

Factors Influencing Job Satisfaction Among Employees in Aspiro Solutions Sdn.Bhd

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Abstract

This study aims to determine the effects of independent variables on dependent variables by examining the relationships between compensation, work-life balance, performance recognition, career development opportunities, work environment, and job satisfaction of employees at Aspiro Solutions Sdn Bhd. It also aims to demonstrate to managers, regular employees, and supervisors the value that Aspiro Solutions Sdn Bhd employees place on things like compensation, work-life balance, performance recognition, career development opportunities, and the work environment. The findings of this study indicate that Aspiro Solutions Sdn Bhd organization now has a better understanding of their regular employees, managers, and supervisors' level of job satisfaction. To increase the job satisfaction of their employees, Aspiro Solutions Sdn Bhd placed a lot of attention on the importance of these independent variables (compensation, work-life balance, performance recognition, career development opportunities, and work environment).

Keywords: *Compensation, Work-life Balance, Performance Recognition, Career Development Opportunities, Work Environment, and Job Satisfaction*

1.0 Introduction

Aspiro, a rapidly growing worldwide business services corporation, helps customers by creating strategic talent and offering outstanding service in a digital context. They also offer career paths to help people succeed. Aspiro strives to give the greatest HR, IT, finance, and accounting services. Indonesia, China, and Japan have over 80,000 Aspiro users. Malaysia, a diverse nation, is their home (Spillan, 2020)

An employee's job satisfaction is measured. According to Sajio (2021), occupational satisfaction is a positive outlook. Weiss defines employee satisfaction as a positive emotional state resulting from a positive assessment of one's job, a successful response to it, and a positive attitude toward it. According to Weiss (2002), job satisfaction is an attitude, but researchers should distinguish between cognitive evaluation factors that affect emotion, beliefs, and behaviour.

According to Judge (2008), job satisfaction is a positive feeling about one's employment based on its qualities. A dissatisfied person views their work negatively, while a happy one views it positively. Job satisfaction may depend on compensation, desk size, growth possibilities, and other things. Job satisfaction is a key issue. People want to work in places that make them happier (Karapavlovic, 2020). Job satisfaction is the study's objective.

Organizational operations depend on personnel management. This came from the concept that an organization's human resources are interchangeable with it. In a well-run company, the average worker boosts productivity. These companies develop because of their employees, not money. Enacting regulations that increase employee satisfaction helps the company achieve its goals by fostering a culture of loyalty and collaboration. Happy employees are motivated. Motivated workers are loyal to the company, which boosts productivity and reduces turnover.

With growing acknowledgement of the need to improve employee job satisfaction to assure organizational commitment, there are several ways to accomplish so. Pay increases were the first way to link work enjoyment to organizational commitment (Hill & Wiens- Tuers 2021). After realizing that this wasn't enough to make work fun, alternative perspectives emerged, emphasizing the significance of staff training and skill development (Woodruffe 2020). Since this is only one aspect of human resource management, a holistic approach has emerged that focuses on the development of a certain quality of employment life, which includes fair wages, benefits, other employment conditions, and career development to support motivation, job satisfaction, and organizational commitment (Champion- Hughes 2018).

Any company wants happy workers because job satisfaction lowers turnover. The researcher believes it is important to study the factors that affect employee work satisfaction due to high turnover rates in businesses notwithstanding the economic crisis and significant unemployment. The study found that most companies try hard to inspire their employees to boost job satisfaction. Organizations' employment standards, including incentive programs, cover all employees (Griffiths,2018).

1.1 Problem Statement

Both employees and employers care about job satisfaction (Mahamuda, 2021). This is because job satisfaction and dissatisfaction affect employee behaviour in every firm. It's likely that a company's operations will suffer if most of its workers are unhappy. The organization's productivity or performance may deteriorate as a result. Champoux (2000:151) states that to maximize output, managers must understand and address staff demands. Management must ensure that the workplace is pleasant, morale is high, and employees have the tools they need to execute their jobs to increase employee job satisfaction (Johnson, 2020). Lack of resources, and facilities, and a hostile work environment can lead to job discontent, according to Matloga (2005). The survey seeks to understand how management aims to boost employee satisfaction. As previously said, managers must consider their employees' general well-being. This is needed to make an organization's atmosphere useful and agreeable for all role players (Mahamuda, 2021). To do this,

