the population, (2) size of sample, and (3) adopted sampling approach.

3.7.1 Population

All RMAF personnel based at Pangkalan Udara Sendayan which include both the officer and other ranks from various departments present the population of this study. Total population is 595 personnel - with 90 personnel represent the officers and 505 personnel represent other ranks. Due to Government Security Act, the breakdown where all the personnel are located could not be shown.

3.7.2 Sample Size

Based on Krejcie and Morgan (1970) sample size table, the sample size for population of 595 is 236.

3.7.3 Sampling Approach

Based on (Malhotra, 2010) the technique of non-probability sampling is used to ensure accurate estimates of population characteristics. RMAF personnel are not easily accessed. Due to this reason, the snowball of non-probability sampling technique was used to distribute and collect the primary data. As the personal contact number was available to the researcher, the survey questionnaires were distributed to the target respondents using Google online survey via their personal number. A total

of 268 filled questionnaires were collected from the RMAF personnel at Pangkalan Udara Sendayan.

3.8 Data Collection Procedure

A quantitative data of online questionnaires approach used because of the potentially greater reach respondent. This is due to inexpensive, flexibility and low cost, it also increase the potentially for the respondent to give quick respond.

Both the secondary and primary data were used. Secondary data are data compiled by other organization or individual (Brensen *et al.* 2004). Generally, secondary data are sourced to support decision making (Sekaran, 2003) and to form the understanding of the variables in this study. Most secondary data sourced from articles in human resource and management related discipline from established academic journals. Primary data is gathered specifically for a specific research project (Zikmund, 2003). Identifying and collecting data is very critical to the success of the study (Berenson *et al.*, 2004). Primary data are the most authoritative, not filtered and close to the truth and could control the error (Cooper & Schindler, 2003).

In this study the primary data gathered are from the RMAF personnel. The questionnaire was distributed online using to all RMAF. This method was employed as not all RMAF personnel are available at all time. This method also facilitates respondents to complete answering the questionnaire.

3.9 Techniques of Data Analysis

A pre-test was conducted on the questionnaire. The data was vetted through pre-analytical processes which included data editing, data coding, error checking and data keying. The Statistical Package for Social Science (SPSS) package was to analysis the data. The statistical test such as reliability test (Malhotra 2005) has been used to conduct pre-test in order to measure the reliability and content validity. The analysis techniques adopted vary based on the hypotheses and measurement scale used to collect data. This is summarised in table below

Table 3.5: *Technique of Data Analysis Employed*

Variable	Type of Data Analysis
Demographic	Descriptive
Hypotheses 1 – 5	Correlation
Hypothesis 6	Regression

3.9.1 Correlation Analysis

Table 3.6: *Table of Correlation Strength*

Correlation coefficient = r	Relation strength
0.00-0.19	Very Weak
0.20-0.39	Weak
0.40-0.59	Moderate
0.60-0.79	Strong
0.80-1.00	Very Strong

3.10 Summary

This chapter discusses the methodology employed in this research. Included is the discussion on the development of the hypothesis, development of questionnaire,

determination of the sampling size and sampling method, data collection and data analysis. The following chapter present the findings from the statistical analysis.



RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter covers three main discussions. First, on the treatment of the filed data collected before any analysis is conducted. Second, the results of the statistical analysis conducted. Third, the summary of the hypotheses results from the statistical analysis.

4.2 Cleaning of Data

Based on Pallant (2001), data screening is important for researchers to test for errors in the data collection. It is because there is a propensity to make errors when entering data which may be costly in terms of time and resources. Prior to the key study, all variables were tested for data entry precision, missing values, distribution normality and multivariate outliers. Data accuracy was tested by manually testing, frequency tables printing, and using graphic methods such as histogram and box plots to identify unexpected scores for all variables.

4.3 Demographic Analysis

Demographic analysis is used to describe the respondents' personal and work related information. The discussion is divided into two main sections. First is the description on the personal data and followed by the discussion on the work related information.

4.3.1 Personal Background Information

More than a third of the respondents are male (85%; 227 personnel) while 15 percent are female (40 personnel). Male still represent the majority in armed forces. In terms of age, 55.1 percent (147 personnel) are young personnel, age 30 years old and below. This is followed by the 31 – 40 years old age group (32.2 %; 86 personnel) and 12.7 percent (34 personnel) for personnel in the 41 – 50 years old age group. No RMAF personnel are above 50 years old in this respondent group.

