

# Determinants of Job Satisfaction in Telecommunication Industry: Case Study in Brunei Darussalam

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## Abstract

This research paper aims to investigate factors affecting job satisfaction amongst employees in Brunei's telecom industry. Studies conducted on job satisfaction found that employees from the telecommunication sector considered in the higher ranking in term of dissatisfaction on their works. There, there is a need to investigate those factors contributing to employees' satisfaction particularly among the employees in the telecommunication industry. Survey questionnaires were collected from 120 employees from Brunei's telecommunication companies, and correlation analysis was carried out testify if there any relationships between the stated determinants with job satisfaction. The findings indicate the three determinants (leadership, knowledge management and management-employee relations) identified in this study have a significant positive relationship with employees' job satisfaction. This study may contribute towards assisting future researchers' conducting a similar study, as well as, for management to identify factors that can affect employee satisfaction

**Keywords:** *Job Satisfaction; Leadership; Knowledge Management; Management-Employee Relations*

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## Introduction

Employees play an important part in the contribution of continuous success and achievement of any organisation. They are being viewed as human capital that determines the overall organisational functioning and performance. To ensure employees are comfortable in their current state, job satisfaction must be well identified by employers. Job satisfaction is simply the orientation of emotions that employees possess towards the role that they are carrying at their workplace (Karanika-Murray, Duncan, Pontes, & Griffiths, 2015). Employees will have their expectation about the job that they want, and they measure it against what is being offered to them. Here, it is essential for employees to be satisfied with their job which will contribute to motivation and encouragement of better performance. There will be a lot of benefits that can be gained from employees who are satisfied with their job such as increasing standard of performance or increase in the quality of work.

However, not all employers will be able to provide the needs that meet the expectations of their employees. Hence, employees might have job dissatisfaction. In such an occurrence, it is believed that employees will not be willing to perform up to the required level (Fehr, Yam, & Dang, 2015).

This will not only bring negative impacts on the employee's performance but will also affect the productivity of the company itself. Firms should be able to cater to the needs of their employees and provide a flexible working environment in which morale of employees can be boosted up that leads to an increase in the willingness to improve performance.

Key indicators of job satisfaction vary for different companies. Absenteeism, turnover rate, disciplinary issues, attendance are some of the common indicators that reflect job satisfaction (Bednarska & Szczyt, 2015). Positive results derived from these factors indicate that employees are in a good emotional state with their job. As for the opposite, they indicate that employees are not satisfied with their current working state.

### **Problem Statement**

The trend of low job satisfaction among employees is quite a major concern. It can be noticed that a high number of employees are not satisfied with their jobs. According to a survey conducted by Jobstreet (2017), job satisfaction is still a major concern in the ASEAN region. For instance, Thailand is ranked 5th in job happiness survey. It has the lowest happiness ratings with the largest percentage (37%) of employees who are more likely to resign and obtain a new job to achieve job satisfaction. The happiest employees are in the medical and hospitality sectors, whereas, the unhappiest are in food and beverage, telecommunication sector and government. Malaysians rank 4th in the survey with almost half (43%) of the employees surveyed are neutral towards job satisfaction. The unhappiest workers are in the retail and banking sectors (Jobstreet, 2017). This shows that the number of dissatisfied employees is still high. Hence, job dissatisfaction is still a major problem that can leave a negative impact on any organisation.

As stated by Paul (2017), absenteeism and tardiness can be the result of unsatisfied employees from their work. Similarly, the morale of employees may drift away when their job does not suit them, which result in a "lack of interest" is going to work (Su-Lyn, 2014). Notably, the increasing number of patients with work depression and anxiety disorder were mostly employed in the telecom industry. The rate is growing fast and there might be a 50% increase in the rate for the upcoming years (Shetty, 2017). The study from Mumbai shows that employees in the telecommunication industry have an increasing number of job stress, particularly lack of job opportunity which lead to low job satisfaction and high turnover (Sengupta, 2017). Another study conducted amongst employees in the Telecom sector in Pakistan found that leadership empowerment behaviour impacts the job satisfaction of employees. Employees who tend to have a feeling of meaningfulness of their job and are confident of their ability to perform better on their job have higher job satisfaction compared to the opposite characters (Jamal & Ali, 2017). This shows that job satisfaction can be influenced by leadership style amongst employees in the telecom industry. Where employees are not motivated by leaders, job satisfaction reduces which undeniably will affect the productivity level.

