

Job Satisfaction, Job Characteristics, Job Organization, and Social Factors in Manufacturing Industries: A Case Study in Malaysia

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Abstract. The relationship between job satisfaction, job characteristics, job organization and social factors in two automotive industries in Malaysia were analyzed. Surveys were conducted to investigate the relationship and a set of multiple choice questionnaires was developed. Male subjects ($N = 170$) between the ages of 18 to 40 years with a mean age of 26.8 and standard deviation (SD) of 5.3 years and mean work experience of 6.5 and standard deviation (SD) of 4.9 years took part in the survey. Results show that job characteristics, job organization and social factors are significantly related to job satisfaction. Further, it also highlighted the most significant attributes from each main factor that influence the job satisfaction.

Keyword: job satisfaction, job characteristics, job organization, social factors, automotive industries

Abstrak. Telah dianalisis hubungan antara kepuasan kerja, ciri-ciri kerja, organisasi kerja, dan faktor sosial pada dua industri otomotif di Malaysia. Survei dilakukan untuk menyelidiki hubungan tersebut dan telah pula dikembangkan kuesioner pilihan ganda. Subjek pria ($N = 170$) berusia antara 18 – 40 tahun dengan rerata usia 26.8 dan simpangan baku 5.3 tahun dan rerata pengalaman kerja 6.5 tahun dan simpangan baku 4.9 tahun berpartisipasi dalam survei ini. Hasil menunjukkan bahwa ciri-ciri kerja, organisasi kerja, dan faktor sosial secara bermakna berhubungan dengan kepuasan kerja. Selanjutnya, juga disoroti atribut yang paling bermakna dari tiap faktor utama yang memengaruhi kejenuhan kerja.

Kata kunci: kepuasan kerja, ciri-ciri kerja, organisasi kerja, faktor sosial, industri otomotif

Many researchers have discussed factors affecting job satisfaction (Bowen, Radhakrishna, & Key-ser, 1994; DeSantis & Durst, 1996; Gaesser & Whitbourne, 1985). Although there have been numerous studies on the effect of job satisfaction in industries, findings were often specific to the particular investigation and to date mainly concern with the individual components of the physical environment (Clegg et al, 1997).

The most important evidence indicating a decline in the condition of an organization is the low level of job satisfaction (Kaya, 1995). Thus job satisfaction is one of the major criteria for establishing a healthy organizational environment. Furthermore, factors related to job satisfaction are relevant in the prevention of employee frustration and low level of job satisfaction since employees generally work harder and perform better when

they are satisfied with their jobs (Boltes, Lippke, & Gregory, 1995; Bowen et al., 1994; McCaslin & Mwangi, 1994).

Why do we need satisfied employees? The answer is survival. Satisfied employees help organizations to survive and be more productive. With regards to the problem this study aims to discover new insight into the important issues of job satisfaction in automotive manufacturing industries in Malaysia. The primary objective of this paper is to investigate the relationship between job satisfaction, job characteristics, job organization and social factors. The methodology developed to address the objective includes questionnaire design, observation, measurements, data collection and statistical analysis.

Method

The job diagnostic survey (JDS) developed by Hack-

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