Table 4.1: *Personnel Personal Descriptive Analysis*

	Frequency	Percentage
Gender		
Male	227	85
Female	40	15
Total	267	100
Age		
<30	147	55.1
31-40	86	32.2
41-50	34	12.7
>50	0	0
Total	267	100
Race		
Malay	228	85.4
Chinese	15	5.6
Indian	15	5.6
Others	9	3.4
Total	267	100
Marital Status		
Single	117	43.8
Married	138	51.7
Divorced	12	4.5
Total	267	100

The Malays make-up 85.4 percent (22 personnel) of the respondents, followed by Chinese and Indian with 5.6 percent (15 personnel) each, and others such as Bumiputras from Sabah and Sarawak for 3.4 percent (9 personnel). In Malaysia, most public sectors, including the armed forces is dominated by the Malays and it is also shown in this study. In terms of their marital status, about half (51.7%; 13 personnel) are married. A total of 43.8 percent (117 personnel) are still single, followed by 4.5 percent (12 personnel) who are divorced.

4.3.2 Work Related Background Information

In terms of education background, 65.2% (172 personnel) of the respondents do have Malaysian Certificate of Education (SPM). Next biggest group is the Bachelor degree holders (19.9%; 53 personnel). This is followed by the Diploma holders (8.6%; 23 personnel). Only 1.1 percent (3 personnel) is with Malaysian Higher School Certificate (STPM). RMAF is a tall, rank and file organization. The distribution of the personnel confirmed the organization structure.

Next is the distribution of the ranks of the respondents. A total of 55.4 percent (148 personnel) are from the Privates and above group. This is followed by the First Lieutenant and above represent 19.9 percent (53 personnel). The Sergeants and above, represent 18.4 percent (49 personnel). Lastly, the senior officer such as the Major and above, represent 6.4% (17 personnel).

A total of 37.8 percent (101 personnel) are from the Administration department. This is followed by Training department with 48 personnel (18%), Human Resource department with 44 personnel (16.5%), Material department with 34 personnel

(12.7%), Transport department with 22 personnel (8.2%), and Physical Exercise department with 18 personnel (6.7%).

Table 4.2: Personnel Work Related Descriptive Analysis

	Frequency	Percentage
Education		
PhD	0	0
Masters	14	5.2
Bachelor	53	19.9
Diploma	23	8.6
STPM/STAM	3	1.1
SPM	174	65.2
Total	267	100
Rank		
Major	17	6.4
Lieutenant	53	19.9
Sergeants	49	18.4
Privates	148	55.4
Total	267	100
Department		
Administration	101	37.8
Human Resource	44	16.5
Material	34	12.7
Training	48	18
Transport	22	8.2
Physical Exercise	18	6.7
Total	267	100
Income		
RM1000-RM2000	85	31.8
RM2001-RM3000	72	27
RM3001-RM4000	67	25.1
RM4001-RM5000	22	8.2
RM5001-RM6000	9	3.4
RM6001 and above	12	4.5
Total	267	100
Length of Service		
1-5 Years	143	53.6
5-10 years	66	24.7
15-20 years	40	15
20 years and above	18	6.7
Total	267	100

Nearly one third of the respondent (31.8%; 85 personnel) earned between RM1000 - RM2000 a month. This is followed by personnel earning between RM2001 –

RM3000 (27%; 72 personnel), personnel earning from RM3001 – RM 4000 a month (25.1%; 67 personnel), personnel earning from RM4001 – RM5000, personnel earning RM6001 and above (4.5%; 12 personnel), and personnel earning RM5001 – RM6000 (3.4%; 9 personnel).

In terms of length of service the respondents with RMAF, more than half (53.6%; 143 personnel) have 1 – 5 years of service with RMAF. This is followed by personnel with 5 -10 years of service (24.7%, 66 personnel), personnel with 15 – 20 years of service (15%; 40 personnel), and personnel with 20 years and above years of service (6.7%; 18 personnel).

