

Exploring the Relationship Between Hygiene Factors and Job Satisfaction in Workplace

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Abstract

The purpose of this research is to investigate the relationship that exists between hygiene factors and job satisfaction (JS) among the Royal Malaysian Navy (RMN) personnel in the workplace. The focus shall be directed toward the diligent personnel on board at Lumut Naval Base. The present study adopts a quantitative analysis methodology, employing a straightforward descriptive approach and correlation analysis through SPSS 23, wherein a sample of 220 employees was randomly selected for analysis. The empirical evidence suggests that there exist notable associations between job satisfaction (JS) and various factors, namely company policy, salary and benefits, and interpersonal relationships. The variables of job security and working conditions do not exhibit a statistically significant correlation with job satisfaction. The findings of this study suggest that there exists a noteworthy correlation between variables towards Job Satisfaction (JS). Therefore, there is no significant correlation between Job Security and Working Conditions in JS. The study's impact extends beyond the organization, encompassing the broader field, as it adds to the body of literature about the research elements. The utilization of models and theoretical frameworks in prospective investigations presents a distinct point for comprehending and interpreting phenomena that represents a noteworthy innovation within the context study.

Keywords: *Job Satisfaction (JS), Policy, Salary and Benefits, Interpersonal Relationship, Job Security and Working Conditions.*

Introduction

Job satisfaction (JS) has been studied and clarified in various forms and preferences. According to Aziri (2011), JS is the wisdom of desire and achievement that an employee experiences for a sustainable workplace, when the work is worth doing which gives them satisfaction. It differs in the extent to which they measure the emotional state one feels towards his work (Johari et al., 2022). This sense is primarily based on individual perceptions of satisfaction. JS can be influenced by one's ability to complete the tasks given by their respective department according to Memon et al., (2023), the close communication within an organization, and how the top management responds or entertains every single aspect of an employee's scope of work especially those who served on board ship in the Royal Malaysian Navy.

Job satisfaction in the Royal Malaysian Navy, especially on-board ships is relative and articulatory in the company policy. Same with interpersonal relationships with superiors, peers, and subordinates, working conditions, pay and benefits, and job security have also been articulated in the same policy. Most of the factors mentioned will be affected by job satisfaction among Royal Malaysian Navy personnel.

It is important to note that personnel served on board the ship undeniably showed and provided their support to the ship's mission and objectives to achieve their ultimate goals. JS enhanced employees' performance and greater their production in accomplishing organizational goals (Saad et al., 2022). To examine the factors influencing job satisfaction, the researcher uses Herzberg's Two-Factor Theory by Frederick Herzberg (1959) which studies the leading factors to dissatisfaction (Hygiene) and factors leading to satisfaction (Motivation). As a guide for the study, the researcher only focuses on the Hygiene factors because the factors are assessed to be a crucial part of the Herzberg Two-Factor Theory (1959).

The study inspects the factors that are influencing JS amongst the Royal Malaysian Navy personnel on board the ship. As we all know, serving onboard a ship is a challenging work environment where the

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place is confined, high-risk, involved in 24/7 operations at sea, being 'isolated' from the community, and equality in salary between base and ship staff. Based on this challenging issue onboard ships, ship crews are exposed to job dissatisfaction. Therefore, this study investigates the relationship between Hygiene Factors toward job satisfaction. These factors include company policy, salary, interpersonal relationships, job security, and working conditions (Dartey-Baah & Amoako, 2011).

The Navy exists because of the fleet. To have a successful fleet, the Navy needs a human resource for manning the ships. Furthermore, Royal Malaysian Navy personnel certainly have pride if they have experience serving onboard warships compared to those who have never had the opportunity. The Royal Malaysian Navy policy states that every person has to serve at the base and ship establishments in rotation. Therefore, Royal Malaysian Navy personnel are inevitable to work and serve on board ships which proves to be a challenging work environment as mentioned earlier (Hosseini & Haghghi Shirazi, 2021).

The second factor of Hygiene theory is salary and benefits. In general, people go to work to get paid for their survival such as to provide adequate shelter, food, and clothes for themselves and their families (Akbar et al., 2013). This shows the importance of salary towards the satisfaction of employees which will boost the motivation to perform well in the organization (Hosseini & Haghghi Shirazi, 2021). However, in terms of Navy working conditions, Navy staff who serve at the base are different in their job nature compared to the ship staff. This is because their job nature can be described as 'office work' compared to the high-risk and challenging environment for the ship staff (Ángeles López-Cabarcos et al., 2022). Nevertheless, the pay grade of the Royal Malaysian Navy personnel is determined by rank. As a result, the salary will remain the same regardless of whether the staff serves at the base or on-board ship.