managers will need to study what makes employees happy at work. Public organizations have established compensation or remuneration policies, such as salaries and wages, special recognition awards, meal allowances, long service awards, overtime allowances, housing and motor vehicle allowance, and key motivation, to motivate their employees and increase job satisfaction. Despite its efforts, a large portion of its staff is leaving for better job opportunities. Despite their businesses' superb wage packages and fringe perks, many employees, particularly managers, are quitting. Job satisfaction evaluation is important, according to Maniram (2017), because it might affect productivity, absenteeism, and turnover. According to the dialogue, firm employees' job satisfaction affects productivity. By giving, they'll love their job more (Heneman, 2019). So, they have met their work satisfaction requirements and will now work to increase their performance. This study examines this adverse inclination and its causes from this perspective.

2.0 Literature Review

2.1 Job Satisfaction (DV)

The importance of job satisfaction as one of the main factors that influence organizational performance has been emphasized in previous literature; thus, it is critical to do frequent research on this subject to evaluate employees' views of their jobs (Jalal & Putri, 2016). A high degree of job satisfaction demonstrates genuine passion, positive feelings, and a genuine appreciation for the profession, which results in highly emotional dedication (Sadiya & Maimunah, 2018). Job satisfaction is a complicated concept, and many kinds of connections may be derived from it (Alegre, Mas-Machuca & Berbegal Mirabent, 2020). It is common in the media business for workers to gain a great deal from their daily routines, and if they are dissatisfied with their jobs, the company will suffer a significant loss (Ileri, 2018). Aside from that, job satisfaction contributes to the overall harmony of the company. According to Markovits, Boer, and Van Dick (2015), to be successful, every company must guarantee that its workers are satisfied with their jobs. Job satisfaction is contingent on constructive interaction between employees and management, according to Javed, Balouch, and Hassan (2017). Experts believe that a firm will be successful if its employees like their jobs and believe that their efforts are respected by their managers.

2.2 Compensation (IV)

According to Dessler (2021), an employee's pay comprises all compensation elements that are awarded to him in exchange for his job performance. According to Heery and Noon (2001), "Compensation is comprised of a variety of components, such as a base wage, fringe benefits, bonuses, remuneration for performing additional work, and incentives." Pay is thus the compensation that an employee gets in exchange for his or her labour after completing the tasks that have been given to him or her. This often covers all kinds of incentives, both monetary and non-monetary in nature. Pay, according to Lai (2016), is one of those gratifying factors that, if impeded, may lower the degree of discontent among workers in the workplace. If an employee is properly rewarded for his or her efforts, he or she will be able to cope with any unexpected overflow of work. According to Robbins (2021), Herzberg's motivation-hygiene theory states that compensation is one of the hygiene variables that may help to reduce work discontent by eliminating job dissatisfaction. Employees' happiness with their salaries may range from discontent to complete pleasure. The expectancy hypothesis said that individuals put forth effort because they expect to be rewarded in some way, such as money, a promotion, or something similar. It is common for people to believe that if they do well at their jobs, their salaries will automatically rise, and they will be promoted as a result of this. This will result in a rise in their sense of work satisfaction (Yaseen, 2020).

2.3 Work-life balance (IV)

Work-life balance simply refers to the capacity to strike a healthy balance between your work and personal obligations. It is not required to have an equal split of time between working and leisure to attain a work-life balance. The balance is more complex than that, and it also changes from person to person and across various cultures. The ideal work-life balance would never need to sacrifice one aspect of one's life for another. To do so, the individual must always strive to improve work performance while simultaneously discovering new and enjoyable ways to spend leisure time (James, 2019). Essentially, the concept of a work-life balance was developed to highlight the reality that working too much is detrimental to one's physical and emotional health. Socializing, physical exercise, and recreational activities are all beneficial to one's overall health and well-being. Although not everyone's job entails hard physical labour in a gloomy atmosphere, maintaining a healthy work-life balance is critical for all employees. Everyone runs the risk of allowing work to consume an unhealthy amount of their time and attention (Leka, 2014). Working for a work-life balance may assist individuals who currently love their employment to maintain that enjoyment while reducing stress and preventing burnout by raising their awareness of the importance of this concept.