In Brunei, it has been found that organisational commitment, emotional intelligence and work stress are affecting the job satisfaction of employees in Brunei (Noor & Mohammed, 2016). Besides, the relationship between employers and employee is also significant in determining job satisfaction (Mundia, et al., 2017). However, there is still limited research done in this field of study, especially in the telecommunication sector. Hence, it is worth to find the factors that affect job satisfaction in the specified industry. Lots of factors contribute towards job satisfaction that should be taken care of, there is a need to identify and investigate the determinants affecting employees' job satisfaction

in Brunei's Telecommunication industry since telecom industry is one of the industries that has been highly associated with employees' job dissatisfaction.

## **Literature Review**

### **Job Satisfaction**

Job satisfaction covers attitude among workers, which consists of their feelings about wages and working conditions, organisational structure, promotions related to the job, social relations at work, recognition of talent and other similar variables, personal characteristics and group relations outside work (Nuaimi, Chowdhury, Eleftheriou, & Katsioloudes, 2015). When employees perceive that their value is appreciated within the job, they develop a positive attitude towards it and experience satisfaction. In contrast, negative attitudes amongst employees in the workplace can be the result of dissatisfaction (Alonderiene & Majauskaite, 2016).

Notably, job dissatisfaction can result in a high turnover rate, demotivated employees, absenteeism or even low performer and productivity. An organisation as a whole can be affected if job satisfaction is at the lowest level (Pacheco & Webber, 2016). Dissatisfied employees can react in a way where their performance can negatively be affected (Yalabik, Rayton, & Rapti, 2017). Similarly, employees' engagement in the workplace will be affected as unsatisfied employees may commit less in doing their work, and this may lead to variance in their performance level. To ensure employees are comfortable in their current state, job satisfaction plays significant roles in achieving desirable results. It is believed that values desire by employees should be considered to achieve job satisfaction. Ignoring this matter can result in negative outcomes for the performance of employees (Karanika-Murray, Duncan, Pontes, & Griffiths, 2015).

### **Leadership**

Leadership refers to the ability of an employer to motivate and lead her or his employees towards achieving the organisation's goals (Menon, 2014). A study in Singapore showed that schools which have low teacher attrition and transfer rates had principals whose leadership styles were characterized by collective decision making with teachers, high levels of trust and support, and collaboration with staff. Leadership emerged as the strongest predictor of employee retention because it facilitates other positive work conditions that contribute to job satisfaction (Torres, 2017). Here, employees indicated that they tend to be happier with their job when having leadership that promotes participation in decision making and autonomy. Another study conducted showed that transformational leadership promotes job satisfaction among employees.

Transformational leadership have characteristics of charisma/inspiration, intellectual stimulation and individual consideration (Alonderiene & Majauskaite, 2016). A sample of 679 teachers in Canada was used to find out which leadership style can help to enhance job satisfaction. The result proved that employees are in their positive emotional state when principles applied transformational leadership in the workplace where there is high cooperation between staffs and principles to achieve organisational goals (Menon, 2014). Similarly, Devos (2014) also found that employees are more engaged in their work if their leaders allow collaborative decision making and exchanging of ideas, and these participative leadership styles were found positively related to employees' satisfaction (Devos, 2014). Moreover, ethical leaders who treat employees fairly and discipline wrongdoers able

to increase employees' trust and able to generate collective agreement in terms of value in the workplace (congruence value) which may promote job satisfaction amongst employees in the workplace (Ren & Chadee, 2017). Thus, the present study assumes that leadership might influence job satisfaction among employees from the Telecom industry in Brunei. The following hypothesis is suggested:

