

Factors Affecting Job Satisfaction in the Malaysian Automotive Industry

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Abstract

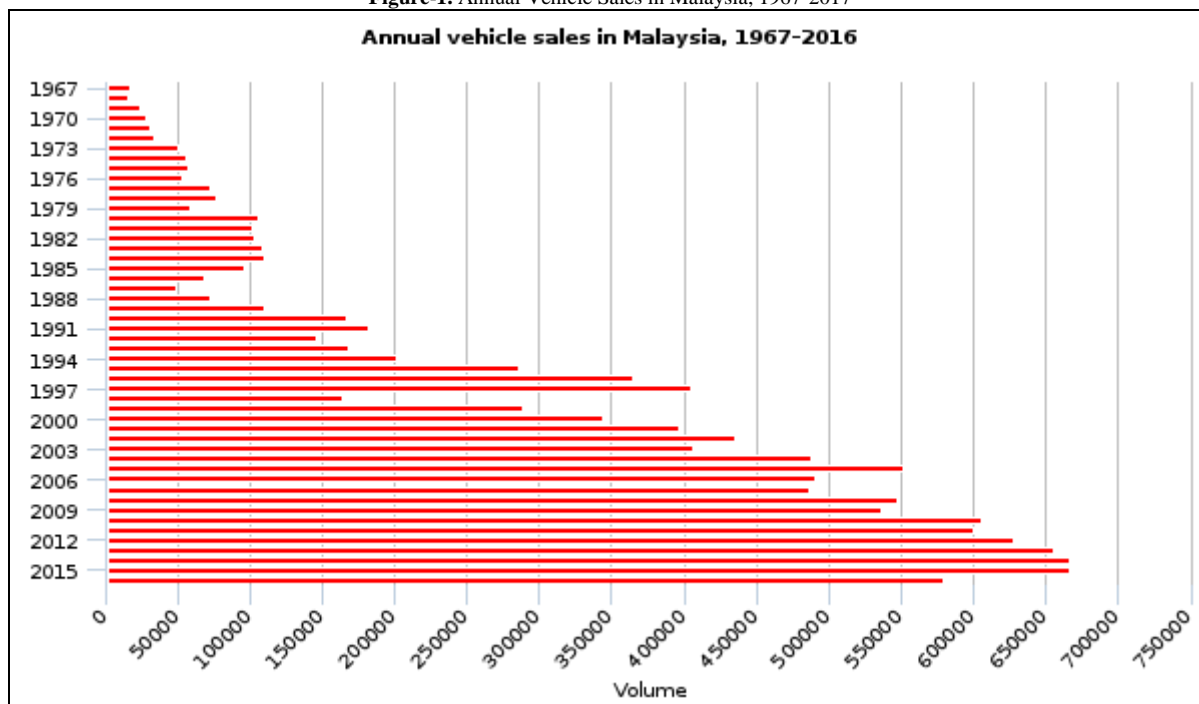
The purpose of this study was to investigate the factors affecting job satisfaction of employees at the car manufacturing/assembling plant in Malaysia. Nine car manufacturing/assembling plants were targeted at Peninsular Malaysia. Data was collected using a structured questionnaire based on the Minnesota Job Satisfaction Questionnaire (MSQ). The study showed that organizational factors like pay and benefits, promotion, leadership, work groups, working conditions and fairness significantly influenced employee job satisfaction in the automotive industry. However, individual factors such as age and gender did not significantly influence employee job satisfaction. The research provided a better understanding regarding the factors affecting job satisfaction in the automotive industry. The results can help managers to identify strategies to increase employee job satisfaction by increasing their motivation for the job performed thus leading to higher productivity and better retention levels.

Keywords: Job satisfaction; Working conditions; Pay; Promotion and fairness; Automotive industry.

1. Introduction

Job satisfaction is an attitude emanated from employees' perceptions of their jobs or work environments and refers to the extent to which a person likes his/her job (Pool, 1997; Spector, 2000). The level of job satisfaction reflects and is affected by one's work experiences as well as his/her present situation and future expectations. Job satisfaction is an attitude very sensitive to the features of the context in which it is studied. There is no model of job satisfaction applicable to all work settings as there are no general truths regarding the factors and the mechanisms accounting for such an elusive and subjective concept. The automotive industry in Peninsular Malaysia consists of 27 vehicle producers and over 640 component manufacturers. The Malaysian automotive industry is the third largest in Southeast Asia, and the 23rd largest in the world, with an annual production output of over 500,000 vehicles. The automotive industry contributes to 4 percent or RM 40 billion to Malaysia's GDP, and employs a workforce of over 700,000 throughout a nationwide ecosystem (The Automotive Industry, 2017).