4.4 Reliability Analysis

The Cronbach Alpha result is used in conducting the reliability analysis in this study. As shown in the table below, the Cronbach Alpha result for job satisfaction is .756, relationship with peers is .733, SS is .880, organizational climate is .722, and EC is .624. Based on Heppner and Heppner (2004), alpha coefficient should usually be at least above 0.7 to be regarded as having strong association power. Therefore all variables in this study are within the acceptable range for further statistical analysis.

Table 4.3: Reliability Analysis

Variable	No. of Items	Cronbach Alpha
Job Satisfaction	6	.756
Relationship with Peers	6	.733
Superior-Subordinate Relationship	9	.880
Organizational Climate	7	.722
Economic Reward	3	.624

4.5 Descriptive Analysis

The main descriptive analysis conducted is the mean and standard deviation score for each item for all the variables in this study, based on the Likert scale score used in the questionnaire. The discussion below will highlight the highest and overall mean score for each variable.

4.5.1 Mean Score for Job Satisfaction

As shown in the table below, the highest mean score is 4.36 for the statement – I feel my contributions are adequately recognized and rewarded. While the overall mean score is 4.31. It can be concluded that the personnel at RMAF are satisfied with their current job and responsibility.

Table 4.4: *Mean Score for Job Satisfaction*

Item	Mean	SD
I am being provided with clear instructions and sufficient facilities regarding new assignments.	4.34	.519
I am clearly informed about what exactly is expected of me regarding my work.	4.33	.552
I get all information about the events and affairs of the organization which have an effect on my work.	4.31	.523
I find my work interesting and challenging.	4.30	.547
I am treated with trust and respect.	4.23	.610
I feel my contributions are adequately recognized and rewarded.	4.36	.534
Overall	4.31	.368

4.5.2 Mean Score for Relationship with Peers

A total of six elements used to calculate the construct by using Likert's scale of five points. From the table below, the statement of “I can work well with my peers” scored

the highest mean with 4.40 among the other five meanwhile the statement of “I feel free to discuss my personal and professional problems with my peers” has the lowest mean at 3.87. The second highest mean achieved is “I can work collaboratively with my peers to complete any tasks” has 4.38 of mean followed by “I get on well with my peers at the workplace” with 4.31. Items of “I understand with my peer’s different points of view” and “I have the ability to interact with my peers from different cultural backgrounds” score 4.12 and 4.00 respectively. The overall mean is 4.18 which this indicates that the respondents were agreeing to the construct of relationship with peer due to the *esprit de corps* in the military organization.

The lowest standard deviation for this construct is “I can work collaboratively with my peers to complete any tasks” which is 0.585 while the highest is “I feel free to discuss my personal and professional problems with my peers” with 0.771. This shows that all the items have moderate spread of response because the values of the standard deviation for all items are moderate.

Table 4.5: Mean Score for Relationship with Peers

Item	Mean	SD
I can work well with my peers.	4.40	.632
I get on well with my peers at the workplace.	4.31	.634
I can work collaboratively with my peers to complete any tasks.	4.38	.585
I understand with my peer’s different points of view.	4.12	.744
I have the ability to interact with my peers from different cultural backgrounds.	4.00	.771
I feel free to discuss my personal and professional problems with my peers.	3.87	.914
Overall	4.18	.472

4.5.3 Mean Score for Superior-Subordinate Relationship

From the table below, the statement of “I am satisfied with the level of support and guidance provided by my superior” scored the highest mean with 4.26 among the other eight meanwhile the statement of “I feel free to discuss any personal and professional problems with my superiors” has the lowest mean at 3.89. The second highest mean achieved is “My superiors are responsible for personnel professional development” and “I understand the nature of my task in my organisation” with 4.19 and 4.18 and followed by “My superiors demonstrate leadership skills” and “My superiors demonstrate initiatives at the workplace” which had a mean of 4.17 and 4.16. Then, follow by the statement “My superiors demonstrate management skills”, “I have the capacity to be flexible with the instructions from my superior at the workplace” and “I have the ability to work under pressure” which had mean 4.12, 4.07 and 4.01. And, the overall mean is 4.12 which this indicate that the respondents was agree to the construct of relationship between superior-subordinate due to the organization culture of military that are rigid and structured. These results approve that, the respondents mostly agreed on the statement describe that relationship between superior- subordinate.

The lowest standard deviation for this construct is ‘My superiors are responsible for personnel professional development’ which is 0.414 while the highest is ‘I feel free to discuss any personal and professional problems with my superiors’ with 0.867. This shows that all the items have moderate spread of response because the values of the standard deviation for all items are moderate.