*H1: There is a positive relationship between organizational leadership and job satisfaction among employees from the Telecom industry in Brunei.*

### **Management- Employee Relations**

Management-employee relationship refers to the state of the relation between the employer and employee in achieving shared objectives and goals in an organisation. From a study conducted by Tansel and Gazîoğlu (2014), it was found out that management-employee relationships are less satisfactory in large firms. Lack of employee recognition, promotion and also job enrichment resulted in lower levels of job satisfaction in large firms. In contrast, small firms have higher job satisfaction amongst employees as the relationship with management are well established (Tansel & Gazîoğlu, 2014). Improving the management-employee relations in large firms will increase employee satisfaction in many respects as well as increase productivity and reduce turnover. Gill and Meyer (2013) found that workplaces with the existence of good employee relations are more likely to secure employee voice, security and empowerment, and this shows that management is concerns on employees' well-being (Gill & Meyer, 2013). Furthermore, if management facilitates employee voice, employees are more satisfied and engaged in their work with higher performance. Thus, job satisfaction can be achieved when employees' voice is facilitated by having a strong relationship with management (Ntalianis, Dyer, & Vandenberghe, 2015). Similarly, Kang and Sung (2017) also found that symmetrical communication plays important role in employee perception and assessment of a quality relationship with their management, and the transparent and two-way communication in employee relations might contribute toward high employee engagement, and job satisfaction amongst employees (Hansen, Byrne, & Christa Kiersch, 2014). Thus, the present study assumes that management-employee relations might influence job satisfaction among employees from the Telecom industry in Brunei. The following hypothesis is suggested:

*H2: There is a positive relationship between management-employee relations and job satisfaction among employees from the Telecom industry in Brunei.*

### **Knowledge Management**

Knowledge management (KM) refers to identifying and utilising the collective knowledge from the employees in an organisation to help the organisation compete in a particular industry. According to a study of psychological expectancy based on job design, results indicated that intra- organisational knowledge sharing with employees is the key KM process. Utilising knowledge from employees enables them to have a sense of meaningfulness, responsibility and belongingness in the workplace. These contribute to work motivation, performance and effectiveness which constitute of job satisfaction (Kianto, et al., 2016). In other words, employees are more satisfied with their job when they can be involved in the sharing of knowledge in the workplace. KM in organisations can help the employees to create a shared understanding and gain value from the knowledge, particularly in knowledge-intensive environments. An organisation that encourages employee in knowledge

acquisition able to improve job satisfaction as the accessibility to new knowledgeable to increase their efficiency and task performance (Karanika-Murray, Duncan, Pontes, & Griffiths, 2015).

KM leads to a positive community capacity in the workplace, according to a study, where there is an integration between human capital, organizational resources, and social capital in the workplace that can be utilised to solve problems and improve or maintain the well-being of members. The commitment and the ability to solve problems in ensuring positive community capacity increase job satisfaction amongst employees (An, Deng, Chao, & Wenlin Bai, 2014). Knowledge creation, part of KM, refers to the development of new knowledge takes place through socialization, can result in the sense of responsibilities among employees at the workplace which may contribute to better performance and productivity (Singh & Meenakshi Gupta, 2014). Also, interaction and sharing of tacit and explicit knowledge via KM enable employees to improve their capacity to apply their knowledge to act and resolve specific problems, in turn, lead to increase motivation and greater satisfaction among employees (Said Abdullah Al Saifi, 2015). Thus, the present study assumes that knowledge management might influence job satisfaction among employees from the Telecom industry in Brunei. The following hypothesis is suggested:

*H3: There is a positive relationship between knowledge management and job satisfaction among employees from the Telecom industry in Brunei.*