Figure-1. Annual Vehicle Sales in Malaysia, 1967-2017



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The Malaysian automotive industry is Southeast Asia's sole pioneer of indigenous car companies, namely Proton and Perodua. In 2002, Proton helped Malaysia become the 11th country in the world with the capability to fully design, engineer and manufacture cars from the ground up. The Malaysian automotive industry also hosts several domestic-foreign joint venture companies, which assemble a large variety of vehicles from imported complete knock down (CKD) kits. The automotive industry in Malaysia primarily serves domestic demand, and only several thousand complete built up (CBU) vehicles are exported annually. Exports of Malaysian made parts and components have nonetheless grown significantly in the last decade, contributing over RM 11 billion to Malaysia's GDP in 2016.

The aim of this study is to determine the factors affecting job satisfaction in the automotive industry. The organizational factors include work conditions, pay, fairness and promotion; individual factors include age and gender, they are the independent variables; job satisfaction is the dependent variable.

2. Objectives of the Study

The objectives of the study were to determine the effects of organizational factors on employee job satisfaction in the automotive industry in Malaysia. The study focused on working conditions, pay, fairness, promotion, age and gender as the major elements that affect employee job satisfaction.

This study will focus on the following three objectives:

- a) To determine the level of job satisfaction reported by employees in the automotive industry in Malaysia.
- b) To determine the individual factors such as gender and age, if they relate to job satisfaction by employees in the automotive industry in Malaysia.
- c) To determine the relationship between organizational factors and job satisfaction by using a descriptive as well as inferential analysis in relation to overall satisfaction ratings of employees in the automotive industry in Malaysia.

3. Literature Review

Job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs (Wolf, 1970). Job satisfaction can be considered as a global feeling about the job or as a related constellation of attitudes about various aspects or facets of the job. Job satisfaction defined as "An attitude that individuals have about their jobs". It results from their perception of their jobs and the degree to which there is a good fit between the individual and the organization. Job satisfaction is a personal attitude towards work and a positive emotional situation when employees reach their expectation on their work and careers (Ivancevich *et al.*, 1997).

According to Blum and Naylor (1968) job satisfaction is the result of various attitudes possessed by an employee. In a narrow sense, their attitudes are related to the job and are concerned with such specific factors as wages, supervision, steadiness of employment, conditions of work, opportunities for advancement, recognition of ability, fair evaluation of work, social relations on the job, prompt settlement of grievances, fair treatment by employer and other similar factors. Job satisfaction is the result of various attitudes the person holds toward his job, toward related factors and toward life in general (Gilmer, 1966). Hackman and Lawler (1971) found that when jobs are high on the four core dimensions (variety, autonomy, task identity, feedback) employees who are desirous of higher order need satisfaction (obtaining feelings of accomplishment, personal growth) tend to be treated by supervisors as doing high quality work.

A study by Locke (1976) explained job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Further, the evidence by Mottaz (1985) provided that the degree of job satisfaction is dependent on ability of the work environment to fulfill his or her needs. Regardless of the theoretical approach used to study job satisfaction, most studies have identified at least two general categories of antecedent's variables associated with job satisfaction: environmental factors and personal characteristics. Environmental antecedents of job satisfaction pertain to factors associated with the work itself or work environment, while personal factors focus on individual attributes and characteristics (Zeffane, 1994). Most of the research on organizational factors has focused on its relationship with job satisfaction. Much of this research has been correlational studies that have used role ambiguity and role conflict to operationalize organizational factors. These studies generally indicate that job stress and satisfaction are inversely related (Miles and Petty, 1975).

Although many factors such as rate of pay, job security and benefits have been correlated with the level of job satisfaction many researchers have demonstrated that an increase in organizational factors is associated with an increase in job satisfaction (Murphy and Schoenborn, 1989); (Spector, 1997). Study by Jacobs and Solomon (1977) identified the positive role of incentives on job performance and propounded those employees who are rewarded for their performance show high degree of relationship between performance and job satisfaction. Further, Spector (1997) also supported this view and proposed that employees who are happy with their jobs are also more productive. The following are some of the organizational factors one might consider in attempts to establish the cause of job satisfaction (Hodgetts, 1991).