2.4 Performance Recognition (IV)

According to Danish and Usman (2010), recognizability occurs when firm employees are given a special status. Workers who receive intrinsic incentives like recognition, development, feedback, and opportunity perform better and are happier. Acknowledgement is the most important non-financial motivator for employee work satisfaction, according to Barton (2020). Recognition is crucial to creating relationships between company executives and their employees. Appreciation boosts employee morale. Recognizing employees' efforts might give employers an edge. Incentivizing and recognizing employees improves an organization's health (Lashari, 2020)

According to Yaseen (2013), employee recognition may be shown through decision-making, increased responsibility, empathy, succession planning, and many opportunities for advancement. Robbins (2019) cites Maslow's hierarchy of needs to explain workplace self-esteem. According to this theory, recognition, prestige, development, and progress motivate and satisfy workers. Herzberg's theory states that acknowledgement can convert an employee from no discontent to contentment (Moussa, 2021).

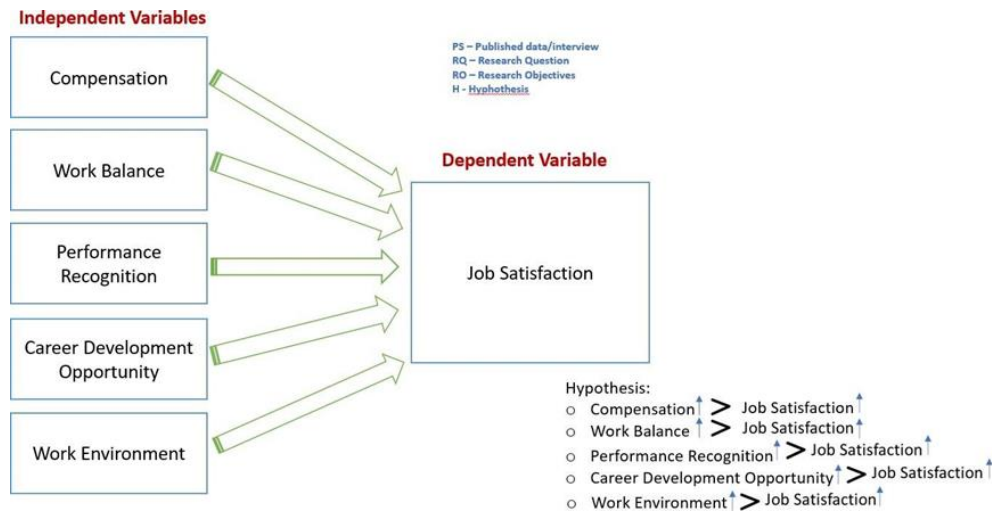
2.5 Career Development Opportunity (IV)

Training offers opportunities for workers to learn and improve their knowledge and abilities, allowing them to contribute more effectively to the company's success (Kabir, 2011). Those who have received training are more pleased with their jobs than employees who have not received training (Abdullah & Djebavni, 2011). These training programs assist workers in developing in a positive manner, which is useful to their abilities (Hunjra et al., 2010). Employees that take part in these training programs acquire confidence, succeed in their professions, and have a positive attitude toward their workplaces (Kabir, 2011). The purpose of training and management programs is to develop workers' competencies as well as the company's organizational capability (Hunjra et al, 2010).

2.6 Work Environment (IV)

Job satisfaction depends on having a pleasant and encouraging work environment. There are several aspects of workplaces that may affect employees' physical and emotional health. Maintaining employees' attention on their numerous responsibilities and facilitating productive work requires a high-quality work environment. Competitive pay, a strong working relationship between staff and management, equity and fairness for everyone, and a reasonable workload with ambitious but attainable objectives are all qualities of a successful workplace. The workstation is the greatest area for workers to work with a high degree of pleasure when all these factors are taken into account. As a business focused on profits, fostering an atmosphere where contented workers may thrive is essential to reaching the necessary bottom line. (George Kafui Agbozo, 2017)

Figure 1: Proposed Research Model



3.0 Methodology

Quantitative is commonly used as a synonym for any data collection approach that generates or uses numerical data. In contrast, qualitative is mostly employed as a synonym for any data-collecting approach that creates or utilizes non-numerical data (Saunders et al., 2012). Based on this research onion, the first layer is essentially a description of the research philosophy as a starting point. It interprets the proper research approach in the second layer. In addition, the third tier addresses methodological choices in study design, while the fourth layer addresses research strategy. The fifth layer will then establish the data collection time horizon, and the sixth layer will detail how the data is collected and analyzed throughout the research (Saunders et al., 2019). The researcher will employ interpretivism as the framework for this inquiry. The interpretivism technique is founded on the idea that because the researcher is a participant in the study and interprets data, he or she can never be entirely objective and removed from it (Nicole Brown, 2020). Inductive reasoning will also be used to construct hypotheses and theories, as well as research approaches to validate them. In addition, this study will use a survey approach to collect data to analyze respondents' information.