### **Herzberg's Two Factor Theory**

The present study employed Herzberg Two Factors theory to justify the relationship between motivators and job satisfaction. Herzberg (1993) classified job factors into two classified groups: Hygiene factors refer to job factors that will not increase the motivation of employees, however, if these factors are absent, employees will be dissatisfied. It can be said that these factors are dissatisfiers as they are required to be fulfilled to avoid dissatisfaction (Herzberg, 1993). Whereas, motivational factors refer to job factors that will yield positive satisfaction and motivate employees to perform better. These factors are called satisfiers as employees find these factors are intrinsically rewarding (Herzberg, 1993). Applying to this study, job satisfaction will be lowered down if hygiene factors do not exist in the workplace. Whereas motivational factors will enhance motivation which leads to positive job satisfaction. Variables used in the present study such as leadership and management employee relation are categorised as Hygiene factors (under interpersonal relations) whereas knowledge management is categorised as motivational factors.

### **Methodology**

This study utilised a self-administered questionnaire as it provides convenience, cost-effective, reduction of bias and greater anonymity for the researcher (Saunders, Lewis, & Thornhill, 2016). The questionnaire comprised of three sections. The first part covered the respondents' demographic information, which includes the following: gender, age groups, marital status and years working in the telecom industry. The second and third section of the questionnaires covered items for measuring dependent and independent variables. Specifically, there are 5 items adopted from Murray, Duncan, Pontes et al, (2015) used to measure job satisfaction. Besides, each independent variable is measured with 5 items adopted from different past researchers as well. The target population used for the study is the employees from Brunei's telecommunication industry. A total of 120 samples were taken for this study. The primary data was collected by distributing the questionnaires to the target population.

Secondary data were collected from past researches via literature review from several academic sources such as Open Access Journals, Emerald Insights and Science Directs. SPSS (statistical package for social science) version 23 was used in the study for statistical analysis. Descriptive analysis was conducted to analyse the distribution, mean and frequency of the responses. Whereas, in inferential analysis, reliability test was conducted to test the reliability of items for each variable. Pearson Moment Correlation test was used to analyse the relationship between dependent and independent variables. Multiple regression analysis was carried out to validate the research model while testifying the hypotheses in the present study.

## Results and Findings

A total of 120 respondents from different companies in Brunei’s Telecom industry participated in this study. There were 70 female respondents (58.3%) and 50 male respondents (41.7%). For the age groups, the highest percentage belongs to respondents aged above 40 years old (56.7%). Whereas, respondents aged 29-39 have the second-highest percentage (27.5%), followed by respondents aged 18-28 (15.8%). Besides, 94 respondents are married (78.3%), 22 respondents are single (18.3%), 2 respondents are divorced (1.7%) and another 2 respondents are widowed (1.7%). Lastly, in term of working experience, most of the respondents (63%) have more than 6 years of working experience in Telecom industry. 21% of the respondents have been in the industry for 4 to 6 years, and only 16% of the respondents have been worked for 1 to 3 years in the Telecom industry.

### Employees’ Perceived Job Satisfaction

Table 1 shows the responses with regards to job satisfaction. 51.7% of the respondents agree that they are very satisfied with their job (Statement JS1), 54.2% of the respondents agree that their jobs measures up to their expectation (Statement JS2), 50.0% of the respondents agree that they feel a high degree of personal responsibility for their work (Statement JS3), 42.5% of the respondents agree that they have a great sense of personal satisfaction when they do their job well (Statement JS4), and 43.3% of respondents agree that most of the tasks they performed on their job are relevant (Statement JS5).