3.1. Pay and Benefits

The importance of equitable reward is a factor to consider here. One could add fair promotion policies and practices to fair pay (Witt and Nye, 1992). Employees expect a certain level of monetary rewards for their organizational contribution, and pay constitutes a quantitative measure of an employee's worth. In order to compete

for the most talented workers, companies need to provide attractive and equitable pay. It has been argued that pay is a motivator for many employees initially, but it is not a powerful motivator over the long term. The role of pay in attracting and retaining people at work has been recognized for many decades and is increasingly important in today's competitive, economic environment where strategic compensation planning is needed (Schuler and Jackson, 2006).

3.2. Promotion

The level of satisfaction will depend on the acceptability of the system in operation, be it a system based on merit or seniority or whatever combination of the two (Glisson and Durick, 1988). Various studies have suggested that job satisfaction has a strong link with promotion opportunities in organization (Pergamit and Veum, 1999) which is supported by Ellickson (2002) in his study of a public employee found that there is a strong relationship between promotion opportunity and job satisfaction. Bowen and Cattell (2008) supported this assertion. Kreitner and Kinicki (2001) lamented that a significant relationship exists between job satisfaction and promotion, and they viewed that job satisfaction is contingent upon what employee perceives as equity in his employment relation like reward.

3.3. Leadership

There has been endorsement of people-centered or participative leadership as a deterrent of job satisfaction (Miller and Monge, 1986). Leadership is a fundamental requirement for creating a workplace culture of mutual trust in which extraordinary performance and job satisfaction can survive, grow and thrive. Communication is such a crucial ingredient of effective leadership. Barnard (2004) pointed out that "one of the fundamental responsibilities of the leaders in any organization is to encourage cooperation among employees and groups within the organization so that the organization can survive, grow and thrive and trust is the responsibility of managers. The behavior of one's boss also is a major deterrent of satisfaction. Studies generally find that employee satisfaction is increased when the immediate supervisor is understanding and friendly, offers praise for good performance, listens to employees' opinions and shows a personal interest in them.

3.4. Work Group

The nature of the work group or team will have an effect on job satisfaction. Friendly, cooperative coworker or team members are a modest source of job satisfaction to individual employees. The work group, especially a tight team serves as a source of support, comfort, advice and assistance to the individual workers. A good work group makes the job more enjoyable. However, this factor is not essential to job satisfaction. On the other hand, if the reverse conditions exist, the people are difficult to get along with, this factor might have a negative effect on job satisfaction. It would appear that good intragroup working and supportive colleagues have value in not permitting job satisfaction to surface, rather than in promoting job satisfaction. Therefore, according to social network theory support from peers at work serves as a means of job satisfaction (Bonache, 2005). Several authors stated that the understanding and good relationship between co-workers enhance job satisfaction (Raabe and Beehr, 2003). People get more out of work than merely money or tangible achievements. For most employees, work also fills the need for social interaction. Not surprisingly, therefore, having friendly and supportive co-workers leads to increased job satisfaction.

3.5. Working Conditions

Where working conditions are good, comfortable and safe, the setting appears to be appropriate for reasonable job satisfaction, though not necessarily high job satisfaction. The situation with respect to job satisfaction would be bleaker if working conditions were poor. Working conditions have a modest effect on job satisfaction. If the working conditions are poor (hot, noisy surroundings for example) employees will find it more difficult to get things done. In other words, the effect of working conditions on job satisfaction is similar to that of the work groups. If things are good, there may or may not be a job satisfaction problem; if things are poor, there very likely will be (Daniel and Sofer, 1998).

Most people do not give working conditions a great deal of thought unless they are extremely bad. Additionally, when there are complaints about working conditions, these sometimes are rarely nothing more than manifestations of other problems. For example, a manager may complain that his office has not been properly cleaned by the night crew but his anger is actually a result of a meeting he had with the boss earlier in the day in which he was given a poor performance evaluation. However, in recent years because of the increased diversity of the work force, working conditions have taken on new importance. Many of the ways in which today's organizations are trying to make conditions more supportive and more nondiscriminatory (Cameron and Pierce, 1977).