The next factor that influences job satisfaction is the interpersonal relationship. Interpersonal relationships are essential for our well-being (Ukai et al., 2022). It is a link between two people or more in a short or life-long period depending on what kind of relationship they are involved in (Kumar S, 2021). A normal person provided with a healthy mind and emotions will always choose to live with the community regardless of how big or small the group of people is (Al-Hamdan & Bani Issa, 2022). They will reject to live in separation without any connection with other people. Furthermore, good interpersonal relationships will lead people to a happy life, and for this, it is important to continuously aware of the effect of thoughts, choice of words, type of gestures, and actions toward any established relationship (Muser & Janneck, 2012).

In the situation of the Royal Malaysian Navy personnel on board the ship, the interpersonal relationship established between the sailors or peers to get the task done, between the Officers who have the authority and give orders, and lastly between the junior sailors or subordinates who will assist in completing the task given. The quality of the interpersonal relationship will determine whether the personnel on board the ship will either have good job satisfaction or vice versa. Another example is a Navy board ship, the crew tends to feel isolated from the community when unable to attend gatherings, local activities in their hometown, and so forth during weekends or public holidays due to the job nature which requires them to be ready 24/7. This will also affect the job satisfaction of the crew which could enjoin the relationship with the community outside of the Navy.

Personnel on board ship is always in harm's way. They are exposed to high-risk accidents and incidents such as fire, flooding, collision, grounding, and others. Normally, when an accident occurs, a Board of Investigation (BOI) will be held to find the roots of the accident and to provide a suggestion for betterment. In some serious cases, when the investigation's finding shows that the accident was caused by human factors of not complying with the Standard of Operating Procedures (SOPs), there will be a person to be punished. The punishment varies from superior warnings, lost seniority, penalty, and expel from the service without compensation. All of these consequences may cause the ship crews to feel afraid to do their jobs especially those who are still new in the service. They cannot afford to make a mistake.

The warship is not only a workplace for the Navy but also a home for them. The main purpose of having a warship is to have a good war-fighting capability to protect the nation's sovereignty. To support this purpose, the warship needs to be equipped with state-of-the-art technologies. Due to the systems

incorporated on board ships and the size of the ship, the Navy needs to compensate with the living space for the crews. Therefore, ship crews have to live and work in confined spaces, small cabins, and composite toilets. The conditions worsen when the ships are required to sail during the monsoons in the rough and choppy weather. All of these harsh working conditions may affect their satisfaction with doing work on board the ship.

Research Problem

Working or serving on board a ship is very challenging because operations and sailing are compulsory for the Royal Malaysian Navy personnel on board the ship. Leaving the family and staying with the other Royal Malaysian Navy staff for more than a week on the sea is not something we can take lightly. The moral is the most important thing that should care about and look forward to when they sailing and working for operation onboard a ship. Satisfaction among the Royal Malaysian Navy staff when sailing is very important to make sure the operation will succeed without any problems. Laksamana class and MCMV class is not comfortable ship because their size is around 50 meters to 70 meter and can be said a small ship category. The facility is very limited and that will affect the morale of Royal Malaysian Navy staff. From our survey of all classes of Royal Malaysian Navy ships, this size of the ship affects to morale of the Royal Malaysian Navy ship staff.

As described by Vavasseur (2019), in Figure 1.1 on Naval Transformation Programme (NTP) 15-to-5 is visionary planning of the Royal Malaysian Navy that considers all of the emerging threats and challenges in the maritime domain, the security environment, and most importantly limited budget for the Navy due to the current economic health. The 15-to-5 program is a centerpiece strategy that suggests a revolution progression by reducing the current Royal Malaysian Navy's 15 classes of vessels to just five classes of ship: Littoral Mission Ships (LMS); Multi-Role Support Ships (MRSS); Littoral Combat Ships (LCS); New Generation Patrol Vessels; and submarines. However, this transformation will affect the placement of the Royal Malaysian Navy personnel.

This study focuses on the crew of Laksamana Class and Mine Counter Measures Vessel (MCMV) Class because the size of this class is almost similar to the new LMS that will be procured in the NTP 15-to-5. Based on this situation, this study aims to find the problem concerning the JS in preparing RMN personnel to serve on board LMS once the project is completed. Replacement or new working area also needs the personnel time to adapt to the working environment for that place. This will also affect the morale of the Royal Malaysian Navy personnel especially if their family stays away from them. Transfer from base to ship or ship to ship is a common cycle in the Royal Malaysian Navy organization. They need to set up their mind and be prepared if this happens because this will affect the daily routine and family management which will be more difficult if being transferred to a new location.