Table 4.6: Mean Score for Superior-Subordinate Relationship

Item	Mean	SD
I have the ability to work under pressure.	4.01	.736
I have the capacity to be flexible with the instructions from my superior at the workplace.	4.07	.663
I understand the nature of my task in my organisation.	4.18	.659
My superiors demonstrate leadership skills.	4.17	.701
My superiors demonstrate management skills.	4.12	.659
My superiors are responsible for personnel professional development.	4.19	.649
My superiors demonstrate initiatives at the workplace.	4.16	.649
I feel free to discuss any personal and professional problems with my superiors.	3.89	.867
I am satisfied with the level of support and guidance provided by my superior.	4.26	.655
Overall	4.12	.498

4.5.4 Mean Score for Organizational Climate

From the table below, the statement of “the office/ department where I work are well managed” and “the skills that I learn would be valuable in doing a task better” scored the highest mean with 4.31 among the other five meanwhile the statement of “feel totally secure in this job” has the lowest mean at 4.06. The second highest mean achieved is “the company provides excellent benefits and welfare facilities for the employees and their families” have 4.30 of mean followed by “I am being provided with all trainings necessary for me to perform my job” with 4.28. Items of “The management of this organization is supportive towards employee” and “Everyone in this organization trusts each other” score 4.25 and 4.13 respectively. The overall mean is 4.23 which this indicates that respondents agreed on the statement of Organization Climate/Environment will influence job satisfaction.

Table 4.7: Mean Score for Organizational Climate

Item	Mean	SD
The company provides excellent benefits and welfare facilities for the employees and their families.	4.30	.583
Everyone in this organization trusts each other.	4.13	.671
I feel totally secure in this job.	4.06	.705
The management of this organization is supportive towards employee.	4.25	.554
I am being provided with all trainings necessary for me to perform my job.	4.28	.581
The office/ department where I work are well managed.	4.31	.579
The skills that I learn would be valuable in doing a task better.	4.31	.537
Overall	4.23	.370

4.5.5 Mean Score for Economic Reward

From the table below, the statement of “My salary is appropriate based on my responsibilities and experience” scored the highest mean with 4.36 among the other two meanwhile the statement of “Medical facilities are adequate and provided on time” has the lowest mean at 4.30. The second highest mean achieved is “All the allowances and advances are provided on time” has 4.32. The overall mean is 4.33 which indicate that the respondents agreed that the construct of Economic Rewards of current salary scheme which is attractive enough for the army personnel. This result shows that the respondents strongly agreed on the statement describe that economic reward influence job satisfaction.

Table 4.8: Mean Score for Economic Reward

Item	Mean	SD
All the allowances and advances are provided on time.	4.32	.541
Medical facilities are adequate and provided on time.	4.30	.577
My salary is appropriate based on my responsibilities and experience.	4.36	.560
Overall	4.33	.425

4.6 Correlation Analysis

The following are to test the first to fourth hypothesis. Based on the correlation results obtained and the interpretation of the correlation strength as mentioned in Chapter 3, the association between all independent variables are positively and moderately correlated to job satisfaction as presented in the table below. Specifically the score is as follows: (1) relationship with peers and job satisfaction is positively and moderately correlated ($r=.441$, $p<.01$), (2) superior-subordinate relationship is positively and moderately ($r=.491$, $p<.01$), (3) organizational climate and job satisfaction is positively and moderately correlated ($r=.564$, $p<.01$), and (4) economic reward and job satisfaction is positively and moderately correlated ($r=.484$, $p<.01$).

Table 4.9: *Correlation Analysis Results*

		JS	RP	SS	OC	EC
Job Satisfaction (JS)	Pearson Correlation	1	.441**	.491**	.564**	.484**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	267	267	267	267	267
Relationship with Peers (RP)	Pearson Correlation		1	.686**	.525**	.284**
	Sig. (2-tailed)			.000	.000	.000
	N		267	267	267	267
Superior-subordinate Relationship (SS)	Pearson Correlation			1	.627**	.219**
	Sig. (2-tailed)				.000	.000
	N			267	267	267
Organizational Climate (OC)	Pearson Correlation				1	.503**
	Sig. (2-tailed)					.000
	N				267	267
Economic Rewards (EC)	Pearson Correlation					1
	Sig. (2-tailed)					
	N					267