3.6. Fairness

Competent employees are essential to the success of any organization. An important factor driving satisfaction in the service environment is service quality. One school of thought refers to service quality as a global assessment about a service category or a particular organization (Parasuraman *et al.*, 1988). Recently, it has been argued that satisfaction is generally viewed as a broader concept and service quality is a component of satisfaction (Zeithaml and Bitner, 2003). This is because satisfaction derives from various sources, such as service encounter satisfaction and overall satisfaction. In other words, a little satisfaction from each service encounter leads to overall satisfaction with the service. Highly qualified employees are especially critical to service organizations where the product is a

performance and employees are the cast-members (Grove *et al.*, 1992). Therefore, the service organization employees must understand from how and to what extent it affects the service quality in any service organizations.

3.7. Gender

Several studies conducted with regard to the relationship between gender and job satisfaction have yielded contradictory results (Chiu, 1998). A study conducted by Murray and Atkinson (1981), investigating gender differences in determinants of job satisfaction, reflected that females attach more importance to social factors, while males place greater value on pay, advancement and other extrinsic aspects. In support, Tang and Talpade (1999) maintain that there is a significant difference between males and females in terms of job dimensions impacting on job satisfaction. Their study found that men tend to have higher satisfaction with remuneration in relation to females, while females tended to have higher satisfaction with co-workers than males.

Findings of a survey looking at issues affecting women in the South African workforce indicated similar findings with regard to females. The majority of respondents revealed that they were satisfied with their jobs. The factors that contributed the most to their job satisfaction were the company of co-workers, the opportunity to learn new things and factors inherent in the job itself (Robbins *et al.*, 2003). Oshagbemi T. O. (2000) However, failed to find that gender affects job satisfaction. Similarly, Donohue and Heywood (2004) could not prove gender satisfaction differences in a study conducted amongst young American and British employees. Contrary to the above, Robbins *et al.* (2003) argue that no evidence exists suggesting that gender impacts on an employee's job satisfaction. The authors are of the opinion that gender differences can have an effect on the relationship between job dimensions and job satisfaction, but that it does not have a direct impact on job satisfaction.

3.8. Age

Mixed evidence exists regarding the relationship between age and job satisfaction (Robbins *et al.*, 2003). According to Greenberg and Baron (1995), older employees are generally happier with their jobs than younger employees, while people who are more experienced in their jobs are more highly satisfied than those who are less experienced. This view is supported by Drafke and Kossen (2002). The researchers state that job satisfaction typically increases with age as older workers have more work experience and generally have a more realistic view of work and life in comparison to their younger counterparts. They are of the opinion that younger workers have less experience to draw on and have an idealistic view of what work should be like. Research conducted by Okpara (2004) amongst managers within an IT environment found a significant relationship between job satisfaction and age. Similarly, earlier research supported this finding. Rhodes (1982), cited in Oshagbemi T. (2003) supports the findings that the relationship between job satisfaction and age is significant. The author reached this conclusion after a review of the findings of seven other separate studies conducted on the relationship between age and job satisfaction. Robbins *et al.* (2003) reported that although most studies indicate a positive relationship between age and job satisfaction, other studies reflect a decrease in satisfaction as employees move towards middle age, at least up to the age of sixty.

Satisfaction increases again from around 40 years and on. The authors refer to this phenomenon as the U-shaped relationship. Mottaz (1987), in Oshagbemi T. (2003), cited several reasons for the variance in job satisfaction between older and younger workers. Mottaz's view is that younger workers are generally more dissatisfied than older employees because they demand more than their jobs can provide. The author postulates that older workers possess more seniority and work experience enabling them to move easily into more rewarding and satisfying jobs. Older workers place less emphasis on autonomy or promotion, thus they demand less from their jobs, making them more satisfied than their younger counterparts. Workers tend to adjust to work values and the work environment the longer they are employed, adding to greater job satisfaction.