**Table 1: Frequency of Perceived Job Satisfaction**

<i>No.</i>	<i>Statement</i>	<i>1</i> <i>(%)</i>	<i>2</i> <i>(%)</i>	<i>3</i> <i>(%)</i>	<i>4</i> <i>(%)</i>	<i>5</i> <i>(%)</i>
JS1	In general, I am very satisfied with my job.	0.0	15.8	15.0	<b>51.7</b>	17.5
JS2	My job measures up to my expectation.	0.8	10.8	20.8	<b>54.2</b>	13.3
JS3	I feel a very high degree of personal responsibility for my work.	2.5	6.7	10.0	<b>50.0</b>	30.8
JS4	I feel a great sense of personal satisfaction when I do my job well.	2.5	10.0	8.3	<b>42.5</b>	36.7
JS5	Most of the things I have to do on my job is relevant.	3.3	13.3	14.2	<b>43.3</b>	25.8

**Note:** 1= Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree.

## Employees Perception of Leadership

Table 2 shows the responses with regards to leadership factor. 42.5% of respondents agree that their supervisors keep them informed about important issues (Statement L1), 40.0% of respondents agree that their supervisors show concern for their welfare and comfort (Statement L2), 39.2% of respondents agree that their supervisors listen to their problems and frustrations (Statement L3), 40.8% of respondents agree that their supervisors always include them in decision making and problem-solving process (Statement L4) and 44.2% of respondents agree that their supervisors encourage them to achieve their goals (Statement L5).

**Table 2: Frequency of Perceived Leadership**

No.	Statement	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)
L1	Supervisors keep me informed about important issues.	5.0	14.2	23.3	<b>42.5</b>	15.0
L2	Supervisors show concern for my welfare and comfort.	2.5	15.8	29.2	<b>40.0</b>	12.5
L3	Supervisors listen carefully to my problems and frustrations.	5.0	19.2	25.8	<b>39.2</b>	10.8
L4	Supervisors include me in decision making and problem-solving.	6.7	13.3	25.8	<b>40.8</b>	13.3
L5	Supervisors encourage me to achieve my goals.	5.0	11.7	24.2	<b>44.2</b>	15.0

**Note:** 1= Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree.

## Employee Perception of Knowledge Management

Table 3 shows the response to knowledge management. It can be seen that the majority of respondents only agree with the statement concerning knowledge management. 60.8% of respondents agree with the availability of knowledge for their tasks (Statement KM1), another 50% of respondents agree with the management of knowledge as what they needed (Statement KM2), 45.8% of respondents agree with the knowledge developed by the company (Statement KM3), 54.2% of respondents agree with the contribution of knowledge management (Statement KM4) and 50% of respondents agree with the usage of knowledgeable to contribute to the company (Statement KM5).

**Table 3: Frequency of Perceived Knowledge Management**

No.	Statement	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)
KM1	Availability of knowledge for my tasks.	3.3	12.5	13.3	<b>60.8</b>	10.0
KM2	Management of knowledge that I need.	2.5	15.8	21.7	<b>50.0</b>	10.0

KM3	Knowledge development by the company.	2.5	13.3	30.0	<b>45.8</b>	8.3
KM4	Contribution of knowledge in the company.	3.3	11.7	21.7	<b>54.2</b>	9.2
KM5	Usage of knowledge contributed to the company.	3.3	15.0	18.3	<b>50.0</b>	13.3

**Note:** 1= Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree.

### Employees Perception of Management-Employee Relations

Table 4 shows the responses to the management-employee relation. 43.3% of respondents agree with that communications between managers and employees are important (Statement MER1), another 33.3% agree that the management encourages different opinions from the employee (Statement MER2), 33.3% of respondents agree that feedback for management is encouraged (MER3), 41.7% of the respondents agree that management is concerned on employee's wellbeing (Statement MER4) and only 40% of respondents agree with the management is concerned on employee's development (Statement MER5).