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

Table 4.10: Hypothesis Test Results based on Correlation Analysis

	Hypotheses	r	Sig.	Result
H1	Relationship with peers is related to job satisfaction	r=.441	0.000	Supported
H2	Superior-subordinate relationship is related to job satisfaction	r=.491	0.000	Supported
H3	Organizational climate is related to job satisfaction	r=.564	0.000	Supported
H4	Economic reward is related to job satisfaction	r=.484	0.000	Supported

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

r = Pearson Correlation

N = 267

4.7 Regression Analysis

To test the fifth hypothesis, multiple regression analysis was conducted on all independent variables to the dependent variable of job satisfaction. The overall model was statistically significant, $p < .001$, $R^2 = .420$, Adj. $R^2 = .411$.

Table 4.11: Regression Analysis Results

Model	R Square	Adjusted R Square	F – Value	Sig.
1.	.420	.411	47.047	0.000

Based on beta weights and structure coefficients, EC ($\beta = .296$; $p < .001$) is the best predictor of job satisfaction. This is followed by organizational climate ($\beta = .231$; $p = .001$) and SS ($\beta = .226$; $p = .002$). Relationship with peers is not significant.

Table 4.12: Regression Analysis Coefficients Results

Model	Standardized Coefficients	Sig.
	Beta	
Relationship with Peers	.080	.228
Superior-subordinate Relationship	.226	.002
Organizational Climate	.231	.001
Economic Climate	.296	.000

Table 4.13: Hypothesis Test based by on Regression Analysis

	Hypotheses	R ²	F Value	Sig.	Result
H5	Relationship with peers, superior-subordinate relationship, organizational climate, economic reward has an effect on job satisfaction among RMAF personnel at Pangkalan Udara Sendayan.	.420	47.047	0.000	Supported

4.8 Summary

The results showed that all variables have positive value in predicting job satisfaction among RMAF personnel at Pangkalan Udara Sendayan. The next chapter will include guidance on how the new policies and procedures implemented by the Royal Malaysian Air Force can apply in the short coming.



CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter highlights the conclusion and overview of research outcome regarding job satisfaction among RMAF personnel at Pangkalan Udara Sendayan. A few discussions on the gap for further study are also address.

5.2 Overview of the Study

As the Royal Malaysia Air Force stepped forward to meet the challenges expected by stakeholders, disciplinary issues could not afford to hamper them. As discussed earlier, the effects of making 'problematic Air Force's staf' not only depleted their energy but also impacted their effectiveness and productivity in performing the roles and tasks. Therefore, the importance of maintaining morale in any force is a very crucial aspect or concept. Through this study, the researcher took the initiatives to investigate whether variables of moral significance such as peer relationship, subordinate-superior relationship, economic compensation, and climate / environment organization have a major effect on job satisfaction. It is crucial that the officers and staff of the air force should achieve a high level of job satisfaction so that they can contribute positively to the Royal Malaysian Air Force's mission and vision.

5.3 Conclusions

Essentially, the work satisfaction at Pangkalan Udara Sendayan among RMAF staff is still high. All variables played critical and important roles in assessing job satisfaction. A more concentrate effort to have good infrastructure such as accommodation blocks, rest facilities and leisure facilities would go a long way in keeping the RMAF personnel happy. The soft skills, particularly among the superior and subordinate, need to be strengthened as indicated that effective communications would enhance job execution and this is one area that the RMAF should develop to ensure that the staff are able to understand and work effectively and efficiently.

5.3.1 Level of Job Satisfaction

The level of job satisfaction could also be affected by the superior's behavior particularly when executing an order. The main success factor in increasing job satisfaction is feedback, leadership skills and good communication on all levels. Though camp infrastructures and amenities have played a dominant role in keeping the RMAFs' personnel satisfied thereby reducing their involvement with other unprofitable activities. Finally, the most important factor in growing work satisfaction was the economy incentive that the RMAF personnel felt provided the most rewarding of their work success.