Figure 1.1. Vavasseur, X. (2019) Lima 19: 15 To 5 Transformation Program

JS is reflected as a strong predictor of overall individual wellbeing, and as a sound predictor of intentions or desires to resign. Satisfied employees are less likely to quit because they feel easy to work daily with their work and understand what to do with their job (Al Doghyan et al., 2019). Statistics always show that employees who are satisfied with their jobs never quit the job except when they get a better offer of salary from another company.

The ship crews on board the ship are regarded as an important asset and show a vital character and function towards the organization. Therefore, it is important to keep their morale at the best and make them satisfied with their task. Satisfied personnel will benefit the organization and will deliver their best services and loyalty to the nation which effecting contributes to a better outcome (Khahro et al., 2023).

Research Questions

This research will focus on answering the following questions:

- Does the company policy significantly affect JS among RMN personnel on board the ship?
- Do the salary and benefits significantly affect JS among RMN personnel on board the ship?
- Does the interpersonal relationship significantly affect JS among RMN personnel on board the ship?
- Does job security significantly affect JS among RMN personnel on board the ship?

- Do the working conditions significantly affect JS among RMN personnel on board the ship?

Research Objectives

- To find out the effects of company policy on JS among RMN personnel on board the ship.
- To find out the effects of salary and benefits toward JS among RMN personnel on board the ship.
- To find out the effects of interpersonal relationships toward JS among RMN personnel on board the ship.
- To find out the effects of job security toward JS among RMN personnel on board the ship.
- To find out the effects of working conditions toward JS among RMN personnel on board the ship.

Significance of the Study

This study will initiate the pilot step in experimenting with two variables to see how much they influence the personnel in the time they work at sea. The significance is that, if those two variables were seen to influence much in enhancing job satisfaction among the navy people especially when Naval Transformation Programmed 15 to 5 was in place, perhaps the top management may take an extra approach to mitigate the problem of the high turnover rate in the future. In other words, the finding also may have implications for both the academy and the policymaking to improve the job satisfaction level. Hence, this study will contribute to the RMN, especially the human resource department which decides the personnel's work placement, onboard ship or base, interpersonal skills, salary, and benefits related to the Hygiene Factors. This finding will aid in the decision-making process while enhancing the JS of RMN personnel.

Literature Review

According to Herzberg et al (1959), the theory explains that JS and job dissatisfaction are affected by two unlike sets of factors namely the Hygiene Factors (HFs) and Motivation Factors (MFs). Hygiene factors are the extrinsic factors that cover the surroundings of the job. They comprise interpersonal relations, work conditions, wages, company policy, remunerations, and job security. The MFs related to intrinsic factors that lead to positive job attitudes because they satisfy the need for self-actualization, and among them are achievement, credit, challenging tasks, growth in the job, accountability, and development.

In this study, however, the element to be proven is only HFs which will lead to job dissatisfaction. Here, researchers will see how much the current level of employee hygiene factor in influences the dissatisfactory level among Royal Malaysian Navy personnel on board ships towards their work.

Dependent Variable of the Study

Researchers are focusing on the dependent variable to test it with the hygiene factors. Thus, the changes to the dependent variable are what the researchers trying to measure with available techniques. In this research, the researcher put JS as the dependent variable and to be measured to know the satisfaction or dissatisfaction level of Royal Malaysian Navy personnel on board the ship.