**Table 4: Frequency of Perceived Management-Employee Relations**

No.	Statement	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)
MER1	Communication between managers and employees in the company.	5.8	10.0	28.3	<b>43.3</b>	12.5
MER2	Management encourages differences of opinion.	5.0	20.0	29.2	<b>33.3</b>	12.5
MER3	Feedback for management is encouraged	4.2	16.7	32.5	<b>33.3</b>	13.3
MER4	Management concern towards employee's wellbeing.	5.0	16.7	25.8	<b>41.7</b>	10.8
MER5	Management concern towards employee's development.	8.3	13.3	28.3	<b>40.0</b>	10.0

**Note:** 1= Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree.

### Reliability Test

One of the most common values used to measure the coefficient of reliability is Cronbach's Alpha value. It indicates how well items in a set are positively correlated to one another (Sekaran, 2000). This value will be used to determine if the scale and all the items used in this research are reliable. A sample of 20 respondents was used to test the reliability of the constructs during the pilot study. Table 5 showed the results of reliability for each construct which consisted of job satisfaction, leadership, knowledge management and management-employee relation. All constructs are found reliable ( $\alpha > 0.70$ ).

**Table 5: Reliability Test**

Variables	Cronbach's Alpha	Number of Items
Job Satisfaction	0.910	5
Leadership	0.948	5
Knowledge Management	0.950	5
Management-Employee Relation	0.951	5

**Pearson Correlation**

The main objective of this research was to examine the relationship between importance between leadership, knowledge management and management-employee relation with employee job satisfaction.

**Table 6: Correlations Results**

Independent variables	Pearson correlation (r)	Sig. (2-tailed)
Leadership	0.729**	0.000
Knowledge Management	0.752**	0.000
Management-Employee Relations	0.748**	0.000

\*\*Correlation is significant at the 0.01 level (2-tailed) Dependent variable: Job satisfaction

Table 6 shows that job satisfaction was significantly affected by leadership ( $r = 0.729$ ,  $p < 0.05$ ), knowledge management ( $r = 0.752$ ,  $p < 0.05$ ) and management-employee relation ( $r = 0.748$ ,  $p < 0.05$ ). The results conclude that there is a statistically significant relationship between the independent variables and dependent variables. From the result, it can be seen that the relationship is strongly positive in which if leadership, knowledge management and management-employee relation increase in rating, the job satisfaction tends to be higher as well. Among the three independent variables, the result shows that knowledge management has the strongest influence on employees' job satisfaction in Brunei's telecommunication industry.

**Multiple Regression Analysis**

Multiple regression analysis indicated the total effects of independent variables on the dependent variable. The results are presented model summary, ANOVA and coefficient table.

**Table 7: Model Summary**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.815 <sup>a</sup>	.664	.655	.49397
a. Predictors: (Constant), Leadership, knowledge management, management-employee relations b. Dependent variable: Job satisfaction				

Table 7 shows that the R Square of 0.664, means the relationship between a dependent variable and independent variables is considered moderate. The variation in Job Satisfaction (66%) was explained by the combined variation of the three independent variables (leadership, knowledge management and management-employee relation). The remaining 34% is categorised as an elastic factor in which it is uncontrollable.

**Table 8: ANOVA Results**

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	55.828	3	18.609	76.267	.000 <sup>b</sup>
	Residual	28.304	116	.244		
	Total	84.132	119			
a. Dependent Variable: Job satisfaction						
b. Predictors: (Constant), Leadership, knowledge management, management-employee relations						

Table 8 indicated the analysis of variance where F statistic (F=76.267) was found significant (p<0.000). It the research model (consists of leadership, knowledge management and management-employee relations) is statistically significant and fix to predict employee job satisfaction.

**Table 9: Coefficient Results**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.043	.195		5.357	.000
	Leadership	.285	.071	.324	4.019	.000
	Knowledge Management	.288	.097	.298	2.976	.004
	Management-employee relations	.236	.088	.271	2.691	.008

Table 9 shows the coefficients of all the independent variables. The significance value for all independent variables (leadership, knowledge management and management-employee relation) is lower than 0.05. These results show that all three variables contributed significantly to the prediction of job satisfaction. The standardised beta weights ( $\beta$ ) was used to compare relative contribution for each predictor. Since the beta value for leadership has the highest value ( $\beta = 0.324$ ,  $p < 0.05$ ), this can conclude that leadership is the most significant factor that influences the employees' job satisfaction in Brunei's telecommunication industry.