5.3.2 The Association between Relationship with Peers to Job Satisfaction

This variable has a positive impact among the RMAF personnel at Pangkalan Udara Sendayan on job satisfaction 44.1 percent of the 268 respondents agreed that the

partnership, friendship, and esprit-de-corps among their peers is essential for the successful execution of their work. The result clearly shows that the respondents inculcate the philosophy of teamwork which is a very necessary and critical aspect of soldiering. Whereas the respondents also claimed that this would affect their everyday work if there are no successful interactions between them.

5.3.3 The Association between Superior-Subordinate Relationship and Job Satisfaction

This variable has a positive impact among the RMAF personnel at Pangkalan Udara Sendayan on job satisfaction. 49.1 per cent of the 268 respondents accepted that the superior-subordinate relationship played a significant role in work satisfaction. The result suggested that the condition of senior officers who did not consult their subordinate in delegating the jobs was the key factor in determining their work satisfaction. The respondent also accepted that qualities of leadership and efficient communication are important because can affect the job satisfaction. Meanwhile, they feel the job issues among them are distributed fairly by their superior as far as the distribution is concerned.

5.3.4 The Association between Organisational Climate and Job Satisfaction

This variable has a positive impact among the RMAF personnel at Pangkalan Udara Sendayan on job satisfaction. Of the 268 respondents, 56.4 per cent accepted that the climate/environment organization had an impact on work satisfaction outcomes. In general, the respondent agreed that having sufficient and good infrastructure such as camp and office facilities is essential to the execution of their job. Management of

leadership has also led to the variable job satisfaction. The respondents are pleased with the policies adopted by the unit commanders and are able to react on this.

5.3.5 The Association between Economic Reward to Job Satisfaction

This variable has a positive impact among the RMAF personnel at Pangkalan Udara Sendayan on job satisfaction. 44 per cent of the 268 respondents agreed that economic incentives affected work satisfaction among the RMAF workers at Pangkalan Udara Sendayan. The respondents agreed that while they are happy with the current pay scheme, salary and benefits offered by the Malaysian Armed Forces are important determinants of job satisfaction.

5.3.6 The Effect on Relationship with Peers, Superior-Subordinate Relationship, Organizational Climate and Economic Reward on Job Satisfaction

Based on the research objective set out in Chapter 1, it was found that all of the variables investigated produce a consistency in influencing job satisfaction among RMAF personnel at Pangkalan Udara Sendayan. Pangkalan Udara Sendayan's RMAF personnel responded positively to relation, affection, and esprit-de-corps are the key factors that affect their unit behaviour. Those factors have significantly contributed to the Royal Malaysian Air Force's disciplinary action.

5.4 Recommendation

In order to further broaden the awareness of job satisfaction among RMAF personnel at Pangkalan Udara Sendayan, it is recommended that certain contributing factors or

variables be explored and that study be carried out as the evolution of staff needs continues to evolve over time. Another recommend is to conduct surveys at other Pangkalan Udara to get more data on job satisfaction. The additional sample of data also one of the best recommend that can do it.

Further studies should be conducted collectively on other army units such as Malaysian Air Force, Malaysian Navy Force and Malaysian Army Force to represent the entire Malaysian Armed Forces. This is important for military policy-makers and leaders to understand the consequences of the Malaysian Armed Forces decisions.



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APPENDIX

Correlations Analysis Results:

Correlations		JS	RP	SS	OC	EC
JS	Pearson Correlation	1	.441**	.491**	.564**	.484**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	267	267	267	267	267
RP	Pearson Correlation	.441**	1	.686**	.525**	.284**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	267	267	267	267	267
SS	Pearson Correlation	.491**	.686**	1	.627**	.219**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	267	267	267	267	267
OC	Pearson Correlation	.564**	.525**	.627**	1	.503**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	267	267	267	267	267
EC	Pearson Correlation	.484**	.284**	.219**	.503**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	267	267	267	267	267

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

Regression Analysis Results:

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	EC, SS, RP, OC ^b	.	Enter

a. Dependent Variable: Job Satisfaction

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.648 ^a	.420	.411	.282

a. Predictors: (Constant), EC, SS, RP, OC

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.096	4	3.774	47.407	.000 ^b
	Residual	20.857	262	.080		
	Total	35.952	266			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), EC, SS, RP, OC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.281	.225		5.700	.000
	RP	.062	.051	.080	1.207	.228
	SS	.167	.054	.226	3.100	.002
	OC	.230	.069	.231	3.345	.001
	EC	.256	.048	.296	5.329	.000

a. Dependent Variable: Job Satisfaction

QUESTIONNAIRE

JOB SATISFACTION AMONG ROYAL MALAYSIA AIR FORCE PERSONNEL AT PANGKALAN UDARA SENDAYAN

SECTION A -

Please tick (/) for the most appropriate responses/ answer in respect of the following items.