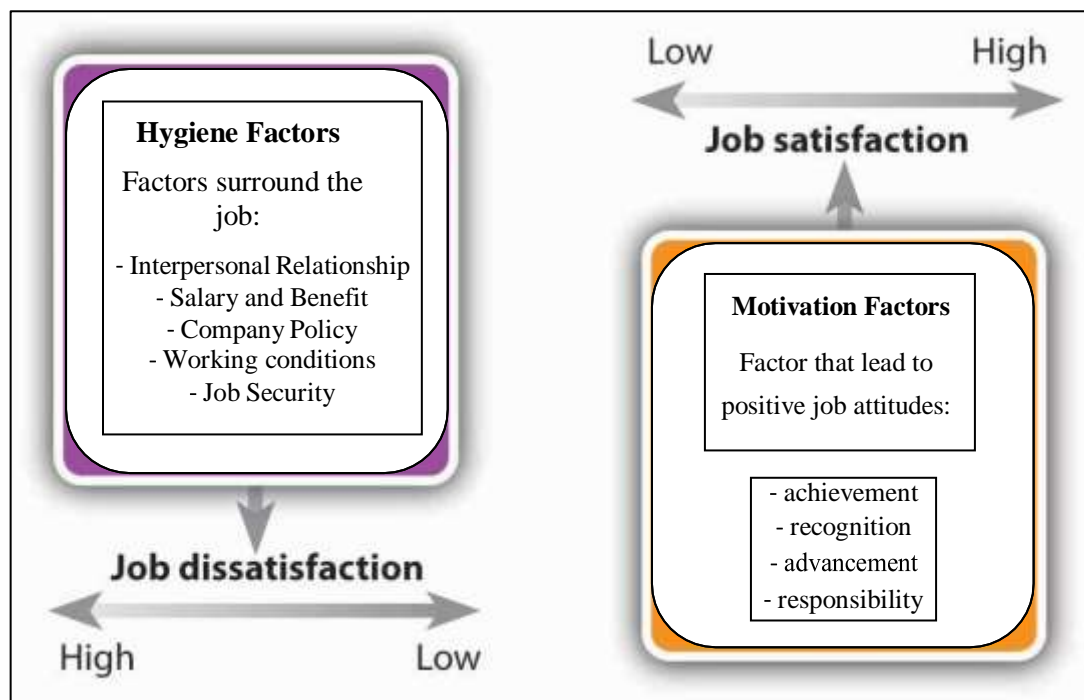
Underpinning Theory

Figure 1.2. Herzberg's Two-Factor Theory (1959)

Job Satisfaction (JS)

JS is defined as an employee or worker who has to feel his or her job and its related aspects (Spector, 1985). It is where how an employee acts towards his or her job is neither positive nor negative. (Kumar Associate Professor, 2016). JS also incorporates numerous factors such as job landscape, salary or wages, stress level, workplace environment, office mates, bosses, and job assignment (Parvin & Karbin, 2011). According to Malik, Nawab, Naeem, & Danish (2010), raising job satisfaction levels might be helpful due to these factors. According to Islam, Ismail, & Boug, (2008), the authors found that there are six effective motivating factors which are job security, a conducive working environment, a full appreciation of work, motivating work, career advancement, and higher wages.

Maslow (1954) recommended that there is a five-level hierarchy of needs model, which are physiological, safety, social, esteem, and self-actualization needs. Many researchers have observed and studied job satisfaction from the point of needs fulfilment. Allen & Meyer (1996) discover that any workers who have extrinsic, intrinsic, and complete job satisfaction are successfully committed to the firm. As indicated by Marsnik, Luthans, Sommer, & Decis Sci Inst; Decis Sci, (1998), there are three crucial measurements of job satisfaction, which are an emotional response to a job condition, how well result meets or exceeds expectations and attitude towards the nature of work, supervisor, salary and benefit, career advancement and co-workers supports which are the most significant types of work about which individuals have an appropriate response. Furthermore, training and skill development are some of the most ideal approaches to accomplishing job satisfaction is very crucial to the point that on the off chance that is not present, it regularly prompts weariness and reduced firm commitment (Choo & Bowley, 2007).

Independent Variables of the Study

The independent variable is a variable that affects the dependent variable. During this study, the researchers will manipulate this variable to observe the changes in the dependent variable. Thus, there are five (5)

independent variables identified in this study to be tested which are Company Policy, Salary and Benefits, Interpersonal Relationships, Job Security, and Working Conditions as per Figure 1.3 (Herzberg et al, 1959). All of these variables are the hygiene factors to be analyzed. The details of all the variables as per depicted in Figure 1.3 below. These variables have been adopted and adapted from (Herzberg et al, 1959).

Company Policy

As mentioned earlier in the background of the study, Hygiene Factors comprises company policy, salary, and remunerations, interpersonal relationship, security of the job, and workplace environment. The first factor to be discussed is company policy. The main objective of company policy is to provide guidelines regarding what is appropriate and vice versa or unacceptable behavior (Husin & Hanisch, 2011). Even though company policy does not cover all particulars, it establishes expectations and guides how to cope with workplace situations. Company policy helps to regulate within the organization and ensure that people are treated with justice.