In respond, statements below are concluded:

- a) Leadership has positive influence towards job satisfaction (t= 4.019,  $\beta=0.324$ ). This means when a unit increases in leadership, job satisfaction will increase by 0.324 units.
- b) Knowledge management has a positive influence on job satisfaction (t= 2.976,  $\beta=0.298$ ). This means when a unit increases in knowledge management, job satisfaction will increase by

0.298 units.

- c) Management-employee relation has positive influence towards job satisfaction ( $t= 2.691$ ,  $\beta=0.271$ ). This means when a unit increases in management-employee relation, job satisfaction will increase by 0.271 units.

## **Discussions**

The main purpose of this study is to examine the impact of the chosen factors on the job satisfaction of employees from the Telecom industry in Brunei. Specifically, three main factors were identified i.e. leadership, knowledge management and management-employee relations.

### **Correlation between Leadership and Job Satisfaction**

The correlation between leadership factor and job satisfaction was found significant and positively correlated ( $r = 0.729$ ,  $p < 0.05$ ). This confirms the argument in Herzberg's two-factor theory which stated that leadership (under hygiene factor) is necessary to prevent employees to be dissatisfied, hence, affecting job satisfaction. Besides, research also found that quality leaders might affect employees' job satisfaction where good leadership might produce a positive emotional state of employees, in turn, lead to higher satisfaction in the workplace (Menon and Devos, 2014; Alonderiene and Majauskaite, 2016; Torres, Ren and Chadee, 2017).

### **Correlation between Knowledge Management and Job Satisfaction**

The correlation between knowledge management and job satisfaction was found significant and positively correlated ( $r = 0.752$ ,  $p < 0.05$ ). This also confirms the argument in Herzberg's two-factor theory which stated that knowledge management (under motivator factor) is necessary to enhance the intrinsic value of employees, in turn, lead to higher motivation and satisfaction in the workplace. According to Xiomi, Hepu, Singh, Gupta and Lemen (2014) and Alsaifi and Murray (2015), employees tend to have higher satisfaction when companies practising a good knowledge management standard which might empower and facilitate the employees in self-development. As such, employees' satisfaction arises if companies always encourage knowledge sharing and development practices.

### **Correlation between Management-Employee Relations and Job Satisfaction**

The correlation between management-employee relations and job satisfaction was found significant and positively correlated ( $r = 0.748$ ,  $p < 0.05$ ). This finding confirms that management-employee relations under Herzberg's hygiene factor are needed to prevent employees from dissatisfied. Some researchers (Gill and Meyer, 2013; Hansen, Anne, Byrne and Zinta, 2014; Kang and Sung, 2017) also found that employee's interpersonal relationship and engagement with the management have a direct positive effect on employees' job satisfaction, in which employees might feel more connected and a higher sense of belongingness with their company, in turn, lead to higher satisfaction.

To sum up, the present study found that all the three proposed hypotheses are supported, and the three independent variables are found significant and positive affecting employees' job satisfaction in Brunei.

## **Conclusion and Recommendations**

In conclusion, the overall aims and objectives of the research have been achieved through in-depth analysis and data testing. Hypotheses of the research have been tested and accepted which proves that job satisfaction is affected by leadership, knowledge management and management-employee relation. Time constraints and financial resources become the major challenges or limitations faced by the researcher. To overcome the problems faced by the researcher in which time management, large sample size and different variables will come in handy for this field of study. Overall, a better understanding of job satisfaction and factors affecting it, have been achieved, in the case of Brunei's telecommunication industry.

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