1. Gender

☐

Male

☐

Female

2. Age

☐

30 year old
and below

☐

41 – 50 year old

☐

31 – 40 year
old

☐

51 – 60 year old

3. Race

☐

Malay

☐

Indian

☐

Chinese

☐

Others

4. Marital Status

☐

Single

☐

Married

☐

Divorced

5. Education level

☐

PHD

☐

Master's Degree

☐

Bachelor's
Degree

☐

Diploma

☐

STPM/ STAM

☐

SPM

6. Rank level

☐

Mej/ Lt Kol
TUDM

☐

Lt M/ Lt/ Kapt
TUDM

☐

Sjn U/ FSjn/
PW U II/
PW U I

☐

Pbt/ LU II/ LU I/
Kpl/ Kpl U

7. Current department

☐

Tadbir

☐

Sumber Manusia

☐

Materiel

☐

Latihan

☐

Kenderaan

☐

Jasmani

8. Monthly Income

☐

RM1001
RM2000

–

☐

RM2001
RM3000

–

☐

RM3001 –
RM4000

☐

RM4001
RM5000

–

☐

RM5000
RM6000

–

☐

More than
RM6000

9. Length of Service (at this organisation)

☐

1-5 years

☐

5-10 years

☐

15-20 years

☐

20 years and
above

SECTION B

Please tick (/) for the most appropriate responses / answer in respect of the following items.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

No	Item Label	Please Tick (/)				
1.	I can work well with my peers.	1	2	3	4	5
2.	I get on well with my peers at the workplace.	1	2	3	4	5
3.	I can work collaboratively with my peers to complete any tasks.	1	2	3	4	5
4.	I understand with my peer's different points of view.	1	2	3	4	5
5.	I have the ability to interact with my peers from different cultural backgrounds.	1	2	3	4	5
6.	I feel free to discuss my personal and professional problems with my peers.	1	2	3	4	5
7.	I have the ability to work under pressure.	1	2	3	4	5
8.	I have the capacity to be flexible with the instructions from my superior at the workplace.	1	2	3	4	5
9.	I understand the nature of my task in my	1	2	3	4	5

	organisation.					
10.	My superiors demonstrate leadership skills.	1	2	3	4	5
11.	My superiors demonstrate management skills.	1	2	3	4	5
12.	My superiors are responsible for personnel professional development.	1	2	3	4	5
13.	My superiors demonstrate initiatives at the workplace.	1	2	3	4	5
14.	I feel free to discuss any personal and professional problems with my superiors.	1	2	3	4	5
15.	I am satisfied with the level of support and guidance provided by my superior.	1	2	3	4	5
16.	The company provides excellent benefits and welfare facilities for the employees and their families.	1	2	3	4	5
17.	Everyone in this organization trusts each other.	1	2	3	4	5
18.	I feel totally secure in this job.	1	2	3	4	5
19.	The management of this organization is supportive towards employee.	1	2	3	4	5
20.	I am being provided with all trainings necessary for me to perform my job.	1	2	3	4	5
21.	The office/ department where I work are well managed.	1	2	3	4	5
22.	The skills that I learn would be valuable in doing a task better.	1	2	3	4	5
23.	All the allowances and advances are provided on time.	1	2	3	4	5
24.	Medical facilities are adequate and provided on time.	1	2	3	4	5
25.	My salary is appropriate based on my responsibilities and experience.	1	2	3	4	5
26.	I am being provided with clear instructions and sufficient facilities regarding new assignments.	1	2	3	4	5
27.	I am clearly informed about what exactly is expected of me regarding my work.	1	2	3	4	5
28.	I get all information about the events and affairs of the organization which have an effect on my work.	1	2	3	4	5
29.	I find my work interesting and challenging.	1	2	3	4	5
30.	I am treated with trust and respect.	1	2	3	4	5
31.	I feel my contributions are adequately recognized and rewarded.	1	2	3	4	5

Thank you for your time and co-operation.