The Royal Malaysian Navy also has its policy to control and guide the employees in the organization. Under the Human Resource Department, policymakers have responsibilities to plan and decide policies for the Royal Malaysian Navy. The policy that relates to the employees or Royal Malaysian Navy personnel is the service rotation between the ship and base establishment. Human Resource Policy states that every Royal Malaysian Navy personnel has to serve the ship and base in rotation. There is a limit of two to three years of service for each unit, especially on-board ships. Serving on-board ships is not the same environment as serving at the base. Preference would be to the base establishments because people would have more time with family and friends as well as be able to accomplish many things at land compared to serving onboard ships. Therefore, this policy regulates the preference of people to serve on-board ships for a certain period and offers a fair chance to serve at the base when the time comes.

Salary and Benefits

Another important aspect of the Hygiene Factor is salary and benefits. According to (Hemmasi & Graf, 1992), male employees are more satisfied with their wages and remuneration packages.

Interpersonal Relationship

Interpersonal relationships can be between employees and managers/supervisors, among peers, and also between employees and subordinates (Frymier & Houser, 2000). These three dimensions will have a positive or negative effect on the employee's motivation and performance depending on how they interact with each other in the workplace (Dobre, 2013).

Job Security

Job security is defined as an assurance that an individual will keep his or her job without the risk of being dismissed from the organization. The employee will have stability in their appointment and it may be from the terms of a contract of employment, collective bargaining agreement, or labor legislation that prevents arbitrary termination. For instance, a policy of an organization will affect to employee's job security if it is more customer-centric (Clark & Postel-Vinay, 2009).

Working Conditions

This independent variable measures the frequency of exposure that the job has to undesirable or unlikable environmental conditions, or hazards under which the job is performed. Consideration is only to those conditions or hazards that are inherent like the work and not the extreme situations, that is, where the risk of a specific situation or accident occurring is unlikely. The frequency of exposure to undesirable working conditions or hazards should also be considered (Kaber et al., 2016) (Klehe & Anderson, 2007).

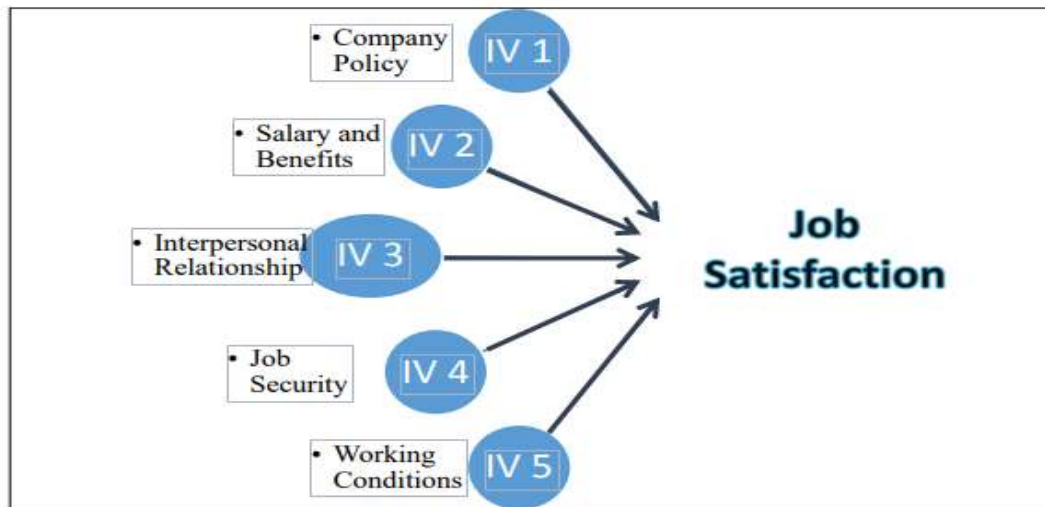


Figure 1.3. Conceptual Framework: Adopt and Adapt from Herzberg's Two-Factor Theory (1959)

Hypotheses Testing

The research hypotheses developed as follows:

- H1:** There is a significant correlation between company policy and job satisfaction.
- H2:** There is a significant correlation between salary and benefits and job satisfaction.
- H3:** There is a significant correlation between interpersonal relationships and job satisfaction.
- H4:** There is a significant correlation between job security and job satisfaction.
- H5:** There is a significant correlation between working conditions and job satisfaction.

Methodology

The present investigation employed a quantitative methodology, wherein a questionnaire was employed as the principal research instrument. Quantitative research, as an empirical approach, directs its attention towards the examination of the frequency with which variables manifest themselves, while concurrently placing heavy reliance on the utilization of numerical data. The selection of respondents did not adhere to a random methodology, thereby resulting in a lack of equal opportunity for all potential participants to be chosen. Instead, we employed a convenience sampling technique, which falls under the category of non-probability sampling. The utilization of this particular approach serves to alleviate the potential influence of researcher bias in both the collection and presentation of data.