4. Research Framework

The research framework in this study is built upon the literature review. It is therefore theorized that each variable in human resource management has an influence on job satisfaction. Given the fact that certain individual factors may affect employee job satisfaction in the automotive industry, personal variables such as age and gender are taken into consideration. Figure 1 below depicts the research framework of this study:

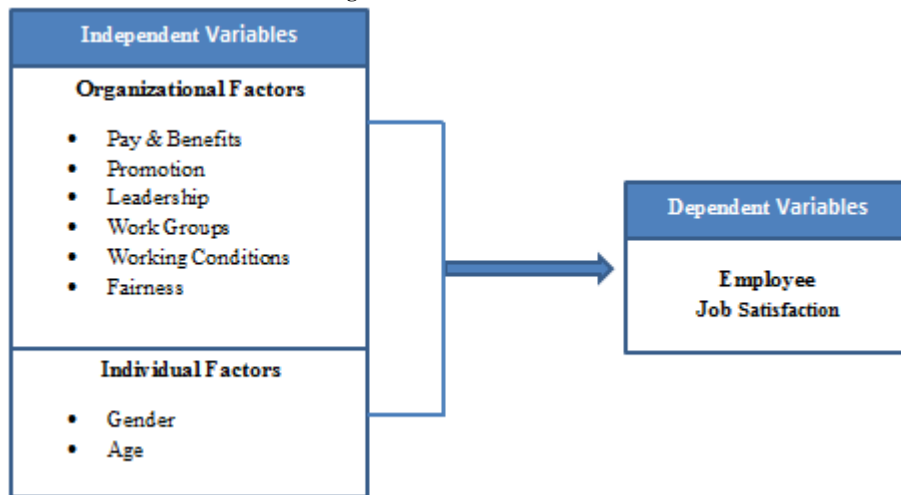
4.1. Research Hypotheses

Research findings were tested at the level of $p < 0.05$. The following are the research hypotheses:

- H_{A1}: There is a significant influence of pay and benefits on employee job satisfaction in the automotive industry in Malaysia.
- H_{A2}: There is a significant influence of promotion on employee job satisfaction in the automotive industry in Malaysia.
- H_{A3}: There is a significant influence of leadership on employee job satisfaction in the automotive industry in Malaysia.
- H_{A4}: There is a significant influence of work groups on employee job satisfaction in the automotive industry in Malaysia.
- H_{A5}: There is a significant influence of working conditions on employee job satisfaction in the automotive industry in Malaysia.

- H_{A6}: There is a significant influence of fairness on employee job satisfaction in the automotive industry in Malaysia.
- H_{A7}: There is a significant influence of gender on employee job satisfaction in the automotive banking industry in Malaysia.
- H_{A8}: There is a significant influence of age on employee job satisfaction in the automotive industry in Malaysia.

Figure-2. Research Framework



5. Methodology

5.1. Research Design and Population and Sampling

This study used a quantitative approach to measure the relationship between pay and benefits, promotion, leadership, work groups, working conditions, fairness, gender and age and job satisfaction. In this study, the targeted population was employees from the automotive industry. A total of 900 structured questionnaires were distributed to employees from nine automotive companies in west Malaysia. A total of 655 questionnaires were received and out of this, 35 sets of the questionnaires were considered unusable because over 25 percent of the question in Part 1 – Section A of the questionnaire were not answered (Sekaran, 2003). It was assumed that the respondents were either unwilling to cooperate or not serious with the survey. Therefore, only 620 usable sets of received questionnaires were used for the data analysis. Thereby, the response rate was 69 percent.

5.2. Research Instruments

As stated by Spector (1997), there are various methods for measuring job satisfaction. The job descriptive index (JDI), created by Smith *et al.* (1989), is a specific questionnaire of job satisfaction that has been widely used. It measures one's satisfaction in five dimensions such as pay, promotion, promotion opportunities, relationship with coworkers, supervision and the work itself. The Minnesota Satisfaction Questionnaire (MSQ) measures job satisfaction in 20 facets and has a long form with 100 questions (5 items from each facet) and a short form with 20 questions (1 item in each facet). The MSQ and JDI are the measuring instruments that will be employed to determine job satisfaction in this study. The reason for using these instruments is that it extracts a detailed picture of the workers' specific satisfaction and dissatisfactions. Section A collects the respondents' personal factors (demographic) like gender, age, marital status, education level, department worked, position held, work experience, salary earned etc. Section B collects information related to employee job satisfaction and section C is related to factors affecting employee job satisfaction in the automotive industry. The entire instrument which was selected was tested for reliability and validity.

5.3. Data Analysis Technique

Answers to the questionnaire were coded using the SPSS version 20. The results were then summarized using appropriate descriptive and inferential statistics. A reliability test was done by observing the Cronbach's Alpha value with the cutoff point of 0.70. Descriptive statistics such as means, standard deviation and variance and percentage values for interval-scaled independent and dependent variables were obtained. Frequency distributions were obtained for all the personal data or classification variables. The frequencies were computed to analyze the respondents profile in terms of age and gender. To test the strength of the relationship among the independent variables and dependent variable, Pearson Correlation Coefficient analysis was used. ANOVA was used to measure the significant difference among the age of the respondents and t-test was used to measure the significant difference among the gender of respondents on an interval scale.