The researcher employs quantitative research as a methodological approach. In addition, the core data for this longitudinal study will be collected through questionnaires and surveys. In this project, questionnaires and surveys will be developed based on previous research topics and distributed through the Internet. All the items were estimated on a 5-point Likert scale. To collect real-time data for this explanatory research, a questionnaire was disseminated to selected 260 respondents depending on independent and dependent factors. By the strata of the sample, questionnaires were given to 15 individuals in management positions, 25 supervisors/administrators, and 220 regular workers. The sample size required for the studies was determined using the formula shown below with a 95% confidence level. To avoid outliers, the researcher employed an extra 10 respondents which were 260 respondents + 10 = 270 respondents in total. 2 outliers were removed from the result. A total of 268 respondents have been analyzed in this research.

Figure 2: Sample Size Calculation Results

The sample size (n) is calculated according to the formula: $n = \frac{z^2 * p * (1 - p) / e^2}{[1 + (z^2 * p * (1 - p) / (e^2 * N))]}$

Where: z = 1.96 for a confidence level (α) of 95%, p = proportion (expressed as a decimal), N = population size, e = margin of error.

$$z = 1.96, p = 0.5, N = 800, e = 0.05$$

$$n = \frac{1.962^2 * 0.5 * (1 - 0.5) / 0.052}{[1 + (1.962^2 * 0.5 * (1 - 0.5) / (0.052 * 800))]}$$

$$n = 384.16 / 1.4802 = 259.532$$

$$n \approx 260$$

The sample size (with finite population correction) is equal to 260

The researcher was also able to test the theories already formed for the thesis until the results are available for review. This was achieved by inferential checking, i.e. checking the Pearson correlation and regression. Inferential statistics may analyze problems, models, and theories (Zikmund, 2013). The results taken from inferential statistics attempt to conclude what the public feels from the survey data.

4.0 Data Analysis

4.1 Reliability

To test the reliability, Cronbach alpha was used, which tends to tell the internal consistency of the items of each variable. Cronbach's alpha refers to the “measure of internal consistency”, and thus represents the scale reliability. Reliability tests were done to see how well the variables fit together and how they would be related to each other. Considering Taherdoost (2020), it was important for this research to make sure that all of the questionnaire answers were valid and reliable. Even though there were only two responses to the "job satisfaction" (DV) question, the "compensation" (IV1), "work-life balance" (IV2), "performance recognition" (IV3), "career development opportunity" (IV4), and “work environment" (IV5) variables are being taken out because they are outliers. For interpretation of reliability values, the value above 0.8 represents good internal consistency, while values that lie between 0.5 to 0.7 represents the acceptable level of internal consistency, and values below 0.5 means weak reliability. Job Satisfaction (DV) 0.687, Compensation (IV1) 0.773, Work-life balance (IV2) 0.878, Performance recognition (IV3) 0.636, Career development opportunity (IV4) 0.694, and Work Environment (IV5) 0.882 or very nearly 1. Therefore, it is probably safe to conclude that job satisfaction is a reliable variable.

Table 1: Cronbach Alpha

Reliability Statistics		
Variables	Cronbach's Alpha	N of Items
Job Satisfaction	.687	6
Compensation	.773	6
Work-life balance	.878	12
Performance recognition	.636	5
Career development opportunity	.694	4
Work Environment	.882	14

4.2 Normality Test

For normality testing, the skewness and kurtosis of the data were checked. To run any parametric test for hypothesis testing, the normality assumption must be satisfied. For skewness, the values must lie between +1 to -1 for the distribution to be normal. If the value is above +1 and below -1 the data is right and left-skewed respectively (Orcan, 2020). The values of skewness for the current data set were, -0.807, -0.761, -0.765, -0.668, -0.703, and -0.633 for Job Satisfaction (DV), Compensation (IV1), Work-life balance (IV2), Performance recognition (IV3), Career development opportunity (IV4), and Work Environment (IV5) respectively, which means that all the values lie in the given range and are fairly symmetrical. For the kurtosis, it represents the heaviness of the tail of the distribution and the acceptable range of normality is +3 to -3. The values of the kurtosis for all variables lie in a given range between -0.020 to -0.383 and thus the data is fairly symmetrical. To determine whether the error term assumptions were valid, the residual histogram and probability plot, also known as the p- plot, was utilized in the study.