The data in this study was acquired via the dissemination of a survey questionnaire. The utilization of a questionnaire survey proves to be a suitable method for acquiring a substantial quantity of pertinent information from a vast population, owing to its inherent manageability, cost-effectiveness, and timeliness. It is of utmost importance for the researcher to effectively articulate the objectives and purpose of the study. Furthermore, the researcher diligently formulates the survey questionnaire with the explicit intention of incorporating the examination of quantitative data. The insights derived from the sample serve to contribute significantly to the production of dependable outcomes that possess the capacity to be extrapolated to the wider population.

In the course of this study, it was imperative to collect primary data from the participants of the survey. In the realm of data management, the utilization of the Statistical Package for the Social Sciences (SPSS) software version 23 was employed to effectuate the transformation and analysis of the amassed data.

Research Design

Sampling

Data for this study were obtained from a simple random sample of RMN personnel based in Lumut, Perak which is currently serving in the fleet. To represent the whole population of that personnel, a fraction of the population was taken to form the sample. The population here refers to the entire group of individuals that potentially could participate in the research. For this study, the selection of the respondents to answer the questionnaire was random, as the samples were taken only from the personnel who currently serve the fleet in the Lumut base. The sampling size was determined by Krejcie & Morgan (1970) Sample Size.

Sampling design refers to a methodology that is taken after selecting a sampling unit (Ziegel & Lohr, 2000). In this research, simple random sampling as expected, all the possible samples of the population are likely to occur.

Sample Size

The population of this research is RMN personnel which currently serve the fleet in Lumut base. The questionnaire was distributed by hand to the person who fulfilled the requirements. The population size was estimated, at 480 persons. This figure was obtained because there are 8 small ships of Laksamana and MCMV class with 60 personnel each at Lumut base. Based on Morgan's Krejcie & Morgan (1970) table, the sample size was determined to be 214 samples with the confidence level and confidence interval respectively 95% and 5. Therefore, the researcher has distributed 220 questionnaires to obtain the data for this study.

Data collection for this study was conducted by using a set of questionnaires. This method was commonly used by the researchers in which questions were created to obtain desired data from the respondents. By having a questionnaire, respondents have a chance to answer the question confidently and appropriately at their own pace. To reveal the rating example, numbers are assigned known as an interval scale is used. "Strongly Agree" to "Strongly Disagree" are the rankings used to measure the scale. Moreover, the questionnaire design will ensure that theoretical concepts are measured adequately.

Data Analysis

Based on the conceptual framework, testing research hypotheses is the main objective of this study. A quantitative approach was adopted and the Statistical Package for Social Sciences (SPSS) version 23 was employed so that the relevant issue can be examined appropriately.

Results

Reliability Analysis

Table 1.1 Reliability Analysis

Variables	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Job Satisfaction	.757	.814	5
Company Policy	.786	.788	5
Salary & Benefits	.820	.824	5
Interpersonal Relationship	.821	.824	5

Job Security	.591	.604	4
Working Condition	.815	.816	5

The questionnaire data were narrowed among 220 respondents among RMN personnel on-board Laksamana dan MCMV class warship. Based on the details in Table 1.1, the reliability results showed the responses of the respondents were recorded and the reliability of the tool was determined using Cronbach's Alpha. The questionnaires were further analyzed on 34 questions for example 5 questions for Demographic data, 5 questions on Company Policy (IV 1), 5 questions on Salary and Benefits (IV 2), 5 questions on Interpersonal Relationships (IV 3), 4 questions on Job Security (IV 4), 5 questions on Working Condition (IV 5) and lastly 5 questions for Job Satisfaction (DV). The result shows that Cronbach's alpha ranges from 0.591 to 0.821, which according to Hair et al., 2006, the alpha value of more than 0.5, shows that the scale is reliable.

Correlation Analysis

It is significant to examine whether the variables extracted from the factor analysis are inter-correlated, and the result should be significant at 0.05 and below (Hair et al., 2006). A Spearman correlation analysis was carried out to determine the inter-correlations among the variables since the data received was not normal.

Referring to Table 1.2 below, the result of the Spearman correlation between DV (Job Satisfaction) and IV 1 (Company Policy) is indicated to be a medium-level relationship at 0.371, which indicates that there is a positive relationship between the variables. The Spearman correlation between DV and IV 2 (Salary and Benefits) is 0.489 which is also a medium level relationship. The relationship between DV and IV 3 (Interpersonal Relationship) is 0.400 which is medium level, DV and IV 4 (Job Security) is 0.217 which is a small level relationship and lastly, IV 5 is indicated to be also small at 0.295.