6. Findings

6.1. Profile of Respondents

Table 6.1 shows that out of the 620 sets of questionnaires collected, 72.8% (451) were male's and 27.2% (169) were female respondents. Table 6.1 presents the distribution of respondents according to age. From the output shown below, we know that there are 26 respondents aged below 20 and 147 respondents aged between 21-29 years old while 260 respondents were between the ages of 30-39. 77 respondents were between the age group 40-49 while 110 respondents were above 50 years old. The findings implied that males were the core employees in the automotive industries in west Malaysia.

Table-6.1. Demographics Profile of the Respondents

No.	Demographics	Frequency	Percentage
Gender	Female	169	27.2
	Male	451	72.8
Age	Below 20	26	4.2
	21-29	147	23.7
	30-39	260	41.9
	40-49	77	12.4
	Above 50	110	17.8
Marital Status	Single	348	56
	Married	272	44
Income	Below 12k per annum	68	11
	12k – 24k per annum	360	58
	24k – 36k per annum	118	19
	Above 36k per annum	74	12
Position	General Staff	81	13
	Supervisor	167	27
	Manager	118	19
	Technician	192	31
	Quality Officer	62	10
Education	High school	329	53
	College	161	26
	University	130	21
Department	Finance	118	19
	Production	229	37
	Quality Assurance	192	31
	Vehicle Testing	81	13

6.2. Reliability Analysis

According to George and Mallery (2003), reliability is the degree to which measure are free from error and therefore yield consistent results. The reliability of a measure indicates the stability and consistency with which the instrument measures the concept and helps to assess the “goodness of a measure” (Cavana *et al.*, 2001). According to Sekaran (2003), the closer the reliability coefficient gets to 1.0, the better it is, and those values over .80 are considered as good. Those values in the .70 is considered as acceptable and those reliability value less than .60 is considered to be poor (Sekaran, 2003). All the constructs were tested for the consistency reliability of the items within the constructs by using Cronbach's alpha reliability analysis. Cronbach's Alpha values in respect of each variable are given in table 6.2 below. Respondents were also assured about the confidentiality as information shared in this regard would be used for academic and research purposes only. In conclusion, the results showed that the scores of the Cronbach's alpha for all the constructs exceeded the threshold of 0.70 indicating that the measurement scales of the constructs were stable and consistent.

Table-6.2. Cronbach's Alpha Reliability Test

Construct	Alpha Coefficient	Number of Items
Job Satisfaction	0.8705	20
Pay & Benefits	0.7912	5
Promotion	0.8654	5
Leadership	0.7996	5
Work Groups	0.8113	5
Working Conditions	0.9015	5
Fairness	0.8868	5

6.3. Validity Test

Validity test is the degree of precision between the data which happens in reality and the data collected by the researcher (Sugiyono, 2010). Validity of instrument has to consider two factors, ie: factor of precision and factor of

accuracy (Suliyanto, 2006). Validity is one of the degrees of precision or reliability of instrument measurement on the content of questions. Applied test technique is correlation technique through product moment correlation coefficient. Ordinal score of every question item to test the validity is correlated to ordinal score of all items; if correlation coefficient is positive, the item is considered as valid, conversely if it indicates negative correlation, the item is invalid and it will be taken out from the questionnaires or be changed by statement of repair. The following is how to find value of correlation:

$$r = \frac{N(\sum XY) - (\sum X)(\sum Y)}{[\sum X^2 - (\sum X)^2 / N][\sum Y^2 - (\sum Y)^2 / N]}$$

Information: r = correlation coefficient
 n = amount of sample
 X = score of each question item
 Y = total score

Minimum requirement to consider that an instrument is valid is by value of validity index ≥ 0.3 (Sugiyono, 2010) and if product moment correlation coefficient is higher than r table. Therefore, all statements having correlation degree of under 0.3 have to be corrected due to its invalid value.