Table 2: Normality Test

Variables	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Job Satisfaction	268	-.807	.149	-.020	.297
Compensation	268	-.761	.149	-.281	.297
Work-life balance	268	-.765	.149	-.305	.297
Performance recognition	268	-.668	.149	-.383	.297
Career development opportunity	268	-.703	.149	.237	.297
Work Environment	268	-.633	.149	-.161	.297
Valid N (listwise)	268				

4.3 Pearson Correlation

The correlational analysis refers to the statistical method that measures the strength of the relationship between the variables. The correlational analysis for the current study was conducted with Pearson correlation with two-tailed methods, which is used when both variables are continuous (Senthilnathan, 2019). The Pearson correlation tests the strength, direction and significance of correlation. The values above 0.7 are considered as strong correlation while values between 0.3 to 0.6 are considered as moderate correlation (Senthilnathan, 2019). Job satisfaction has a direct correlation between compensation, work-life balance, performance recognition, career development opportunity, and work environment. Therefore, the researcher accepted hypotheses 1, 2, 3, 4 and 5. The highest score is for work-life balance (IV2), which has a correlation coefficient of 0.666 and demonstrates a strong positive relationship with job satisfaction (DV). At 0.552, the correlation between career development opportunity (IV4) and job satisfaction (DV) is the least strong.

Table 3: Pearson Correlation

		Job Satisfaction	Compensation	Work-Life Balance	Performance Recognition	Career Development	Work Environment
Job Satisfaction	Pearson Correlation	1	.650**	.666**	.621**	.552**	.595**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	268	268	268	268	268	268
Compensation	Pearson Correlation	.650**	1	.787**	.702**	.660**	.620**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	268	268	268	268	268	268
Work Life Balance	Pearson Correlation	.666**	.787**	1	.753**	.693**	.671**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	268	268	268	268	268	268
Performance Recognition	Pearson Correlation	.621**	.702**	.753**	1	.701**	.678**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	268	268	268	268	268	268
Career Development	Pearson Correlation	.552**	.660**	.693**	.701**	1	.619**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	268	268	268	268	268	268
Work Environment	Pearson Correlation	.595**	.620**	.671**	.678**	.619**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	268	268	268	268	268	268

4.4 Multiple Linear Regression Test

The multiple linear regression was conducted to test whether compensation, work-life balance, performance recognition, career development opportunity, and work environment predict job satisfaction among employees in Aspiro Solutions Sdn Bhd (Suwarlib, 2020). The value of R represents the fitness of the model and prediction quality, which is 0.720, meaning that the prediction quality is high. The value of R square indicates that there are five independent variables that can explain 51.9% of job satisfaction (DV) with an R square value of 0.519 (compensation, work-life balance, performance recognition, career development opportunity, and work environment). However, the remaining 48.1% of the components can be explained by additional pertinent factors that were not examined in this research. The value of F in ANOVA table was 56.522 and the significance value of 0.000, which means the results are significant. The variance in job satisfaction is predicted by predictor variables significantly with $F(267, 5) = 56.522, p=0.000$.

Table 4: Regression Test

Model Summary						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
1		.720 ^a	.519	.510	.30160	
a. Predictors: (Constant), C, WL, PR, CD WE						
ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.707	5	5.141	56.522	.000 ^b
	Residual	23.832	262	.091		
	Total	49.539	267			
a. Dependent Variable: JS						
b. Predictors: (Constant), C, WL, PR, CD WE						

5.0 Discussion

H1, H2, H3, H4, and H5 were examined. H1 was related to compensation and job satisfaction, H2 was related to work-life balance and job satisfaction, H3 was related to performance recognition and job satisfaction, H4 was related to career development opportunity, and H5 was related to the work environment and job satisfaction. According to Hypothesis 1, job satisfaction is mainly affected by compensation. Even though compensation's value of significance is lower than 0.05, this shows a largely positive relationship between this independent variable and work satisfaction. The beta coefficient of 0.243 shows that this part of the compensation plan is the most valuable. The compensation variable is the most significant and crucial in this study. This implies that an employee's performance would increase by 0.47796 standard deviations if their compensation increased by the same amount. (Ramli, 2018) Hypothesis H1 can be supported by the association