Table 1.2. Spearman Correlation Analysis

			Correlations					
			Mean_DV	Mean_I V1	Mean_I V2	Mean_I V3	Mean_I V4	Mean_I V5
Spearman's rho	Mean_DV	Correlation Coefficient	1.000	.371**	.489**	.400**	.217**	.295**
		Sig. (2-tailed)	.	.000	.000	.000	.001	.000
		N	220	220	220	220	220	220
	Mean_I V1	Correlation Coefficient	.371**	1.000	.436**	.344**	.344**	.390**
		Sig. (2-tailed)	.000	.	.000	.000	.000	.000
		N	220	220	220	220	220	220
	Mean_IV2	Correlation Coefficient	.489**	.436**	1.000	.505**	.334**	.470**
		Sig. (2-tailed)	.000	.000	.	.000	.000	.000
		N	220	220	220	220	220	220

Mean_IV3	Correlation Coefficient	.400**	.344**	.505**	1.000	.412**	.427**
	Sig. (2-tailed)	.000	.000	.000	.	.000	.000
	N	220	220	220	220	220	220
Mean_IV4	Correlation Coefficient	.217**	.344**	.334**	.412**	1.000	.256**
	Sig. (2-tailed)	.001	.000	.000	.000	.	.000
	N	220	220	220	220	220	220
Mean_IV5	Correlation Coefficient	.295**	.390**	.470**	.427**	.256**	1.000
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.
	N	220	220	220	220	220	220

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

Table 1.3. Result of Hypothesis Testing

Hypothesis		p-Value	Result
H1:	There is a relationship between promotion opportunities and JS among RMN personnel.	0.000	Reject H ₀ , accept H1
H2:	There is a significant correlation between salary and benefits and job satisfaction	0.000	Reject H ₀ , accept H2
H3:	There is a significant correlation between interpersonal relationships and job satisfaction.	0.000	Reject H ₀ , accept H3
H4:	There is a significant correlation between job security and job satisfaction.	0.000	Reject H ₀ , accept H4
H5:	There is a significant correlation between working conditions and job satisfaction.	0.000	Reject H ₀ , accept H5

According to Table 1.3 above, the null hypothesis (H₀) is rejected and the alternative hypothesis (H₁) is accepted, indicating that promotion opportunities are indeed a significant determinant of job satisfaction among RMN personnel. The aforementioned discovery is by the extant body of literature, which posits that the progression of one's career and the potential for upward mobility are of paramount importance in determining job satisfaction. In the realm of military affairs, the aforementioned outcome carries significant ramifications about the preservation of personnel, the sustenance of motivation, and the cultivation of overall morale.

The purpose of this study is to examine the correlation between salary and benefits and job satisfaction. The robust repudiation of the null hypothesis, H₀, in favour of the alternative hypothesis, H₂, serves to emphasize the paramount significance of remuneration and fringe benefits in exerting an influence on the level of job satisfaction. Financial compensation is an intrinsic facet of an individual's professional trajectory, and the correlation between sufficient remuneration and job contentment has garnered extensive recognition. The aforementioned result implies that it is imperative to implement competitive compensation packages to uphold and enhance levels of job satisfaction within the RMN.

In this discourse, we shall explore the complex realm of interpersonal relationships and their profound impact on an individual's job satisfaction. The purpose of this scholarly investigation is to shed light upon the complex dynamics that exist between individuals within the workplace and how these relationships can significantly influence one's level of contentment. The acceptance of the alternative hypothesis H₃ and the subsequent rejection of the null hypothesis H₀ provide compelling evidence to support the notion that there exists a significant correlation between interpersonal relationships and job satisfaction within the esteemed cohort of RMN personnel. The aforementioned statement elucidates the salient aspects of the social dynamics inherent within the organizational structure, thereby positing the notion that cultivating a milieu conducive to constructive workplace interactions can engender a heightened sense of contentment and fulfilment in one's professional undertaking. This discovery aligns with the notion that a cohesive professional setting has the potential to augment both individuals' drive and their overall state of welfare.