6.4. Descriptive Analysis

Descriptive statistic of means and standard deviation were obtained from the independent and dependent variables. The summary of the descriptive statistics is shown in Table 6.3 below. All variables were measured using a 5-point Likert scale (1 being strongly disagree to 5 being strongly agree). The mean values for pay and benefits were 3.12, promotion were 3.31, leadership were 3.24, work groups were 3.31, working conditions were 3.42, fairness were 3.15, gender were 3.21, age were 3.33 and job satisfaction were 3.43 respectively.

Table-6.3. Overall Descriptive Statistics of the Variables

Variables	Mean	Standard Deviation	N
Job Satisfaction	3.43	0.870	620
Pay & Benefits	3.12	0.791	620
Promotion	3.31	0.865	620
Leadership	3.24	0.799	620
Work Groups	3.31	0.812	620
Working Conditions	3.42	0.901	620
Fairness	3.15	0.886	620
Gender	3.21	0.793	620
Age	3.33	0.803	620

6.5. Pearson Correlation Coefficient

Pearson's correlation coefficient (r) is a measure of the strength of the association between the two variables. According to Sekaran (2003), in research studies that includes several variables, beyond knowing the means and standard deviations of the dependent and independent variables, the researcher would often like to know how one variable is related to another. While correlation could range between -1.0 and +1.0, the researcher need to know if any correlation found between two variables is significant or not (i.e.; if it has occurred solely by chance or if there is a high probability of its actual existence). As for the information, a significance of $p = 0.05$ is the generally accepted conventional level in social sciences research. This indicates that 95 times out of 100, the researcher can be sure that there is a true or significant correlation between the two variables, and there is only a 5% chance that the relationship does not truly exist. The correlation matrix between dependent variable and independent variables are exhibited in Table 6.4 below.

Table-6.4. Summary of Pearson Product Moment Correlation Matrix

Variables	x1	x2	x3	x4	x5	x6	x7	x8	x9
Job Satisfaction	1.000								
Pay & Benefits	0.488**	1.000							
Promotion	0.625**	0.538**	1.000						
Leadership	0.462**	0.123	0.012	1.000					
Work Groups	0.575**	0.340**	0.456**	0.126	1.000				
Working Conditions	0.534**	0.375**	0.319**	0.028	0.073	1.000			
Fairness	0.399**	0.171**	0.025	0.076	0.038	0.061	1.000		
Gender	0.432**	0.081	0.023	0.104	0.197	0.121**	0.180	1.000	
Age	0.596**	0.049	0.101	0.473**	0.132**	0.083	0.143	0.243**	1.000

Note: Correlation is significant at the **0.01 level (2-tailed),

x1= Job Satisfaction, x2= Pay & benefits, x3= Promotion, x4= Leadership, x5= Work Groups, x6= Working Conditions, x7= Fairness, x8= Gender and x9= age.

As shown in Table 6.4, all eight dimensions have significant correlation with job satisfaction. The highest coefficient of correlation in this study was between promotion and job satisfaction. There was a significant positive relationship between promotion and job satisfaction ($r = .625, p < 0.01, n = 620$). All other dimensions were moderately correlated with job satisfaction (Table 6.4). The dimension fairness had the lowest positive relationship with job satisfaction ($r = .399, p < 0.01, n = 620$).

Table-6.5. Results of the Research Hypotheses

	Research Hypothesis	Result
H _{A1}	There is a significant influence of pay and benefits on employee job satisfaction in the automotive industry in Malaysia. There was a significant positive relationship between pay and job satisfaction ($r = .488, p < 0.05, n = 620$).	Supported
H _{A2}	There is a significant influence of promotion on employee job satisfaction in the automotive industry in Malaysia. There was a significant positive relationship between promotion and job satisfaction ($r = .625, p < 0.05, n = 620$).	Supported
H _{A3}	There is a significant influence of supervision on employee job satisfaction in the automotive industry in Malaysia. There was a significant positive relationship between supervision and job satisfaction ($r = .462, p < 0.05, n = 620$).	Supported
H _{A4}	There is a significant influence of fringe benefits on employee job satisfaction in the automotive industry in Malaysia. There was a significant positive relationship between fringe benefits and job satisfaction ($r = .575, p < 0.05, n = 620$).	Supported
H _{A5}	There is a significant influence of contingent rewards on employee job satisfaction in the automotive industry in Malaysia. There was a significant positive relationship between contingent rewards and job satisfaction ($r = .534, p < 0.05, n = 620$).	Supported
H _{A6}	There is a significant influence of working conditions on employee job satisfaction in the automotive industry in Malaysia. There was a significant positive relationship between working conditions and job satisfaction ($r = .399, p < 0.05, n = 620$).	Supported
H _{A7}	There is a significant influence of gender on employee job satisfaction in the automotive industry in Malaysia. There was a significant positive relationship between gender and job satisfaction ($r = .432, p < 0.05, n = 620$).	Supported
H _{A8}	There is a significant influence of age on employee job satisfaction in the automotive industry in Malaysia. There was a significant positive relationship between age and job satisfaction ($r = .596, p < 0.05, n = 620$).	Supported