between Aspiro Solution Sdn Bhd employees' income and job satisfaction. The outcome of testing Hypothesis 2 suggests that job satisfaction is affected by a person's capacity to balance work and life. Work-life balance positively correlates with job satisfaction, as evidenced by the significant value of this independent variable is less than 0.005. The independent variable of work-life balance had a significant beta value of 0.237, indicating that it had the same effect on this inquiry as the previous independent variable. With every one standard deviation rise in an employee's ability to balance their personal and professional lives, their job satisfaction would increase by 0.47320 standard deviations. So, hypothesis H2 is supported and there is a correlation between Aspiro Solution Sdn Bhd employees' work-life balance and career satisfaction.

Hypothesis 3 shows no relationship between employee performance recognition and job satisfaction. Performance recognition is a significant independent variable whose significant value is larger than 0.005, indicating a major negative link to job satisfaction. Performance recognition's beta score of 0.136 shows that it is not significant to the research. Performance recognition improved by one standard deviation would raise job satisfaction by 0.41010 standard deviations. Hypothesis 3 is unsupported, suggesting that Aspiro Solution Sdn Bhd does not recognise great achievements to keep personnel happy.

Hypothesis 4 states that the quantity of professional progression possibilities available to a worker does not affect job satisfaction. Career development opportunity has a negative effect on job satisfaction since their significant value is more than 0.005. Career development opportunity beta value is 0.020, making it the least significant variable. This shows that the variable has little effect on the current investigation's findings. Job satisfaction would climb 0.42971% with a one-standard-deviation increase in career progression opportunities. Hypothesis 4 is not accepted at Aspiro Solution Sdn Bhd because job satisfaction does not correlate with career development opportunity.

Hypothesis 5 found that work environments affect job satisfaction. If the significant value for the work environment is less than 0.005, this independent variable has a strong positive relationship with job satisfaction. The work environment's significant beta value of 0.181 suggests that it influences this research. With every workplace change, employee job satisfaction would rise by 0.43860 standard deviations, hence, H5 was accepted. The most significant variable in job satisfaction is the workplace environment. As a result, an employee at Aspiro Solution Sdn Bhd may work more efficiently.

5.1 Implication of the study

According to findings from this study, the complicated relationships between organizational variables are what lead to Aspiro Solutions Sdn Bhd employees being content in their jobs (compensation, work-life balance, performance recognition, career development opportunities, and work environment). Employees at Aspiro Solutions Sdn Bhd are said to be content with their jobs for these reasons, which in turn motivates them to desire to work for the company long-term (the outcome variables). To boost employee engagement and performance, Aspiro Solutions needs to pay close attention to these three independent variables: compensation, work-life balance, and work environment. Constant performance growth enables organizations to develop a positive work atmosphere. The compensation, work-life balance, and workplace atmosphere have all been thoroughly examined in a few studies. Thus, it will be highlighted how significant the implications of this research's findings are for theories and practices.

5.2 Conclusion and Recommendation

To determine how Aspiro Solutions Sdn Bhd's employees feel about their jobs, research was conducted to look at factors including compensation, work-life balance, performance recognition, career development opportunities, and the work environment. Each correlation that was presented was examined to achieve this. The findings demonstrate that all of the hypotheses (H1, H2, and H5) were accurate, while the hypotheses (H3, and H4) were inaccurate. This demonstrates how favourable relationships existed between compensation, work-life balance, and the work environment with job satisfaction. However, Aspiro Solutions Sdn Bhd employees reported decreased job satisfaction when they received appreciation for their efforts and opportunities to develop their careers.

The findings also indicated that the most important factor influencing how content employees are with their jobs is work-life balance. The least impact on employees' job satisfaction was had by career development opportunities. Organizations that wish to raise their employees' job satisfaction by raising engagement levels may also want to pay closer attention to compensation, performance recognition, career development opportunities, the work environment, and in particular the work-life balance (Yao, 2018).

The factors in this study were effectively investigated, and the findings were consistent with all three of the hypotheses. The study was well-written and well-researched, as seen by this, but two of the hypotheses need to be altered to increase employee satisfaction with their jobs. The best way for organizations to increase employee job satisfaction and adhere to contemporary workplace trends is to construct and customize their salary, performance recognition, career development, and work environment, and focus on work-life balance for their employees.

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