In this discourse, we shall explore the complex relationship between job security and job satisfaction. The primary focus of our investigation lies in comprehending the impact that job security exerts on an individual's level of job satisfaction. By examining existing literature and empirical evidence, we aim to shed light on this significant phenomenon and contribute to the existing body. The acceptance of hypothesis H₄ and the subsequent rejection of null hypothesis H₀ serve to underscore the significance of

job security as a determining factor in the realm of job satisfaction. The issue of job security is an essential and foundational concern that permeates the thoughts and considerations of individuals across various professions. Within the military domain, where personnel are frequently exposed to elevated levels of risks and uncertainties, the guarantee of job stability assumes a paramount role in fostering a sense of contentment and fulfilment in one's occupation. The topic of inquiry for this study is the relationship between working conditions and job satisfaction. Specifically, we aim to explore the impact of various working conditions on the overall satisfaction levels of employees. By examining this relationship, we hope to gain a deeper understanding of the factors that contribute to job satisfaction and potentially identify.

The robust repudiation of the null hypothesis, H₀, in favour of the alternative hypothesis, H₅, serves to validate the significant impact exerted by working conditions on the overall level of job satisfaction. The experience and comfort of an individual within the workplace can be influenced by various physical and environmental factors. In the context of a military environment, the establishment of appropriate working conditions holds paramount importance, as it directly influences not only the level of job satisfaction experienced by personnel but also their overall performance and safety.

In summary, the findings of the study highlight the complex and multifaceted aspects of job satisfaction within the realm of Registered Mental Nurses (RMN). It is crucial to underscore that the phenomenon under consideration is not exclusively contingent upon a solitary factor, but rather is subject to the influence of a confluence of factors. These factors encompass but are not limited to, promotion opportunities, compensation and benefits, interpersonal relationships, job security, and working conditions. As an esteemed academician, I wholeheartedly endorse and advocate for the pursuit of additional scholarly inquiry into the complex and multifaceted dynamics that underlie the interplay of these aforementioned factors. Furthermore, I would ardently propose that military commanders and decision-makers exercise judicious discernment when assimilating these empirical revelations into their strategic frameworks, with the ultimate aim of augmenting the overall contentment and fulfilment experienced by the esteemed members of the Royal Malaysian Navy. In essence, this research endeavour serves to enrich our comprehension of the complex interplay between work-related variables and job satisfaction within the realm of military operations. Moreover, it bears noteworthy implications for the effective management of organizations and the overall welfare of employees.

Based on the hypothesis testing result, all five independent variables have been identified to have a relationship with the employee's job satisfaction. Subsequently, tests of the hypotheses have confirmed the relationship does exist between the variables, namely the Hygiene Factors towards job satisfaction. This means that job satisfaction in the Royal Malaysian Navy does depend on Hygiene Factors namely company policy, salary and benefits, and interpersonal relationships. However, the other two independent variables namely working conditions and job security do not have a significant correlation with job satisfaction and the small level of relationship.

Limitation and Recommendation of Study

Despite accomplishment in successfully identifying the relationship between the five Hygiene Factors with job satisfaction, in which the results are helpful for further validation, this study faces some limitations. The sample did not represent the population of RMN personnel as a whole. Due to time constraints, the study was limited to the person who currently served the fleet based in Lumut. It used a convenience sampling method in which the sample consisted mainly of people who served on board the ship. Thus, the study sample may limit the generalizability of the findings to a broader population.

Furthermore, this study is limited to testing two variables extracted from Herzberg's two-factor theory model, which affects employee job satisfaction. For future research, it is recommended that the model be enhanced by adding other variables from Herzberg's two-factor theory model so that it can improve the accuracy of the prediction of the employee's job satisfaction in the RMN. This recommendation can be an exciting exploration for future researchers and would offer them a new paradigm of study. Furthermore, with the addition of new variables that can make the model more complex, it is proposed that Structural Equation Modelling (SEM) analysis be used to test the research model more

comprehensively to produce more accurate and reliable results.

Conclusion

The study focuses only on RMN personnel on board Laksamana and MCMV class of ships which currently serve the fleet based in Lumut, Perak. By referring to the analysis, the salary and benefits were seen as the largest predictor compared to the others. The reason such a trend happening in the RMN organization is probably due to being the common psychological attraction as what like being in the previous research (Akbar et al., 2013) regarding the employee's psychological contract. The employee's psychological contract refers to an employee's perception of the organization, and what the rewards for being committed to the organization will be. The theory applies to most of the employees, and military personnel are not an exception to this. Thus, at the beginning of the study, it was expected that salary and benefits would be one of the elements that would influence job satisfaction in RMN organizations.

As a conclusion for the research, there is a significant correlation between Company Policy; Salary and Benefits; and Interpersonal Relationship on Job Satisfaction (H1, H2, and H3), and there is no significant correlation between Job Security and Working Conditions on Job Satisfaction (H4 and H5).

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