6.6. Regression Analysis

Independent samples *t*-test is applied to test the differences between means of male and female employees and means of single and married respondents for job satisfaction. The result showed that there is a significance difference between the groups of male and female. There is also significance difference between the groups of single and married respondent for job satisfaction in the automotive industry in east Malaysia.

Table 6.5 showed that F value is 5.007 and p-value is .002 which is significance at the level of 0.05. Therefore, there is evidence to claim that some of the means of respondent’s age are different from each other.

Table-6.5. ANOVA Respondent’s Age for Job Satisfaction

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	24.077	2	12.035	5.007	.002
Within Groups	103.901	37	2.865		
Total	127.979	39			

Table 6.6 below shows the difference gender makes in influencing employee job satisfaction. There were no statistically significant differences in the overall perception between the respondents grouped according to gender (female mean = 3.0225, male mean = 3.0229; almost the same). Hence gender is not statistically significant in affecting employee job satisfaction in the automotive industry in east Malaysia.

Table-6.6. ANOVA Respondent’s Gender for Job Satisfaction

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Satisfaction	Female	169	3.0225	.73407	.09764
	Male	451	3.0331	.69876	.097453

7. Conclusion

The findings of this study can act as a medium for the employers and employees in the automotive industry in east Malaysia to determine the level of job satisfaction in order to enhance company’s growth and development. Based on the significance factors, companies in the automotive industry may influence work productivity, work effort, employee turnover and job dissatisfaction. This results suggests that there is a significant correlation between independent variables and job satisfaction. In summary, the conclusions derived from this study is pay and benefits, promotion, leadership, work groups, working conditions, fairness, gender and age and job satisfaction is correlated and is significant. The above conclusion supports our proposed study of work design particularly for the automotive

industries. Implicitly automotive industries may benefit from the methodology as it can diagnose job satisfaction to maintain performance and productivity. Further study may be conducted to determine the validity of the methodology in other industries as well as taking into consideration job organization and social factors. In summary, this study contributes to the production management literature by proposing theoretically and testing empirically a perspective that links management practices to employee job satisfaction within the context of automotive industries.

7.1. Limitation of the Study

The data obtained from this research is only applicable for the automotive industry in east Malaysia. Thus, the recommendations and suggestions may not be applicable to other country's automotive industry in general.

7.2. Recommendations

For future research the following suggestions should be considered:

- 1) It is suggested that for future research a proportionate stratified random sample be used to compare other service sector using a larger sample.
- 2) The research is needed to further investigate the potential relationships and effects these variables and other extraneous variables, such as role ambiguity, job level, contingent rewards and co-work have on job satisfaction.
- 3) Create favorable work conditions for the company. Guide the staff to communicate effectively, build a good interpersonal environment within the company, and create good work conditions.
- 4) To improve the pay treatment in the automotive industry among employees. Automotive industry in east Malaysia should improve the overall wage level of employees; on the other hand, two shifts or three shifts is a way to reduce the workload of staff.
- 5) To improve fairness in the automotive industry: create a scientific performance appraisal system in the organization. Utilize the other developed countries' scientific performance systems, and use these systems to evaluate employee work performance and evaluate employee service quality.
- 6) Concern about the employee's education and training. Automotive industry employees generally have low to mid-levels of education; organizations have to provide the employees with effective education and train them in science and cultural knowledge, and let the employees acquire practical knowledge on the most current technological advancement in the automotive industry.
- 7) Managers should enhance two-way communication ensure that employees have all the resources they need to job give appropriate training to increase their knowledge and skill establish reward mechanism in which good job is rewarded through various financial and non-financial incentives build distinctive corporate culture that encourages hard work and develop a strong performance system. Hence, employee engagement is of more importance, where it tells the level of satisfaction of employees at work and it is very important for a company to keep their employees satisfied because, happy employees are productive employees.

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